



[Robina Foundation](#)

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ROBINA FOUNDATION
Board Meeting

Conference Call

Thursday, November 13, 2014

10:00 a.m. to 12 Noon (CST)

11:00 a.m. to 1:00 p.m. (EST)

8:00 a.m. to 10:00 a.m. (PST)

ROBINA FOUNDATION

TO: Robina Board of Directors

FROM: Penny Hunt

RE: November 2014 Board Meeting

The agenda for our two-hour telephone Board Meeting includes several important discussions:

Robina Grantmaking discussion (Tab 4): The Board will make important decisions about the Guiding Principles for future Robina grants and discuss the "Listening Tour" we will undertake during the next twelve months.

Input regarding the outside review of CFR's Expanded Diversity Initiatives (Tab 5): Plans for the review include Robina Board input on the reviewers and the review process.

The balance of the meeting will focus on reports on the operation of the Foundation and the work of Robina Grantees.

As always, please feel free to get in touch with me if you have questions or concerns about any of the material in the Board Book or plans for the meeting.

Robina Foundation Board of Directors Meeting

Conference Call

Thursday, November 13, 2014

10:00 a.m. to 12 Noon (CST)

Participant Dial-In Instructions:

1. Dial the Moderator's Access Number: 1-877-820-7831
2. Enter the Participant Passcode: 3167335# (must dial # key)

Time	Agenda Item	Tab #
10:00 a.m.	Welcome and Call to Order – Blatz	
✓ 10:10 a.m.	Minutes of August 11-13, 2014 Annual Board Meeting – Berresford – Action	1
✓ 10:15 a.m.	Executive Director's Report – Hunt	2
10:20 a.m.	Treasurer's Report – Lewis • Assets and Grants • 2014 Third Quarter Financial Report from Mike Sullivan	3
✓ 10:30 a.m.	Robina Grantmaking - Hunt • Guiding Principles/Themes/Assessment • September 2014 – November 2015 Timetable • Draft Agenda for Yale December 17 Meeting	4
11:10 a.m.	Council on Foreign Relations: Review of Expanded Diversity Initiatives - Hunt • Background ➢ Ratification of Grant • Robina Input ➢ Qualities and Experience Desired in Reviewers ➢ Possible Reviewers ➢ Charge for Reviewers or Questions to be Addressed	5
11:30 a.m.	Grantee Reports • Abbott Northwestern Hospital ➢ <i>Care COPILOT Institute (CCI) Revised Strategy</i> • Council on Foreign Relations' <i>Expanded Diversity CFR Activities and CFR/HIA Activities</i> – Six-Month Report • University of Minnesota Law School ➢ <i>Scholarships Match</i> – Annual Report ➢ <i>Robina Institute on Criminal Law & Criminal Justice + Sentencing Enhancements</i> (combined) – Annual Report • Yale University ➢ <i>Yale School of Drama's Status of Endowment Report</i>	6 7 8 9
11:50 a.m.	Other Business • Agenda for March 2015 Board Meeting (New York City) • Future Board Meeting Dates (2015 and 2016)	10
12:00 Noon	Adjournment	

1	MINUTES AUGUST 11-13, 2014
2	EXECUTIVE DIRECTOR'S REPORT
3	TREASURER'S REPORT
4	ROBINA GRANTMAKING
5	COUNCIL ON FOREIGN RELATIONS Review of Expanded Diversity Initiatives
6	GRANTEE REPORT Care COPILOT Institute Revised Strategy
7	GRANTEE REPORT Council on Foreign Relations/HIA Expanded Diversity Activities
8	GRANTEE REPORTS U of M's Scholarship Match U of M's Criminal Law & Criminal Justice
9	GRANTEE REPORT Yale School of Drama's Status of Endowment
10	OTHER BUSINESS

**Robina Foundation Annual Meeting
Meeting Minutes
August 12 – 13, 2014**

The annual meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on August 12 and 13, 2014, at the offices of Faegre Baker Daniels in Minneapolis, MN.

August 12, 2014

Directors present: Gordon Aamoth, Susan Berresford, Kathleen Blatz, Peter Karoff, Steve Lewis and Steve Schroeder.

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

Recorder: Anne Osberg of Office Team.

Call to Order and Welcome

Blatz called the meeting to order and welcomed Board Members.

Legal Report

Blatz welcomed Gina Kastel of Faegre Baker Daniels, who joined the meeting to provide the final report on the closing of the Binger Estate. Kastel noted that all estate funds are being transferred to the Foundation with the exception of \$50,000, which has been withheld to pay additional legal fees incurred in connection with the closing of the estate. Board Members thanked her for her diligence in finalizing the estate.

Foundation Finances

Blatz welcomed Mike Sullivan, Foundation investment consultant, and Jerry Anderson, Jon Gennaro, and Kim DeBaere from US Bank to discuss performance of Robina's assets.

Sullivan noted that Foundation assets held by USbank are meeting benchmarks set for Robina assets and made the following observations:

- The recent redeployment of \$21 million of Foundation assets into fixed income vehicles increased risk slightly as compared with cash, but also increased expected returns, while a reduction of \$10 million in mid-March 2014 in equity decreased the risk of larger losses;
- Establishment of the Foundation's term would facilitate development of the appropriate portfolio, but the Board should make grant decisions first and fix the term based on assets remaining;
- The sunset scenario charts he provided are based on historic norms, which, although not necessarily reliable as predictors of the future, are important tools to develop plans;
- A Board decision to focus on a four-year term would require an immediate change in the portfolio, while sunset in the 2022 time frame would not.

Anderson reviewed the long-term developments and investment strategies of the Foundation's assets and emphasized that the current portfolio is well-positioned for a term of eight years, although he recommends exiting the real estate investments. Anderson, Sullivan and Lewis will meet to discuss this further. A review of the Foundation's investment policy after that meeting may be appropriate.

Grantee Meetings/Reports

University of Minnesota Law School: *Center for New Americans*

Blatz welcomed David Wippman, Dean of the Law School, and Ben Casper, head of the Center for New Americans. Wippman and Casper emphasized the comprehensive, unique framework of the Center and reviewed the accomplishments of the first year of operation of the Center outlined in the Center's annual report. Casper explained how the Center works with its nonprofit and law firm partners to develop priorities and issues to be addressed by the Center and detailed the opportunities for students to be involved in all aspects of the Center, with the dual purpose of the Center to aid immigrants and to educate law students. Berresford and Hunt, who attended a meeting with Center staff, professors, nonprofit and law firm partners and students shared their enthusiasm for the work of the Center and confirmed the participants' engagement in the Center and the significant progress made during the first year.

In response to a question from a Board Member, Wippman summarized the importance of the Center to the Law School. The Center, which was approved unanimously by tenured law professors, provides phenomenal experiential learning for students, enhances the law school's reputation, attracts students as part of the school's human rights programming, and helps fulfill the University of Minnesota's mission to serve the community.

University of Minnesota Law School: *Robina Institute for Criminal Law and Criminal Justice – Sentencing Programs*

Blatz welcomed Richard Frase, Kevin Reitz and Kelly Mitchell, who recently joined the Institute as Executive Director.

Frase and Reitz summarized work of the four sentencing projects, noting the current interest in risk assessment and criminal history, the lack of data on criminal history in many states, and the incorporation of the Institute's work on probation and parole into the draft Model Penal Code. Blatz stressed the importance of maintaining the message of public safety in connection with the projects to avoid political backlash.

Law School Issues

In response to a question from Schroeder, Wippman described the financial and rankings challenge the Law School currently faces due to a 25% drop in applications to the school. To meet the changed circumstances, the Law School reduced the class size of the incoming class and received additional funding from the University of Minnesota, but cut its budget by \$2 million through staff attrition, lower raises for professors and sharing of office space with other parts of the University. The dean acknowledged that longer term, the Law School, like law schools across the country, must develop new ways to adjust to market needs.

Abbott Northwestern Hospital/Allina: Senior Leadership

Ben Bache-Wiig, President, Abbott Northwestern Hospital, and Penny Wheeler, MD, President and CCO, Allina Health, joined the board meeting to talk about the leadership strategies of Abbott Northwestern and Allina. Wheeler described the need to cut expenses while maintaining quality and the organization's strategic priorities: 1) development of insurance through a partnership with an existing insurance company; 2) focus on primary care; 3) integration of care by connecting all parts of the system to fully support patients. Bache-Wiig emphasized the importance of philanthropy, which enables innovation as ANWH strives to develop programs and elevate the care available in the community. Bache-Wiig wants people to see ANWH as an extension of care provided in local communities.

Abbott Northwestern Hospital/Allina: LifeCourse

Board Members welcomed Eric Anderson, Sandy Schellinger, Paige Bingham and Heather Britt to discuss the status of the LifeCourse initiative funded by the Robina Foundation. The discussion focused on:

- Current status of enrollment: 242 now; 300 expected by the end of the year;
- Changes to the enrollment process and identification of patients to improve enrollment;
- Number of care guides: 9 by the end of the year;
- Development of a "playbook," a reproducible handbook describing implementation of the program;
- Expansion and diversification of the pool of participants;
- The goal of changing the culture of providers;
- Outreach efforts;
- Data points being tracked: 1) quality of life; 2) experience with care; 3) number of days in hospital vs. hospice care; 4) cost to both system and payers.

The LifeCourse team would like to return early next year to provide a deeper dive into the work of the initiative.

Abbott Northwestern Hospital/Allina: Care COPILOT Institute

Kim Radel joined Britt and Wheeler to summarize Allina's request for a five-year grant totaling \$7,430,619 to supplement Robina funds remaining from the Care Guide initiative to support the development and expansion of the Care COPILOT Institute as described in the proposal. Board Members raised questions about the niche of the program, the business model, the need for a stand-alone institute, the revenue projections, and the extensive reliance on technology.

After the guests left, the Board discussed three possible responses to the request: 1) provide the funding requested; 2) turn down funding; 3) provide support for a scaled-down version. After discussion, the Board decided not to provide additional funding for the initiative, but rather to request that Allina use the balance of funds remaining to expand the use of care guides within Allina and perhaps test another model within Allina.

Grantmaking Discussion

To follow up on the general discussion of philanthropy at last night's dinner, Blatz provided background on the Board's grantmaking and suggested that today's discussion focus on identification of principles for the Foundation's grantmaking, assessment of each Robina Grantee and the programs funded, and identification of next steps in the Foundation's grantmaking. During the discussion of Foundation funding of the *Robina Foundation Human Rights Initiative* at Yale Law School, Board Members identified the need to extend funding of the initiative during the Board's yearlong discussion of future grantmaking.

Upon a motion made and seconded, the Robina Board approved a grant of \$1,000,000 to support the *Robina Foundation Human Rights Initiative* at Yale Law School, payable in May 2015.

After an extensive discussion of grantmaking principles, assessment of organizations and programs, including possible "earmarks" for future funding, and a plan for the coming year, Board Members directed Hunt to draft and circulate a summary of the discussion in advance of the November board meeting so that Board Members can finalize plans at that meeting.

Blatz thanked the Board and adjourned the meeting for the day.

August 13, 2014

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

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

Recorder: Anne Osberg of Office Team

Call to Order

Blatz called the second day of the annual meeting to order, welcomed all Board Members and thanked Aamoth for last night's lovely evening.

Minutes from May 13, 2014 Board Meeting

A motion made and seconded to approve the Minutes of the May 13, 2014, Board Meeting included in the Board Book was approved unanimously.

Executive Director's Report

Hunt called Board Members' attention to her written report in the Board Book.

Annual Reports

Council on Foreign Relations: IIGG Annual Report

Hunt pointed out that the report references more connections between Stewart Patrick and the work of the IIGG initiative and policy makers interested in the work and seeking advice. The web and social media use is also much improved. Board Members expressed interest in learning more about the impact and use of the report card, the attendees at the IIGG events, and the importance of people who attend the Council of Councils meetings and noted that Robina's funding commitment ends in 2016. Hunt will follow up.

Council on Foreign Relations: Enhanced Diversity Initiatives

After discussing issues related to the CFR/HIA partnership, the process and timing of the outside review of the CFR Diversity Initiatives, and the CFR/HIA initiatives scheduled for this fall, Board Members decided to propose to CFR that the review of the *Diplomacy and Diversity* initiative be delayed until next year so that the review will cover two years of the program and to work with Jim Lindsay on the selection of the outside reviewers and the focus and approach of the review. Hunt and Lewis will discuss this with Lindsay and report back to the Board at the November Board Meeting.

Yale School of Drama: Binger Center for New Theatre Annual Report

Discussion of the report centered on the Board's stewardship of Robina's grant and the program now that the Foundation has provided endowment funding. In addition to receipt of annual reports, Board Members expressed interest in an annual conversation with Dean Bundy and others to discuss the work of the Center.

Board Governance

Lead Directors

Board Members discussed the role of Lead Directors, including changes to reflect that Schroeder and Aamoth will rotate off the board in 2016. Several Board Members emphasized that Lead Directors should develop a deep listening relationship with the assigned Robina Grantees so that they can advocate appropriately with the Board. Board Members agreed that for the coming year, Lead Directors are as follows:

ANWH/Allina: Schroeder and Short

Council on Foreign Relations: Aamoth and Lewis

University of Minnesota Law School: Overall: Blatz; *Center for New Americans*: Berresford

Yale: Karoff

Hunt will circulate the current job description for Lead Directors to request changes to the description. The Board will finalize the job description at the November Board Meeting.

Compensation

Board Members discussed Berresford's research regarding compensation of members of other foundation boards as well as the importance of setting compensation based on the level of responsibility Board Members will undertake and the time to be spent on Robina work. After discussing the increased time and engagement expected during the coming years and recognizing that board compensation had not been increased for three years, Board Members determined that a modest increase in Board Members' retainer was appropriate.

A motion made and seconded to set Board Members' annual retainer at \$30,000, effective immediately, carried on a vote of six to one.

Election of Board Members

Berresford and Blatz each left the room during Board Members' discussion of their candidacy for a full second term. Following each discussion, motions made and seconded to elect Berresford and Blatz to serve a full second term on the Board were approved unanimously.

During Blatz's absence from the room, Board Members discussed her compensation as chair in view of the increased workload of the chair as the Foundation enters its final phase of grantmaking.

A motion made and seconded to set Blatz's compensation for her work as chair of the Board at \$18,000 per year, effective immediately, was approved unanimously.

Meeting Dates

Board Members revisited plans for discussions with Robina Grantees during the coming year. Hunt agreed to send out a draft timetable for Board consideration in advance of the November Board Meeting. Lewis proposed that the November 19, 2015, meeting be changed to an all-day, in person meeting to permit full discussion of the listening sessions with Robina Grantees and plans for future grantmaking. Board Members agreed to that tentative change. Hunt reminded Board Members that the 2016 dates have not been set. Gilberg will follow up to determine the dates.

Other Business / Executive Session

Board Members held a brief executive session to discuss compensation of the Executive Director.

Adjournment

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Susan Berresford, Secretary

Date

**ROBINA FOUNDATION
BOARD OF DIRECTORS MEETING
November 13, 2014
EXECUTIVE DIRECTOR'S REPORT**

As always, the bulk of my time during the past several months has been spent following up on the August meeting and preparing for the fall meeting. My work included drafting and distributing "Guiding Principles for Robina Grantmaking" found at Tab 4 of the Board Book and developing plans for the Board's "Listening Tour" meetings at Yale and the Council on Foreign Relations.

Legal Report

Gina Kastel provided the following update on settlement of the Binger Estate:

- McDermott Will and Briggs filed the closing statement with the Probate Court and no further court filings are expected. According to the Probate Court records, the estate was closed as of August 29, 2014.
- McDermott Will has said that as of October 29, the attorney fee reserve has a small positive balance.
- We expect that JP Morgan will wait a few months to distribute any remaining attorney fee reserve, just in case there are any unexpected legal expenses.
- The Tartan I LP redemption request was sent to Dorsey & Whitney on October 28. Robina Foundation should receive the final distribution later this week. (*Note: We received a check for \$64,750.34.*)
- Once the remaining attorney fee reserve is distributed, Robina Foundation will need to execute a final receipt confirming it has received all the assets to which it is entitled from the estate.

Robina Lead Directors

Following the August Board Meeting, we asked you to review the description of the Foundation's "Lead Directors." Peter suggested an addition, which is highlighted in Attachment 1.

University of Minnesota Law School: Center for New Americans

* Steve Lewis, Kathleen Blatz, Nancy Gilberg and I attended the September 30 launch of the Center, which included a panel discussion on "Saving Asylum: Protecting the Refugee Children of Central America." Approximately 175 people attended the discussion and reception that followed.

* At the time of the launch, Ben Casper and other Center staff had just submitted briefs for the Mellouli argument before the U.S. Supreme Court. The University has been notified that oral argument will take place January 14th. The Law School will receive tickets to attend the argument. Please let me know if you would be interested in attending.

Council on Foreign Relations

International Institutions and Global Governance

Stewart Patrick reported recently that the IIGG's Global Governance Monitor won its first Gold W3 Award. The W3 Awards, which are given by the Academy of Interactive and Visual Arts, honor creative excellence on the web.

Expanded Diversity Initiatives

I worked with Jim Lindsay to modify the timing of the evaluation of the programs as described at Tab 5 of the Board Book and to allow changes to the Diplomacy and Diversity Fellowship. Attachment 2 contains promotional material for the fellowship program. Note in particular the aims of the program described in the "About the Program" section of the material.

Yale School of Drama

You'll be interested in Attachment 3, a lengthy article on the Binger Center for New Theatre published in American Theatre magazine. Aren't Peter's quotes terrific? I particularly appreciate that he called out the shortcomings in the Center's operations identified by the outside reviewers. That's Robina keeping Yale on its toes!

ANWH: LifeCourse Initiative

Allina Health continues to partner with MinnPost, an online newsletter, Twin Cities Public Television and Ampers to provide articles and documentaries on late-in-life health care when chronic illness or a constellation of medical problems can cause new needs and complications. Attachment 4 is a recent article published in MinnPost.

Notz: increased # of articles/books on end-of-life care.

Recognition of Robina Board Members

Tom Crosby

Minnesota Orchestra's October 18 Guarantors' Concert was dedicated in memory of Tom. Attachment 5 is a page from the concert program recognizing Tom. I was unable to attend, but was told that Orchestra Hall was packed for a fabulous concert.

Kathleen Blatz

On September 16 the George Family Foundation recognized Kathleen along with 83 other women leaders who are making remarkable contributions to building the Twin Cities. The "Celebrating Twin Cities Women Leaders" event celebrated women who have served as CEO, board chair or president of large corporations, colleges and universities, government and nonprofit organizations, health care, and major arts organizations in the Twin Cities. In addition to Kathleen, the notables included U.S. Senator Amy Klobuchar, St. Thomas University President Julie Sullivan, former Carlson Companies Chair & CEO Marilyn Carlson Nelson and Penny Wheeler, Chief Clinical Officer for Allina Hospitals & Clinics.

From: **Stewart Patrick** spatrack@cfr.org
Subject: RE: Robina Foundation
Date: November 7, 2014 at 9:22 AM
To: 'Penny Hunt' (pennhunt@gmail.com) pennhunt@gmail.com
Cc: Isabella Bennett IBennett@cfr.org

Hi Penny,

Hope that you are keeping well. Here's the information about the Council of Councils and Report Cards to respond to the Board's questions.

Best,
Stewart

Council of Councils

The twenty-four institutions comprising the Council of Councils (CoC) are among the most prestigious foreign policy think tanks in the world, representing some of the most influential countries in the international system. In 2014, three CoC members were listed among the world's top ten think tanks, and six CoC members were ranked in the world's top twenty global think tanks by the University of Pennsylvania's Global Go To Think Tank Index Report. (This showing is particularly impressive, since the UPenn report ranks all manner of think tanks—not just those with a foreign policy focus).

Several CoC institutions have also been identified as the leading think tanks in their region, including the Getulio Vargas Foundation in Central and South America, the South African Institute of International Affairs in Sub-Saharan Africa, Chatham House in Western Europe, and the Al-Ahram Center for Political and Strategic Studies in the Middle East and North Africa.

In addition, the prominent individuals that lead the CoC institutions are highly respected opinion leaders in their home countries. For instance, Thierry de Montbrial, founder and president of the leading think tank in France, the French Institute of International Relations, was formally the founding director of the Policy Planning Staff at the French Ministry of Foreign Affairs. Another, Rizal Sukma, who is the executive director of the Centre for Strategic and International Studies, has served as a member of National Committee on Strategic Defense Review at the Ministry of Defense in Indonesia and was named one of the top "100 Global Thinkers" by Foreign Policy in 2009. Finally, Ambassador Andrés Rozental, a fixture at CoC meetings, has a distinguished diplomatic career, with eminent roles including Mexican ambassador to the United Nations, Sweden, and the United Kingdom, Deputy Foreign Minister of Mexico, and Ambassador at Large.

Global Governance Report Cards

The Global Governance Report Card has had its greatest impact in the nonprofit and media world, where people leverage the GGR's synthesis of successes and failures to help the public understand global governance priorities. For example, Joshua Keating's article on Slate.com highlighted CFR's findings as an "effective assessment" of global governance and used the findings to call attention to the need to redouble cooperative efforts. Similar pieces appeared on

CNN and the National Interest. In particular, many civil society groups dedicated to improving climate change (such as the University of Massachusetts' Global Environmental Governance Project) cite the GGR in order to try and focus public attention on the need for improved environmental cooperation. Other civil society groups that read and disseminate the GGR to their members include international foundations like the ASEAN Foundation, the Stanley Foundation, and the Association of the U.S. Army.

Anecdotal evidence supports our understanding that the Report Card's greatest value lies in educating the public about global governance trends. For example, professors and students at prestigious universities like Columbia University, New York University, Georgetown Law School, and Wellesley College have told us that they found the GGR immensely helpful and that they often refer colleagues to it. Though it's difficult to gather overarching statistics about the readers, we can track location. In the United States, two-thirds of our viewership is located outside of Washington, DC and New York—spanning forty-seven states. Over a third of total viewership is also located outside of the United States in 103 cities. Similarly, on Twitter, most traffic about the GGR is generated by analysts from policy-focused groups and individuals—ranging from the Center for Global Development to the Australian Centre for Cultural Environmental Research.

From: Penny Hunt [<mailto:pennhunt@gmail.com>]

Sent: Friday, October 24, 2014 7:50 PM

To: Stewart Patrick

Cc: James M. Lindsay; Nancy Gilberg

Subject: Robina Foundation

Hi Stewart,

I've been out of touch, but based on emails from you, your blog and information on various CFR gatherings, I know you've been busy.

I'm rather slow in congratulating you on the good news that the Global Governance Monitor won its first Gold W3 Award. We have known that the GGM not only transmits important information, but that it does it in a visually compelling way. Congratulations to you and the CFR team who puts it together.

The Robina Board of Directors reviewed the IIGG Annual Report at the August meeting and wanted me to pass along several questions/comments. There's no rush to provide this information, but the next time there is an opportunity at a meeting or in a report, the Board would like to understand who reads the Global Governance Report Cards and how they are used. I don't know if you capture that information, but if you do, we would be interested in what you know.

With respect to the Council of Councils, Board Members would like to understand how influential the attendees are in their own countries. Obviously, that differs from country to country, so you can't make an overall statement, but perhaps you can give us some idea of the importance of the attendees. I am hopeful that Susan Berresford and Steve Lewis, who joins Gordy Aamoth as Robina Lead Director for CFR, will be able to attend next year's CoC so that they can experience the work and interaction of participants first-hand. Have you set a date and

ROBINA FOUNDATION

ROBINA FOUNDATION "LEAD DIRECTORS"

Although all Board members will have full responsibility and voice as to all work of the Foundation, from time to time the Board of Directors may designate "Lead Directors" for the Robina Foundation's four designated recipients and for other key activities (e.g. financial issues) of the Foundation.

Goals: The goals of the Lead Director concept are to:

Connect an individual Director with a specific grantee or Foundation activity to deepen understanding of one funding area or Foundation issue;

Facilitate resolution of simple questions/issues that need not involve the entire Board;

Provide Executive Director with a sounding board to discuss Foundation grantees, proposals and concerns; and

Assure efficient use of Board members' time.

Role of the Lead Directors: Although no Director will "own" a particular grantee or area, Lead Directors will:

* Be a deep listener to the vision and aspirations of the grantee;

Pay particular attention to grants, reports, issues, etc. related to their designated grantee or area;

As appropriate and useful to the work of the Foundation, develop personal relationships with representatives of the grantee; and

Be available to consult with the Executive Director as requested and provide counsel and advice.

Note:

Notwithstanding the designation of "Lead Directors," the Executive Director will continue to be the primary contact for all grantees.

03/10/10
Revised 11/13/14

Dear Friends,

Humanity in Action has opened applications for the 2015 Diplomacy and Diversity Fellowship, a graduate-level educational fellowship in Washington, DC and Paris. This transatlantic program brings together 24 American and European graduate students to study international relations and global diversity in a collaborative setting.

We hope you will share in our excitement and distribute this call for applications widely with your students, colleagues, contacts and friends.

The 2015 Fellowship will take place **May 29 to June 28, 2015**. Applications for the program are due **October 30, 2014**.

The Diplomacy and Diversity Fellowship

- Where: Washington, DC and Paris, France
- When: May 29 to June 28, 2015
- Application Deadline: October 30, 2014

Eligibility: Students currently enrolled in graduate or advanced professional programs in the United States, Bosnia and Herzegovina, Denmark, France, Germany, Greece, the Netherlands, Poland, Turkey and Ukraine are eligible to apply. European young professionals holding graduate degrees are also eligible to apply. [Click here](#) for more information about eligibility.

About the Program: The Diplomacy and Diversity Fellowship is designed to develop leadership skills and knowledge among graduate students aspiring to careers in foreign policy. Over four weeks, 24 graduate students meet with leaders in government, media, business and academia. The Council on Foreign Relations hosts and organizes multiple sessions in Washington focused on building skills, networks and knowledge for foreign policy careers.

The Fellows are required to build upon these far-reaching policy discussions to produce research and write articles. Through this program, Humanity in Action seeks to promote constructive diplomacy in a changing world through innovative and inclusive approaches to national and international issues.

The inaugural Diplomacy and Diversity Fellowship took place earlier this year. To learn more about the 2014 program, [click here](#).

AMERICAN THEATRE

A PUBLICATION OF THEATRE COMMUNICATIONS GROUP

INNOVATIONS | NOVEMBER 2014 OCTOBER 27, 2014 0 COMMENTS

Yale Rep's Binger Center: Where Plays Get a Commission, and a Commitment

BY STUART MILLER

CHALLENGE

To create a new-play program that doesn't just commission writers but helps get their plays produced, both at Yale Rep and elsewhere.

SOLUTION

An endowment with an "enhancement fund" to encourage and facilitate future productions.

WHAT WORKED

More than 40 artists have been commissioned since 2008.

WHAT DIDN'T

The connection between the new program and the Yale School of Drama was weak.

WHAT'S NEXT

Increasing the number of workshops on campus; finding other ways to bring students and faculty on board.

When Yale Repertory Theatre hired Jennifer Kiger nine years ago, the institution already had a sterling reputation for producing new plays by the likes of August Wilson, Athol Fugard, Lee Blessing and Suzan-Lori Parks. But, as Kiger explains, she was brought on as associate artistic director in part "to create a formal program that would allow us to develop new work."



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MINNPOST

This content is made possible by the generous sponsorship support of UCare.

Late-in-life care: the stressful, complicated world of surrogate decision-makers

By Susan Perry | 10:43 am



REUTERS/Jim Young

Currently, some 13 million older Americans are hospitalized each year — a number that will only grow as the U.S. population continues to age.

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.

Within 48 hours of being hospitalized, almost half of all adults aged 65 or older will need someone else — a trusted relative or friend — to help them make at least one medical decision, and almost one-fourth will need that surrogate to make *all* of their medical decisions, according to the findings of a study published earlier this year in JAMA Internal Medicine.



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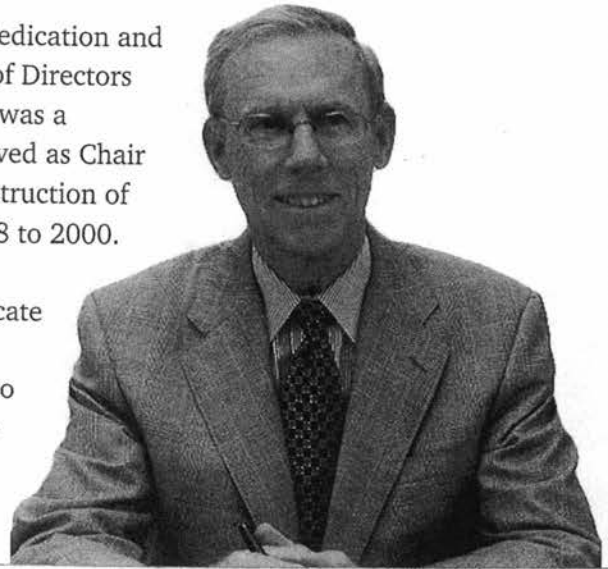
oct 18

Guarantors' Concert

he name Crosby brings to mind the families who helped build the Twin Cities' leading institutions, including the Minnesota Orchestral Association. For more than 30 years, Tom Crosby was a devoted patron and dedicated board member of the Minnesota Orchestra.

Tom, a community leader of extraordinary dedication and generosity, served on the Orchestra's Board of Directors from 1969 to 2003; for 31 of those years he was a member of the Executive Committee. He served as Chair of the Building Committee for the 1974 construction of Orchestra Hall and as Board Chair from 1998 to 2000.

The Minnesota Orchestra is honored to dedicate the 2014 Guarantors' Concert in memory of Tom Crosby. We offer our deepest gratitude to Tom's dear friend, Mr. Lewis E. Lehrman, for his generous sponsorship of this concert in honor of Tom.



“The annual Guarantors' Concert is our way of expressing our deepest gratitude to individual donors to the Minnesota Orchestra Guaranty Fund. This concert is presented exclusively for you, our donors—to thank you for your contributions. As Guaranty Fund Chair, it is my privilege to let you know how much we value your generosity.

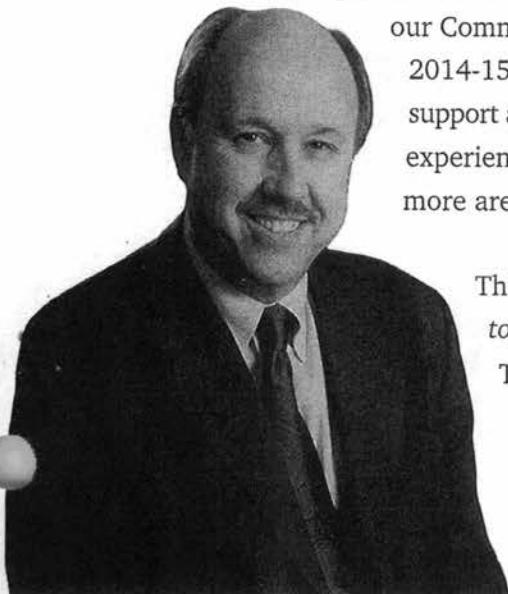
Individual donors' support helps the Minnesota Orchestra bring extraordinary music to audiences throughout the state, from our free concert at Lake Harriet in September to the high school auditorium in Bemidji, Minnesota, the site of our Common Chords residency this fall—and, of course, our inspiring 2014-15 season in the beautifully renovated Orchestra Hall. Donors' support also makes it possible for more than 50,000 students to experience transformational musical programs, while thousands more are served by concerts in parks and other community venues.

This year, in our “New Beginnings” season, we begin again, together, to give our community the gift of music.

Thank you! ”

Lloyd Kepple

Guaranty Fund Chair, 2014-15



**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 (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*

83,815,039
- 20,844,976
\$ 62,970,063

**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

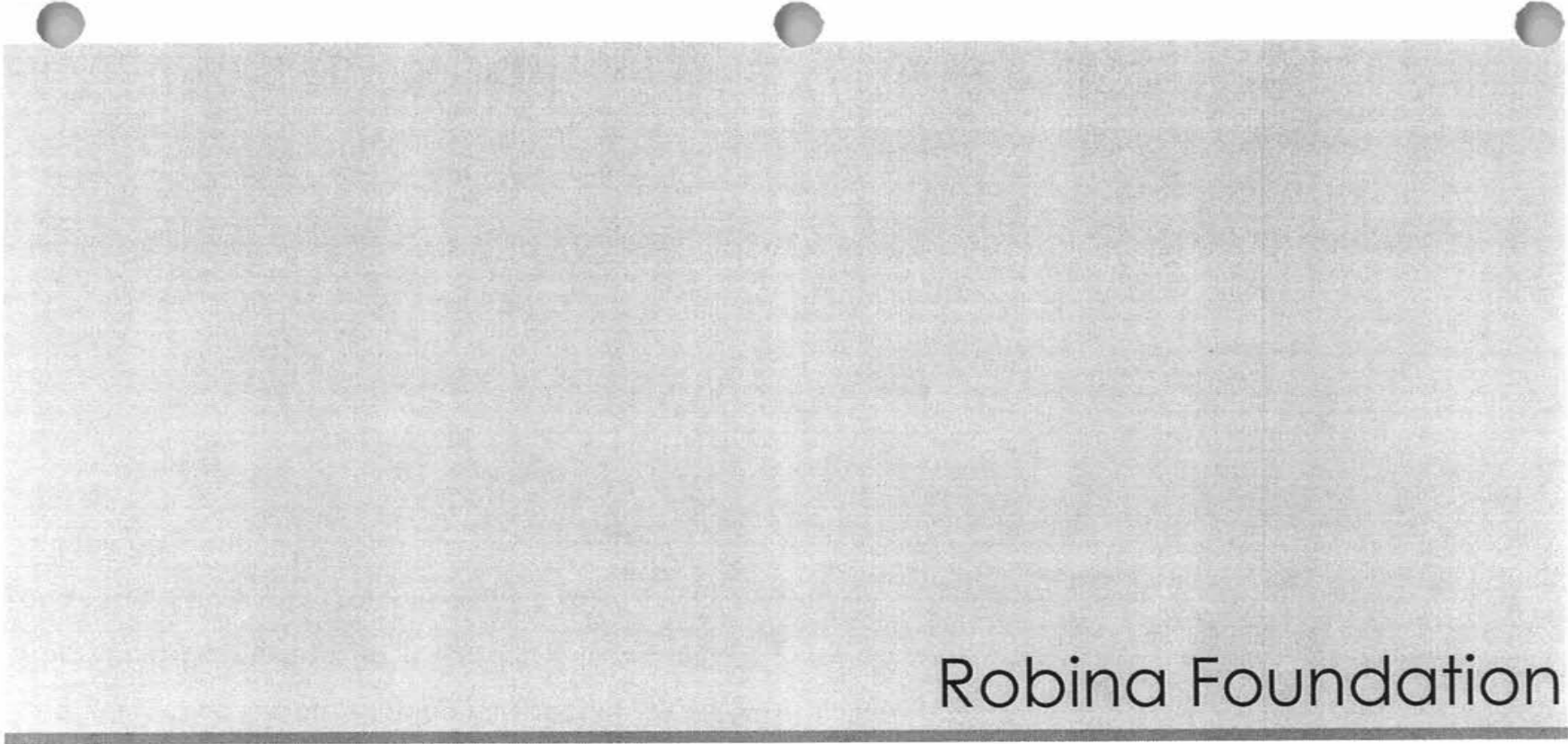
Assets	09/30/11	12/31/11	03/31/12
USbank Checking	3,242,279	3,107,762	1,554,595
USbank Investment	79,623,780	74,568,396	76,710,536
Estate of Jim Binger	30,618,655	30,705,220	30,640,055
IRS Refund	11,622,180	12,445,745	12,445,745 (4)
Total	\$125,106,894	120,827,123	121,350,931

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		
USbank Investment	83,728,078		
Residual of JPMorgan	78,426		
Bazal Property	293,500		
Total	84,256,819		



Robina Foundation

Quarterly Financial Report

Prepared by Michael F. Sullivan, Ph.D.

Indigo Consulting

September 30, 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 \$84,256,819 on Sept 30, 2014, mostly due to grant payments of \$4,711,871 during Q3. Portfolio fund performance approximates the benchmark in both the short and long term. USBANK reports an adjustment is needed in the US Equity benchmark, and I agree. We have historically used the DJ Wilshire 5000 index for US equities. This index includes reinvested dividends. However, dividends in our portfolio have been swept to the cash account to pay grants. This means that this index is not a good benchmark and that USBANK will work with me to devise a new benchmark index for US equities. In effect, we have overstated the benchmark.

During the quarter, and since Sept 30, capital markets have extended and increased volatility, following more than two years of relative calm. Since our asset allocation is 55% cash and bonds, and only 45% 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. We need to be concerned when the sunset date of the foundation is within five years. Until then, we just need to be patient.

	Year to Date	1 Year	3 Year	5 Year	From Inception
Portfolio	2.06%	6.00%	8.85%	4.43%	4.03%
Benchmark	2.25%	6.04%	8.70%	3.98%	3.67%

Robina Foundation

2. We began the second quarter with assets of \$89,678,334, earned (\$566,178), awarded grants of \$4,711,871, and had \$143,466 in operating expenses.

	Q1	Q2	Q3	Q4	YTD
Beginning Balance:	\$95,132,519	\$89,006,105	\$89,678,334		\$95,132,519
Plus Earnings:	\$1,002,556	\$1,872,670	(\$566,178)		\$2,309,047
Less Grants:	(\$7,005,888)	(\$1,000,000)	(\$4,711,871)		(\$12,717,759)
Less Expenses:	(\$123,082)	(\$200,440)	(\$143,466)		(\$466,988)
Ending Balance:	\$89,006,105	\$89,678,334	\$84,256,819		\$84,256,819

3. There were no major portfolio shifts in the third quarter. We did, however, finally receive most of the residual of the Binger trust from JPMorgan. A small balance remains to pay legal fees, etc. We expect that the Tartan LP will be sold by the Dorsey trust bank within the near future.

Robina Foundation

Executive Financial Summary

	2013	2014			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Cash	\$22,822,532	\$28,425,197	\$7,308,535	\$3,732,900	
Bonds	\$11,086,742	\$10,452,306	\$31,103,653	\$30,297,169	
Market Portfolio	\$61,223,246	\$50,128,602	\$51,266,147	\$50,226,750	
Equities	\$41,814,466	\$30,439,378	\$31,173,854	\$30,183,817	
Other	\$19,408,780	\$19,689,224	\$20,092,292	\$20,042,933	
IRS Refund	\$0	\$0	\$0	\$0	
Grand Total	\$95,132,519	\$89,006,105	\$89,678,334	\$84,256,819	

→ Remove next time.

Robina Foundation

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	
JHB Income Cash/MM	\$3,579	\$3,579	\$3,579	\$0	
JHB Legal Serv. Retainage	\$0	\$0	\$0	\$13,277	
Cash Total	\$52,349	\$19,989	\$19,989	\$13,426	
Revocable Trust					
JHB Revocable Trust	\$1,908,205	\$1,907,555	\$1,907,555	\$0	
JHB Income Account	\$134,435	\$134,585	\$134,739	\$0	
Tartan I LP	\$79,769	\$79,769	\$79,769	\$65,000	
Revocable Trust Total	\$2,122,408	\$2,121,909	\$2,122,062	\$65,000	
Other Securities					
All Other Securities	\$66,576	\$66,576	\$66,576	\$0	
Residual of JP Morgan Total	\$2,241,333	\$2,208,474	\$2,208,627	\$78,426	

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	
Bonds					
Global Bond Funds - Loomis Sayles			\$8,079,523	\$8,047,714	
US Bank Credit Fund-Mainstay			\$8,033,543	\$7,916,143	
US Corporate Issues	\$4,875,019	\$2,090,334	\$5,351,753	\$4,951,356	
Non-US Corporate Issues			\$3,659,785	\$2,502,471	
NuVeen High Income Bond FD CL I	\$2,935,262	\$2,984,020	\$3,026,278	\$2,919,009	
Global Bond Funds - T Rowe Price Intl Bond Fund	\$1,873,871	\$1,913,321	\$1,952,771	\$1,842,311	
Oppenheimer Senior Floating Rate		\$1,000,000	\$1,000,000	\$983,333	
BP Capital PLC	\$728,210	\$723,058	\$0	\$0	
Total Capital SA	\$521,785	\$519,555	\$0	\$0	
Barclays Voyager Medium Term Note (06/07/2016)		\$530,550	\$0	\$562,515	
Barclays Voyager Medium Term Note (07/15/2016)		\$540,270	\$0	\$572,318	
Bonds Total	\$10,934,147	\$10,301,109	\$31,103,653	\$30,297,169	

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	
Hedge					
Common Sense Offshore LTD	\$1,965,772	\$189,390	\$162,982	\$79,365	
Common Sense Holdback	\$0	\$89,673	\$0	\$0	
Pointer Offshore Ltd	\$3,495,132	\$3,695,224	\$3,685,760	\$3,895,529	
Hedge Total	\$5,460,904	\$3,974,287	\$3,848,742	\$3,974,894	
Private Equity					
Flag Private Equity LP	\$685,398	\$685,398	\$685,398	\$584,500	
Flag Venture Partners III LP	\$585,240	\$585,240	\$585,240	\$461,205	
Flag Venture Partners IV LP	\$900,275	\$900,275	\$900,275	\$769,320	
Pfingsten Partners III LP	\$734,420	\$734,420	\$734,420	\$734,420	
Private Equity Total	\$2,905,333	\$2,905,333	\$2,905,333	\$2,549,445	
Equities Total	\$41,814,466	\$30,439,378	\$31,173,854	\$30,183,817	

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	
Bond Hedge Funds					
Gam Absolute Return Bond Fund	\$3,415,079	\$3,448,621	\$3,479,342	\$3,429,181	
GCA Credit Opportunities Offshore	\$4,592,190	\$4,682,111	\$4,750,174	\$4,772,350	
Marathon Credit Opportunity Fund Ltd	\$3,685,938	\$3,842,374	\$3,879,395	\$3,887,310	
Bond Hedge Funds Total	\$11,693,207	\$11,973,106	\$12,108,911	\$12,088,841	
Real Estate					
IDR Core Equity Re Strategy 2010	\$6,836,592	\$6,775,902	\$7,040,028	\$7,154,826	
Commodities					
Oppenheimer Com Str Tr Fd Y	\$472,137	\$500,371	\$503,508	\$440,766	
Other Bonds, Real Estate, and Comm. Total	\$19,154,531	\$19,400,576	\$19,652,448	\$19,684,433	
US Bank Investments Total	\$92,411,790	\$86,407,628	\$86,995,264	\$83,728,078	

Robina Foundation

Asset Summary

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

Robina Foundation

Asset Allocation Report: 09/30/2014

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
JHB Cash/MM	\$199	0%		
JHB Income Account	\$0	0%		
JHB Income Cash/MM	\$0	0%		
JHB Revocable Trust	\$0	0%		
US Bank Cash/MM	\$3,562,659	4%		
US Bank Checking	\$156,815	0%		
JHB Legal Serv. Retainage	\$13,277	0%		
Cash Total	\$3,732,900	4%	\$4,212,841	5%
Bonds	\$30,297,169	36%	\$50,554,091	60%
Market Portfolio				
Equities	\$23,724,477	28%		
Hedge	\$18,613,180	22%		
Other	\$7,889,092	9%		
Market Portfolio Total	\$50,226,750	60%	\$29,489,887	35%
Grand Total	\$84,256,819	100%	\$84,256,819	100%

Goals are based on 2022 Sunset Scenario

Robina Foundation

Asset Allocation Report – Robina Perspective: 09/30/2014

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
Residual of JP Morgan	\$13,426	0%		
US Bank Cash/MM	\$3,562,659	4%		
US Bank Checking	\$156,815	0%		
Cash Total	\$3,732,900	4%	\$4,212,841	5%
Fixed Income				
Bonds	\$30,297,169	36%		
Non-US	\$0	0%		
JHB Revocable Trust	\$65,000	0%		
Hedge Funds	\$12,088,841	14%		
Fixed Income Total	\$42,451,010	50%	\$50,554,091	60%
Market Portfolio				
JP Securities	\$0	0%		
US Bank Equity Funds	\$23,659,477	28%		
US Bank Hedge Equities	\$6,524,339	8%		
US Bank Real Estate	\$7,154,826	8%		
US Bank Commodities	\$440,766	1%		
Bazal Property	\$293,500	0%		
Market Portfolio Total	\$38,072,908	45%	\$29,489,887	35%
Grand Total	\$84,256,819	100%	\$84,256,819	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	2009	2010	2011	2012	2013	2014		2015	2016	2017	Grand Total
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Actual YTD	Budget	Budget	Budget	
Allina Health System/Abbott Northwestern	\$1,253,535	\$2,373,233	\$2,373,232		\$2,356,696	\$4,245,492	\$4,334,266	\$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	\$2,505,693	\$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 (IIGG) Phase I	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000								\$8,000,000
International Institutions and Global Governance (IIGG) Phase II					\$2,046,627	\$2,034,671	\$2,034,971	\$2,034,971	\$2,074,424	\$2,114,664		\$10,305,357
Online Video Project				\$419,750	\$276,805							\$696,555
Expanded Diversity Initiative in Foreign Policy - Additional Activities						\$837,344	\$858,278		\$879,735			\$2,575,357
University of Minnesota Law School	\$1,650,000	\$1,436,750	\$1,480,338	\$2,850,854	\$2,370,447	\$4,608,127	\$4,677,800	\$4,677,800	\$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								\$3,800,000
Tom Crosby Memorial							\$200,000	\$200,000				\$200,000
The Center for Victims of Torture	\$25,000				\$1,000							\$26,000
The Center for Victims of Torture	\$25,000				\$1,000							\$26,000
ArtPlace Initiative				\$500,000								\$500,000
Revitalizing Communities through Arts and Culture				\$500,000								\$500,000
Aspen Institute		\$130,575										\$130,575
Justice and Society Program		\$130,575										\$130,575
Grand Total	\$6,678,535	\$7,690,558	\$8,203,570	\$7,735,604	\$26,428,609	\$13,152,126	\$13,576,037	\$12,717,759	\$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		\$84,656,480	\$74,231,696	\$69,943,263	
Plus Revenues					\$6,569,686	\$8,170,242	\$3,567,469		\$3,216,946	\$2,969,268	\$3,147,447	
Less Expenses, 3% P.A. Growth					-\$399,818	-\$453,856	-\$467,471		-\$481,495	-\$495,940	-\$510,818	
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	\$84,656,480		\$74,231,696	\$69,943,263	\$71,656,911	
Return Assumptions	2008	2009	2010	2011	2012	2013	2014		2015	2016	2017	
Asset Allocation												
Market Portfolio							25.0%		12.0%	0.0%	0.0%	
Fixed Income							75.0%		88.0%	100.0%	100.0%	
Expected Return												
Market Portfolio							6.0%		6.0%	6.0%	6.0%	
Fixed Income							3.0%		3.5%	4.0%	4.5%	
Total Portfolio Expected Return							3.8%		3.8%	4.0%	4.5%	

Selected Period Performance
ROBINA FOUNDATION MGMT AGY

Period Ending: 09/30/2014

Sector	Market Value	Year to Date (9 Months)	1 Year	3 Years	5 Years	Inception to Date (88 Months)
Total Managed Portfolio	74,024,405	2.06	6.00	8.85	4.43	4.03
Robina Custom Benchmark		2.25	6.04	8.70	3.98	3.67
Domestic Equity	12,695,781	6.28	16.90	22.35		
DJWilshire 5000 Index		6.85	17.64	23.00	15.86	6.13
Hedged Equity	3,951,630	10.11	14.47	5.99		
HFRI Equity Hedge Index		1.92	6.70	8.41	5.44	2.44
Developed Foreign	8,188,573	-2.14	3.76	13.94		
MSCI EAFE Index (Net)		-1.38	4.25	13.65	6.56	.12
Emerging Foreign	2,825,502	2.83	4.24	10.17		
MSCI EM Free Index (USD)		2.43	4.30	7.19	4.42	2.32
Domestic Fixed	16,839,364	2.27	3.76	3.68	2.95	
Foreign Fixed Income	4,361,089	.78	.63	1.40	2.38	
Barclays 1-3 Yr Gov/Credit Index		.60	.77	.92	1.45	2.81
Hedged Fixed Income	20,023,648	2.24	5.59	7.41		
HFRI Relative Value Index (Total)		4.94	7.42	7.88	7.59	5.40
Total Commodities	1,575,598	1.85	-1.69	-3.74		
Dow Jones UBS Commodity TR		-5.59	-6.58	-5.34	-1.37	-4.41
Total Cash Equivalents	3,563,221	.15	.20	.20	.14	.86
Citigroup 3 Mo T-Bill Index		.03	.04	.05	.08	.67
Non-Mgd - Real Estate	7,154,826	7.36	10.92			
Non-Mgd Other	2,549,445	8.12	-3.03	-34.59		

ROBINA FOUNDATION

TO: Robina Board of Directors

FROM: Penny Hunt

RE: Robina Grantmaking

DATE: November 13, 2014

After the August board meeting I drafted and distributed Robina "Guiding Principles," along with potential grantmaking themes identified at the meeting, comments about current grants and possible future grants and a timetable for the "Listening Tour" the board plans to undertake during the next 12 months.

Following is that material, which has been revised somewhat based on your comments, further thinking on my part and conversations with Patty Pedersen at Yale and Jim Lindsay at CFR. **The goal now is to finalize the principles for distribution in connection with the Listening Tour meetings, agree on the messages for those meetings, and discuss the timetable for the coming year.**

With respect to the Grantmaking Principles, I hope we can make them as clear as possible since they will be the basis for discussions with Robina Grantees. I previewed the Principles with both Patty Pedersen and Jim Lindsay, who asked questions seeking more clarity about the meaning of the principles.

The Listening Tour meeting at Yale is set for December 17. Steve Lewis, Susan, Marianne and I currently plan to attend. Material at this Tab includes a draft agenda prepared by Yale. Patty and I will talk shortly after the board meeting to go over the agenda and Robina's goals for the meetings. Patty understands that the Grantmaking Principles will be discussed with the participants at each of the meetings.

The exact date of the Listening Tour meeting with CFR has not been set, but Steve Lewis, Susan, Gordy and I (and perhaps Marianne depending on the date selected) plan to attend the meeting in late January (January 26, 27 or 28).

I'm very excited about this process and look forward to our discussion and the meetings.

ROBINA FOUNDATION

AUGUST 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 with a clear niche vision or potential for special achievement in an area of need
- 3) be willing to go through trial and error processes to get things right and be ready to persist despite criticism
- 4) work to leverage support through natural partnerships with other funders or organizations and matching grants
- 5) strive for sustainability of initiatives and concepts, where appropriate
- 6) invest in leadership of institutions, individual leaders and movements
- 7) seek to influence the larger environment in which programs operate so they have increased chances for success and impact
- 8) emphasize programs that impact people's lives, not just the production of abstract ideas
- 9) strive to establish a Robina legacy of impact in areas of need

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

Potential Grantmaking Themes

The Robina Board identified the following potential themes for joint programs or individual programs:

Justice, fairness and inequality
Human Rights
Making U.S diversity an asset, not a liability
Ease human suffering
Preparation of the next generation of leaders
Artistic / cultural creativity

AUGUST 2014
ASSESSMENT OF ROBINA GRANTEES / PROGRAMS FUNDED
Topics for Discussions with Robina Grantees

ANWH / Allina

LifeCourse:

- Program with significant potential, but success not assured
- Determine efforts to partner, learn from others, leverage work
- More expansive plans for communications to reach a broader audience: possible work through churches, mosques, AM radio
- Additional funding may be needed to stabilize program (proposal expected in 2015)
- Probably not an endowment opportunity

Council on Foreign Relations

IIGG:

- Integral to CFR so should be incorporated into core CFR programming and regular budget, perhaps with modest transition support to ease that process
- Possible enhancement idea: use current funding to go deeper on 2 – 3 issues, e.g. climate change. Could start by exploring this with Stewart Patrick
- Impact on program if Stewart Patrick leaves

Diversity Initiatives:

- Program evaluation will drive decision regarding continuation of support
- Commitment from CFR is essential
- Enhancement ideas: 1) lengthen Franklin Williams Internship Program to engage interns for a longer period or switch interns for “junior fellow” who work with CFR permanent staff; 2) provide incentive to CFR to set a minimum number of minority fellows to be hired each year;

University of Minnesota Law School

Robina Institute / Sentencing Initiatives:

- Not sure if need to fund beyond 2017 (U is not planning to request additional support)
- Enhancement ideas: 1) fund a “librarian” to expand communications into the public domain through a website and/or an archive; 2) support a public education initiative

Center for New Americans:

- Great potential; could be a “big bet”
- Need to understand the impact of the Center on the Law School
- Funding should be continued, but no agreement on whether an endowment would be appropriate
- Consider decreasing Robina annual support (and increase endowment amount, if provided) if U raises significant additional funds
- If additional funding provided, consider adding Binger name
- Explore opportunities to connect with Yale’s immigration programs

Public Interest Scholars: discuss importance with Dean Wippman

Scholarships: discuss importance with Dean Wippman

Possible future support: provide Dean Wippman with discretionary funding or funding for a specific purpose in a way that wouldn't impact funding negatively from the University. Funding could be provided to help transition to a new economic model if the Law School is still experiencing enrollment/class size issues in several years.

Yale University

Yale Drama School: *Binger Center for New Theatre*

- Funding complete, but oversight still under discussion

Yale Law School: *Robina Foundation Human Rights Fellowship Initiative*

- Excellent program which fits Robina's interest in human rights
- Continue program or endowment support
- Explore opportunities to connect with U of M's Center for New Americans
- Enhancement ideas: 1) stimulate YLS to work with other law schools to expand human rights efforts; 2) explore possible connection between Yale's immigration work in the *Robina Foundation Human Rights Fellowship Initiative* and the work of the U's *Center for New Americans*

Yale University

- Review President Salovey's top priorities: Program in Environmental Diversity, Yale Institute for Network Science, Global Initiatives for Businesses and Societies

Endowment Opportunities: Endowments could be appropriate to support:

- All or parts of the *Robina Human Rights Initiative* at Yale Law School
- All of part of the Diversity Initiative at the Council on Foreign Relations
- *LifeCourse* at Allina – not now, but perhaps in the future
- U of M *Center for New Americans*

Consider requiring matching gifts with endowments and/or tie annual operating grants to building of endowment to replace Robina funding.

Future Funding "Earmarks": Although no future funding was approved, Board Members identified possible future funding:

Robina Grantee / Program	Amount
Allina: <i>LifeCourse</i>	\$10 - \$15 million
U of M: <i>Sentencing</i> communications	\$ 2 million
U of M: <i>Center for New Americans</i>	\$25 million endowment or other support. Could be matching grant.
Yale Law School: <i>Human Rights Initiative</i>	\$10 - \$25 million annual grants or all or partial endowment
Human Rights/Justice/Fairness	\$20 - \$40 million

ROBINA FOUNDATION

September 2014 – November 2015

Draft Goals: (to be refined with Board input)

- **Define the Foundation's Guiding Principles and Themes**
- **Conduct Robina "Listening Tour": meet with principals of each Robina Grantee for a hands-on, in-depth discussion of the Foundation's interests and those of the grantees to tease out possible grant proposals and/or possible collaboration among grantees**
- **Determine next steps for Robina's grantmaking**

September – November 13

- Draft Guiding Principles, Themes, program assessments based on discussion at August 2014 board meeting
- Develop timeline for 2014 – 2015
- Identify Robina Grantee representatives to attend listening tour meetings with Lead Directors and perhaps 1-2 other directors (see suggestions below)
- Schedule listening tour meetings: Yale and CFR: before March 3; Allina and U of M: in April or May (see suggested dates for Yale and CFR meetings below)

Board Meeting: November 13

- Finalize Guiding Principles and Themes and Timeline for 2014 - 2015
- Set script for listening tour to include:
 - Discussion of Robina Guiding Principles and Themes
 - Robina's "going forward" plans
 - Feedback from Robina Grantees
 - Exploration of Robina Grantees' focus and interests
 - Discussion of new ideas and continued support of current programs

November 14, 2014 – February 2015

- As soon as possible after November 13 board meeting: provide Robina Grantees with Robina Guiding Principles and Themes and information for "listening tour" meetings
- Conduct listening tour meeting with Yale:
 - Suggested Robina attendees: Peter, Penny, Kathleen and/or Marianne or Steve L
 - Timing: Per Patty Pedersen, mid-December is optimum time: Between December 8 and December 19.
 - Format suggested by Patty: day-long meeting involving appropriate deans to discuss Robina Principles and Themes, Yale response, etc. (Patty understands that this is not a time for deans or others to make a pitch for support.) End of day meeting with President Salovey
- Conduct listening tour meeting with CFR in NYC or DC:
 - Suggested Robina attendees: Gordy, Steve L, Penny, Kathleen and/or Susan
 - Timing: January 2015
 - CFR attendees: Richard Haass? Stewart Patrick? Jim Lindsay? Others?
 - Format: perhaps similar to suggested Yale format

Board Meeting: March 2 – 4, 2015: New York City

- Full board meeting with principals from CFR and Yale:
 - follow up on listening tour meetings
 - explore more deeply the thinking of organizations and possible proposals for Robina funding.

April – May, 2015

- Conduct listening tour meetings with Allina and University of Minnesota

Board Meeting: May 12, 2015

- Preliminary discussion of results of listening tour meetings

Board Meeting: August 31 – September 2, 2015

- Full board meeting with principals from Allina and University of Minnesota:
 - follow up on listening tour meetings
 - explore more deeply the thinking of organizations and their proposals for Robina funding.

September 3 – November 18, 2015

- Draft listening tour summary and proposed next steps / approach for Robina grantmaking

Board Meeting: November 19, 2015: All-day meeting in Minneapolis

- Discussion of listening tour
- Finalize next steps / approach for Robina grantmaking

**ROBINA FOUNDATION
SCHEDULE OF VISIT TO YALE UNIVERSITY**

**SUSAN V. BERRESFORD, DIRECTOR AND SECRETARY
STEPHEN R. LEWIS, JR., DIRECTOR AND TREASURER
MARIANNE D. SHORT, DIRECTOR
PENNY A. HUNT, EXECUTIVE DIRECTOR**

TUESDAY-WEDNESDAY, DECEMBER 16-17, 2014

Patty Pedersen, Associate Vice President and University Director
of Corporate and Foundation Relations cell: 203-687-9903

TUESDAY, DECEMBER 16

ARRIVAL

TBD

*The Study at Yale
1157 Chapel St, New Haven*

DINNER, HEIRLOOM RESTAURANT, THE STUDY AT YALE
Patty Pedersen

6:00 PM

WEDNESDAY, DECEMBER 17

TRAVEL TO WARNER HOUSE
1 Hillhouse Ave., New Haven

10:15 AM

ROBINA FOUNDATION HUMAN RIGHTS FELLOWSHIP INITIATIVE 10:30 AM – 11:20 PM
Warner House, Room 309

Robert Post, Dean; Law School; Sol & Lillian Goldman Professor of Law

James Silk, Clinical Professor of Law, Lowenstein International Human Rights Clinic; Director,
Schell Center for Human Rights.

Tara Fitzpatrick, Director, Corporate and Foundation Relations, Law School

GLOBAL INITIATIVES AT THE SCHOOL OF MANAGEMENT 11:30 AM – 12:20 PM
Warner House, Room 309

Edward Snyder, Dean, School of Management; William S. Beinecke Professor of
Economics & Management

David Bach, Sr. Associate Dean, Executive MBA & Global Program

Adrienne Gallagher, Director, Institutional Partnerships, School of Management

LUNCH WITH THE PROVOST – YALE UPDATE

12:30 – 1:20 PM

Warner House, Provost's Office

Ben Polak, Provost; William C. Brainard Professor of Economic; Professor, School of Management;

BREAK

1:20 – 1:40 PM

YALE INSTITUTE FOR NETWORK SCIENCE

1:40 – 2:30 PM

Warner House, Room 309

*
Book (* **Nicholas Christakis**, Sol Goldman Family Professor of Social & Natural Science; Professor, Internal Medicine
Daniel Spielman, Henry Ford II Professor of Computer Science & Mathematics

ENVIRONMENTAL DIVERSITY AT THE SCHOOL OF FORESTRY AND ENVIRONMENTAL STUDIES

2:30 PM – 3:30 PM

Warner House, Room 309

Peter Crane, Carl W. Knobloch Jr., Dean of the School of Forestry and Environmental Studies; Professor of Forestry

Tim Northrop, Director, Office of Development and Alumni Services, School of Forestry and Environmental Studies

DEPARTURE

3:30 PM

u

ROBINA FOUNDATION

TO: Robina Board of Directors

FROM: Penny Hunt

RE: Council on Foreign Relations: Review of Expanded Diversity Initiatives

DATE: November 13, 2014

At the board meeting, you will be asked to take several actions related to review of the Council on Foreign Relations *Expanded Diversity Initiatives*:

- 1) Ratify a \$470,722 bridge grant to CFR to support CFR's *Expanded Diversity Initiative in Foreign Policy*, which the Board approved by email in August;
- 2) Agree on the Board's input to CFR on the important qualities and experience desired in reviewers, the charge and/or questions for reviewers to consider, and possible reviewers.

Background

I've attached copies of four emails providing background for the discussion and action:

- My August 14 email to you regarding the timing of the review and the bridge grant.
- An August 19 email to Jim Lindsay at CFR regarding plans for the review. Jim responded positively to the changed timing. Steve Lewis and I followed up with him to discuss the process for the review.
- My September 2 email to Jim about the process and timing.
- My September 2 email to you updating you on plans and asking for input.

Action

- 1) **Ratification of the \$470,722 bridge grant** to CFR as described in my August 14 email and approved by email;
- 2) **Identification of important qualities and experience of people selected to participate in the review.** My September email to the Board identifies one possible requirement: "someone who has run or been involved in a project seeking to engage underrepresented groups in a profession or field." There are others, I know.

3) **Identification of possible reviewers.** Several of you have suggested the following people:

* **Joan Dassin:** Executive Director of International Fellowships Program of the Ford Foundation. Bio attached, along with the bios of the board members of the IFP.

^{Denny}
Francis Ding: According to Peter, works at Brookings Institute. I was unable to find information on her.

Ruby Hearn: Former executive at the Robert Wood Johnson Foundation. Bio attached.

Jim Silk: Yale Law School; key executive in the *Robina Foundation Human Rights Fellowship Initiative*. Bio attached.

* **Calvin Sims:** CEO of International House. Bio attached.

Also attached is information on Sergio Galvis, Joan Spero, and Mona Sutphen; the reviewers originally selected by Jim Lindsay. *

4) **Input regarding charge/questions for review.** Jim Lindsay's original plan for the review did not include a detailed list of questions. He planned to ask them to a) evaluate the value of each of the initiative's activities in light of the grant's objectives and b) suggest any changes, including possible new activities, they believe might improve the initiative's overall effectiveness. He agreed to "pass along" any specific questions that the Robina Board would like the reviewers to consider. CFR will provide the members of the review committee with documentation that details the initiative's specific activities. CFR will also put the members of the review committee in touch with staff and program participants at CFR and collaborating organizations.

It will be important for us to be as clear and specific as possible in our instructions for Jim regarding criteria and charge/questions.

My choices

Dassin

Sims - CFR (held Fellowship)

Sutphen - from Jim L.

August 14, 2014 Email

From: "Hunt, Penny" <pennhunt@gmail.com>
To: "Aamoth, Gordy" <gaamoth@msn.com>, "Susan Berresford" <berresu43@gmail.com>, "Blatz, Kathleen" <kathleenblatz@msn.com>, "Karoff, Peter" <pkaroff@TPI.ORG>, "Steve Lewis" <s.r.lewis.jr@comcast.net>, "Schroeder, Steve" <schroeder@medicine.ucsf.edu>, "short, marianne" <marianne.short@uhg.com>
Cc: "Gilberg, Nancy" <ngilberg@robinafoundation.org>
Sent: Thursday, August 14, 2014 9:20:42 PM
Subject: CFR Diversity Initiative / Bridge Grant

Greetings,

I hope you all have recovered from the Robina Board meetings. We covered a lot of territory and accomplished a lot!

Susan and I talked this morning about how to discuss the evaluation issues with Jim Lindsay, and Susan came up with a slightly different approach, which I like very much. Kathleen concurs that this approach makes sense.

I'm writing to ask you to approve a bridge grant to CFR as described below.

At the meeting yesterday, the board agreed that evaluation of the work of the Diplomacy and Diversity initiative after only one year of operation was unnecessary. When I brought this to the board's attention, I was thinking that we would go ahead with an evaluation of the work under Robina's first diversity grant, which has been implemented for three years. This would involve resolving members of the review panel, questions for the review, etc. as we discussed. The result would be an evaluation this year of Robina's first grant and a second evaluation next year of the second grant for the Diplomacy and Diversity program. Susan pointed out that one overall review of the initiatives makes more sense, particularly since working with CFR on evaluations is difficult.

One review is a good idea, but delay of the review works only if we provide bridge funding to support the original initiative for another year since we made our final payment last March. Susan suggests that we provide an additional year of funding, similar to the bridge funding the board agreed to provide to Yale Law School. The amount would be the same as we paid in 2014: \$470,722..

The change in the timing of the evaluation would be coupled with an agreement that HIA could agree to the changes to the Diplomacy and Diversity program. Since we are going to integrate Steve Lewis into the Lead Director role with CFR, he could be involved in discussions with CFR concerning the evaluation.

I think the timing makes more sense and has the added advantage of letting us re-start discussions with CFR about reviewers, process, etc.

Please let me know as soon as possible if you support this bridge grant so that I can contact CFR soon.

Thank you! Let me know if you have questions or concerns.

Thanks!

Penny

August 19, 2014 Email

From: Penny Hunt [mailto:pennhunt@gmail.com]
Sent: Tuesday, August 19, 2014 10:36 PM
To: James M. Lindsay
Cc: Steve Lewis; Kathleen Blatz; Nancy Gilberg
Subject: Robina Foundation

Dear Jim,

We all made it through Robina's board meeting last week, but I must confess that Nancy and I were exhausted after the meeting and suspect that board members were, too. The meeting provided an excellent opportunity for the board to have thorough discussions of all aspects of Robina's past and potential future grant activity. I guess that explains why we were worn out. I'm sure you know the feeling!

The board had a good discussion of the work CFR has been doing with Robina support, including the work of the various parts of the diversity enhancements and plans for an upcoming evaluation of the initiative. The purpose of this email is to convey the board's ideas for a revised timetable for the evaluation. Hopefully, we can talk about this in the next week or so. I expect we would include on the call one of our newer board members, Steve Lewis, former President of Carleton College and a member of CFR. Plans are underway for Steve to participate as co-lead director for CFR with Gordy Aamoth and assume the lead director role with respect to CFR when Gordy completes his board service in 2016.

After much discussion, the board concluded that we should delay the CFR diversity evaluation / review until next year. Because board members recognize that delaying the evaluation for a year could introduce some uncertainty at CFR about the continued support for the initial program, the board proposes to provide an additional year of funding for the initiative at this year's level (\$470,722) in order to bridge the coming year.

Following is our thinking in support of this change in timing:

Although the activities funded under Robina's original grant for "An Expanded Diversity Initiative in Foreign Policy" have been implemented for three years, the Diplomacy and Diversity program funded with the "Additional Activities" grant just wrapped up its startup year. Evaluation of the new program after only one year seems premature; by year two, we should have a good body of experience to examine.

In addition, delay of the review would give you the chance to rework your staffing of CFR's support in the diversity arena following Kate Collins' departure so that your staffing would also be clear and in place a year from now.

Similarly, HIA could change its program design to decrease the amount of time spent in Washington and include Germany in the European phase of the program. (Robina Board Members view those as inconsequential changes, appropriate after a start-up year and without any detrimental impact on either the program or the evaluation.)

Delay by a year would give Robina and CFR plenty of time to determine an approach for the review and evaluation that addresses both organizations' concerns about the review team, the questions to be addressed, and the scope and timing of the review. I'm sure you'll agree that both CFR and Robina want to ensure that the review will be of value to both organizations as they make decisions about the future.

We think this change in the timing supported by bridge funding makes sense and look forward to discussing it with you. You would have been pleased, but not surprised, to hear the many positive observations board members made about the Council's work we see flourishing with support from Robina and other donors. We look forward to our continuing partnership and collaboration, and Steve and I look forward to talking with you about this proposal.

Warm regards,

Penny

From: Penny Hunt pennhunt@gmail.com
Subject: Robina Foundation / CFR Diversity Initiatives
Date: September 2, 2014 at 11:55 AM
To: James M. Lindsay J.Lindsay@cfr.org
Cc: Steve Lewis s.r.lewis.jr@comcast.net, Nancy Gilberg ngilberg@robinafoundation.org



Hi Jim,

Steve and I appreciated the opportunity to talk with you last week about review of CFR's diversity initiatives funded by the Robina Foundation. We think we came up with a workable timetable and process to identify the reviewers and launch the review and hope you agree. Since preparation for the review will take place over several months, I thought it would be helpful to summarize our understanding of how this will work:

We agreed that the appropriate and best timing for the review would result in submission of the review to Robina by the end of September 2015 for consideration by the board at the November 2015 board meeting. That timing will allow the reviewers to consider the second year of the Diplomacy and Diversity program, which will end about July 5, 2015.

The first step in the process is for the Robina board to identify:

- qualities and experience desired in reviewers;
- possible reviewers; and
- the charge to be given to the reviewers or the questions reviewers should consider.

I will gather Robina board members' ideas and work with the board to finalize Robina's input at the November 18 board meeting. Assuming all goes well, I'll send you our input shortly after that meeting so that we can discuss selection of 2-3 reviewers and the details of their review. You, Steve and I agreed that reviewers need to be lined up by mid-April 2015. Selection at that time will permit the reviewers not only to review appropriate material and interview participants, but also to attend events scheduled to take place in April, May and June and submit their review by the end of September.

I hope that this reflects your understanding of our discussion, but please let me know if it doesn't or if I missed something.

Warm regards,
Penny

Penny A. Hunt
Executive Director

Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402
Ph: 612-333-2313
Cell: 612-381-7790
phunt@robinafoundation.org
pennhunt@gmail.com

From: Penny Hunt pennhunt@gmail.com
Subject: CFR Follow-up and a Request
Date: September 2, 2014 at 11:36 AM
To: Gordy Aamoth gaamoth@msn.com, Susan Berresford berresu43@gmail.com, Kathleen Blatz kathleenblatz@msn.com, Peter Karoff pkaroff@TPI.ORG, Steve Lewis s.r.lewis.jr@comcast.net, Marianne Short marianne.short@uhg.com, Steve Schroeder schroeder@medicine.ucsf.edu
Cc: Nancy Gilberg ngilberg@robinafoundation.org



Greetings,

Following the recent board meeting, I sent Jim Lindsay an email describing the board's proposal that review of CFR's two diversity initiatives ("An Expanded Diversity Initiative in Foreign Policy" and "Expanded Diversity Initiative in Foreign Policy — Additional Activities," which includes the Diplomacy and Diversity program) be delayed a year, with an additional year of funding from Robina to bridge the year. Jim responded positively to the proposal.

Steve Lewis and I talked with Jim last Thursday to make sure we were on the same page and to talk about the process and timing for the review. Following is a summary of our conversation and a request for information.

In our conversation, we agreed that the appropriate and best timing for the review would be submission to Robina by the end of September 2015 for consideration by the board at the November 2015 board meeting. That timing will allow the reviewers to consider the second year of the Diplomacy and Diversity program, which will end about July 5, 2015.

The first step in the process is for the Robina board to identify:

- the qualities and experience desired in reviewers. (e.g. someone who has run or been involved in a project seeking to engage underrepresented groups in a profession or field);
- possible reviewers; and
- the charge given to the reviewers or the questions reviewers should consider.

THE REQUEST: Please send me your ideas concerning the qualities and experience of reviewers, the names of possible reviewers (and information about them), and the charge for the review or questions reviewers should address. I will gather your ideas and provide them to the board for finalization at the November 18 meeting.

Once the board has agreed on our input, I will provide CFR with our suggestions and work with CFR on the selection of 2-3 reviewers and the details of their review. Reviewers will need to be lined up by mid-April 2015. Selection at that time will permit the reviewers not only to review appropriate material and interview participants, but also to attend events scheduled to take place in April, May and June and submit their review by the end of September.

Please let me know if you have questions or concerns about this. Thanks for your help!

Penny

Penny A. Hunt
Executive Director

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

Home > About > WISE Speakers > Dr. Dassin Joan

Dr. Dassin Joan



Position: Executive Director of International Fellowships
Program of the Ford Foundation
Country: United States of America

Dassin -
Bio saved
on email
Brandeis
jdassin@brandeis.
edu

Dr. Joan Dassin is the Executive Director of the International Fellowships Fund, Inc. (IFP), established in 2001 to implement and oversee the Ford Foundation International Fellowships Program (IFP), dedicated to promoting social justice through international higher education. Under the program, more than 3,500 Fellows have been selected from 22 countries in Asia, Russia, Africa and the Middle East and Latin America to pursue advanced studies in universities throughout the world.

Prior to directing IFP, Dr. Dassin was Representative for the Ford Foundation Office in Brazil from 1989 to 1992. She was the Foundation's Regional Director for Latin America from 1992 to 1996 and served as Basic Education Adviser to the Latin American and Caribbean Bureau of USAID in Washington, D.C. A recipient of three Fulbright fellowships as well as other academic grants and awards, Dr. Dassin has a long-standing professional and personal commitment to international education. Before joining the Ford Foundation and the International Fellowships Fund, she taught English and Latin American Studies at Amherst College and at Fordham and Columbia universities and worked as the Staff Associate for Latin America at the Social Science Research Council. Dr. Dassin served on the Boards of Directors of LASPAU: Academic and Professional Programs for the Americas, based in Cambridge, Mass., and the Center for International Policy in Washington, D.C.

Dr. Dassin has a PhD and an MA in Modern Thought and Literature from Stanford University and a BA in English and American Literature from Brandeis University.

Among her publications are three co-edited volumes: *Origins, Journeys and Returns: Social Justice in International Higher Education*; *Training a New Generation of Leaders*; and *Press Control Around the World*. She has also published books and articles on human rights, culture and politics in Brazil and Latin America.

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Donald McHenry

Donald McHenry served as Ambassador and U.S. Permanent Representative to the United Nations from September 1979 until January 1981. He also served as a member of President Carter's Cabinet, and as Ambassador and U.S. Deputy Representative to the U.N. Security Council. He has studied, taught and worked in the fields of foreign policy and international law and organizations. He is the author of *Micronesia: Trust Betrayed* (Carnegie Endowment, 1975) and numerous articles published in professional journals and newspapers. Currently, Ambassador McHenry is a Distinguished Professor in the Practice of Diplomacy at the School of Foreign Service at Georgetown University, and president of the IRC Group, an international consulting firm. He received his B.A. from Illinois State University, his M.A. from Southern Illinois University and has done post-graduate work at Georgetown University.

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Victor J. Goldberg

Victor J. Goldberg is an independent business consultant. He retired from IBM in 1993 as a corporate vice president after 34 years during which time he worked as president of a manufacturing and product development division, president of a marketing division, and head of three different corporate staffs. Mr. Goldberg joined the Board of Trustees of the Institute of International Education in 1979. He is a Vice Chairman of the Board, and a member of the Executive Committee. He also serves on the Board of Governors of the American Jewish Committee, and the boards of the Mental Health Association of Westchester County, New Alternatives for Children, and Education Through Music. Mr. Goldberg received both his B.S.B.A. and his M.B.A. degrees from Northwestern University.

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Karen A. Holbrook

Dr. Karen A. Holbrook was appointed the 13th president of The Ohio State University on October 1, 2002 after serving in several previous capacities at the University of Georgia, including Senior Vice President for Academic Affairs and Provost. Dr. Holbrook has also held the posts of Associate Chairman and Professor of Biological Structure and Medicine at the University of Washington School of Medicine, as well as Professor of Anatomy and Cell Biology, Vice President for Research and Dean of the Graduate School at the University of Florida, Gainesville. She is on the Board of Directors of ACT, the Institute of International Education, ACGME (National Association of State Universities

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and Land-Grant Colleges) and NASULGC (Accreditation Council for Graduate Medical Education). She has been deeply involved in national and regional efforts to strengthen graduate education in America and has been active in economic development partnerships at both the community and state levels. Dr. Holbrook earned her B.S. and M.S. degrees in zoology at the University of Wisconsin in Madison. After teaching biology at Ripon College, she earned a Ph.D. in biological structure from the University of Washington, School of Medicine in 1972 and pursued postdoctoral training in the Department of Dermatology.

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Jeannie Oakes

Jeannie Oakes is Director of Educational Equity and Scholarship at the Ford Foundation in New York. Until Fall 2008, she was Presidential Professor in Educational Equity at UCLA's Graduate School of Education and Information Studies, where she directed UCLA's Institute for Democracy, Education, and Access and the University of California's All Campus Consortium on Research for Diversity. Jeannie Oakes's own scholarship examines the impact of social policies on the educational opportunities and outcomes of low-income students of color. She is the author of twenty scholarly books and monographs and more than 125 journal articles, book chapters, and research reports. Her book [Keeping Track: How Schools Structure Inequality](#) has been honored as one of the twentieth century's most influential books on education and an updated 20th anniversary edition was released in 2005. A second book, [Becoming Good American Schools: The Struggle for Civic Virtue in Education Reform](#), won the American Educational Research Association's Outstanding Book Award. Professor Oakes is a fellow of the American Educational Research Association and a member of the National Academy of Education.

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Barron M. Tenny

Barron M. Tenny served as executive vice president, secretary and general counsel of the Ford Foundation from 1996 through 2011. He joined the Foundation in 1983 as special assistant to the President and was made vice President, secretary, and general counsel in 1984. Prior to joining the Foundation, Mr. Tenny spent nine years at the Bedford Stuyvesant Restoration Corporation, a community development organization in Brooklyn, New York. He started as a staff attorney in 1974 and was made general counsel in 1975, followed by general counsel, vice president and assistant secretary in 1977. From 1970 to 1974 he was an attorney with the New York law firm of Greenbaum, Wolff & Ernst. Mr. Tenny is Vice Chair of the Foundation Center and chairs the Finance and Investment Advisory Committee (FIAC) on the IFP Board. He also serves on the boards of the New York Community Trust, the International Center for Transitional Justice, the Association of the Bar of the City of New York Fund, the Native Arts and Cultures Foundation, and the Youth Orchestra of the Americas. Mr. Tenny is a graduate of the University of Chicago Law School and earned his bachelor's degree in history and science from Harvard College.

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Ambassador Harriet Elam-Thomas

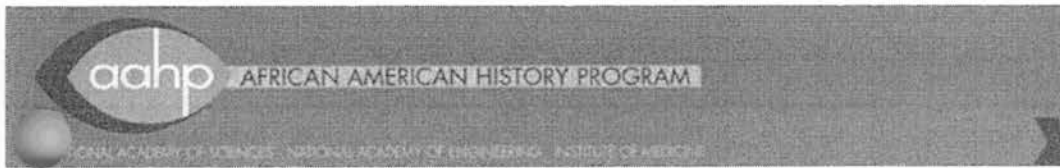
Ambassador Harriet Elam-Thomas retired from the U.S. Senior Foreign Service in 2005 with the rank of Career Minister, following four decades of service. Her varied overseas assignments have taken her to Greece, Turkey, France, Belgium, Senegal, Mali and Cote d'Ivoire. Ambassador Elam-Thomas has been the recipient of four honorary doctorates, from Simmons College in Boston, the American University in London, Suffolk University in Boston and the University of Central Florida in Orlando. She holds a B.S. degree in International Business from Simmons College in Boston and a M.S. in Public Diplomacy from the Fletcher School of Law & Diplomacy at Tufts University. Formerly the Diplomat-in-Residence at the University of Central Florida, Ambassador Elam-Thomas directs a new Diplomacy Program at the University. She is a Member of The American Academy of Diplomacy and serves on the Board of The Institute for International Education, The Cultural Academy for Excellence and the Board of Cooperators at Simmons College. Ambassador Elam-Thomas was born in Boston, Massachusetts. She and her husband Wilfred J. Thomas reside in Central Florida.

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Darren Walker

Darren Walker is the President of the Ford Foundation. Prior to his appointment in September 2013, he led the Foundation's Education, Creativity, and Free Expression Program. As Vice President of one of the Foundation's three major programs, he spent three years guiding grant making in public education reform, higher education, arts, media, sexuality reproductive health and religion. Previously, he was Vice President for foundation initiatives at the Rockefeller Foundation, where he oversaw a broad range of programs in the United States and internationally. Darren also served as Chief Operating Officer of the Abyssinian Development Corporation, a community organization in Harlem, and was involved in two of Harlem's largest privately financed commercial projects the area has seen in the past 30 years. He oversaw the development of the first public school in New York City built by a community organization, and has taught housing, law, and urban development at the NYU School of Law and the Robert Wagner School of Public Service. Mr. Walker is a Fellow at the Institute for Urban Design.

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Ruby Puryear Hearn

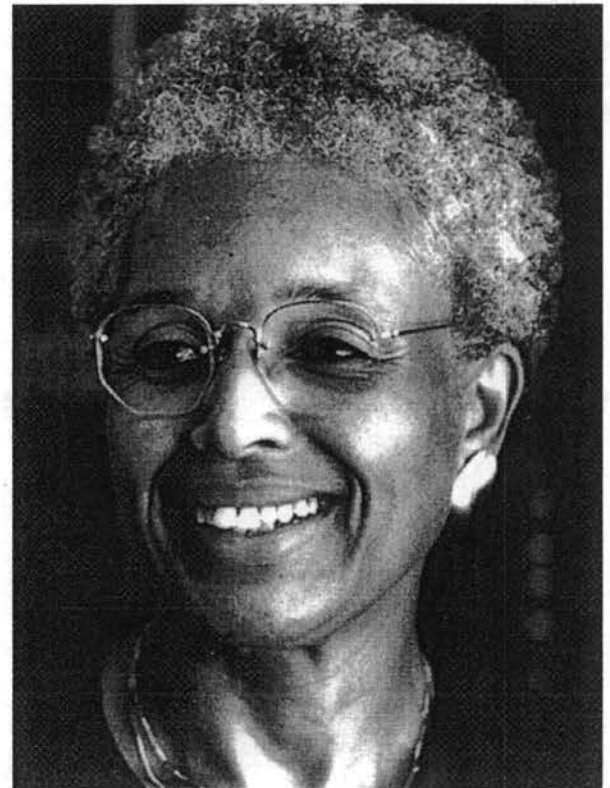
(1940-)

Biophysicist/Institute of Medicine Member

Ruby Puryear Hearn graduated from Skidmore College and then attended Yale University, where she received an M.S. and Ph.D. in biophysics. Dr. Hearn spent most of her professional life on the staff of the Robert Wood Johnson Foundation, the largest health care philanthropy in the United States, where she participated in strategic program planning and served as the Foundation's liaison within the non-profit community. Now retired, she holds the position of senior vice president emerita. Dr. Hearn has had major responsibility for oversight and development of initiatives in maternal, infant, and child health; AIDS; substance abuse; and minority medical education. She was a fellow of the Yale Corporation and a member of the Science Board of the Food and Drug Administration. She also served on the Committee on Science, Engineering, and Public Policy of the National Academy of Sciences. Dr. Hearn is currently a member of the Institute of Medicine, where she is active on the Board on Children, Youth and Families.

[Links to Additional Information](#)

[Profile of Ruby Puryear Hearn from the New York Academy of Medicine](#)



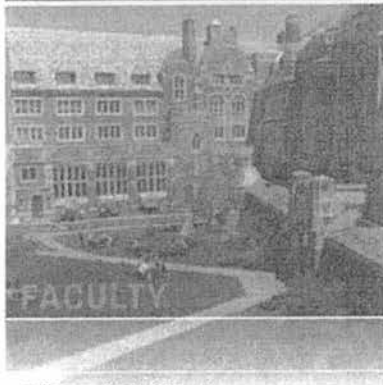
Ruby Puryear Hearn

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James J. Silk

Clinical Professor of Law, Allard K. Lowenstein International Human Rights Clinic; Supervising Attorney; and Director, Orville H. Schell, Jr. Center for International Human Rights

James J. Silk is a Clinical Professor of Law and Supervising Attorney at Yale Law School, where he directs the Allard K. Lowenstein International Human Rights Clinic. He is also director of the Law School's Orville H. Schell, Jr. Center for International Human Rights. He was formerly the director of the Robert F. Kennedy Memorial Center for Human Rights in Washington, D.C. After completing law school, he was an attorney at the Washington law firm of Arnold & Porter, where his pro bono work included representing a Virginia death-row inmate in his appeals. Before attending law school, Professor Silk was editor, policy analyst, and senior writer for the U.S. Committee for Refugees. He has taught English in Shanghai, China. Professor Silk has a B.A. in Economics from the University of Michigan, an M.A. in the Humanities from the University of Chicago, and a J.D. from Yale.

Education

J.D., Yale, 1989.

M.A., U. Chicago, 1981

A.B., U. Michigan, 1969

Courses Taught

Human Rights Workshop

Lowenstein International Human Rights Clinic



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International House Names Calvin Sims New President

Calvin Sims, a Ford Foundation executive and former *New York Times* correspondent, has been appointed President and CEO of International House.

Sims was unanimously elected by the Board of Trustees on July 31st. The appointment was announced by International House Chairman Frank G. Wisner, former U.S. Ambassador to Egypt, India and the Philippines, who is Foreign Affairs Advisor at Patton Boggs LLP in New York.

"Calvin's unique and impressive credentials make him ideally suited to lead International House," said Wisner. "The Board looks forward to working with him as International House heads into its 90th year of operation and in the years ahead."

"We could not be happier with this choice," said Trustee Peter M. O'Neill, an International House alumnus and great-grandson of co-founder John D. Rockefeller, Jr., who chaired the search committee. "Calvin brings an incredible skill set and life experience to the position, and will do an outstanding job."

A cross-sector leader with more than 20 years of experience in journalism, philanthropy and international affairs, Sims has served as Program Officer for the Ford Foundation since 2007, focusing on the development of a free and responsible press worldwide. His work helped foster new and innovative models of reporting, disseminating and financing news, with a concentration on social justice issues, diversity of voices, standards and ethics, and press freedoms.

Prior to joining the Ford Foundation, Sims spent 20 years at *The New York Times*, where he was a director, producer and foreign correspondent and played a central role in the newspaper's expansion into television, documentaries and the Web. He anchored the *Times's* nightly television news program, hosted a weekly podcast on foreign affairs and produced an acclaimed documentary for PBS on the rise of radical Islam in Indonesia. As a foreign correspondent, Sims was based in Buenos Aires, Tokyo, Seoul and Jakarta.

A native of California, Sims is a 1985 graduate of Yale University and has held the Edward R. Murrow Press Fellowship at the Council on Foreign Relations and the Ferris Professorship of Journalism at Princeton University.

Sims's international experience has included conducting workshops and cultural exchange programs for journalists in Turkey, Armenia and Azerbaijan as part of an effort by American University and the U.S. State Department to resolve historical conflicts. He speaks Spanish and conversational Japanese.

"I am honored to join this esteemed institution which for nearly 90 years has stood as a beacon of international harmony and understanding, proving that humanity can surpass the barriers of race, nationality, color, culture, and traditions that have so long divided the world," said Sims. "I look forward to working with the Board and staff to ensure that I-House continues to fulfill its mission which has never been more relevant."

Sims, who begins the position on September 1st, met with the entire International House staff on August 5th and noted the "big shoes" he has to fill. Sims will succeed Donald L. Cuneo, an I-House alumnus and retired partner of the law firm Shearman & Sterling, who announced plans to retire last February and who has served in the position for over 20 years. Sims noted that he is both "humbled and honored" to be taking over from Cuneo and shared with the staff anecdotes about his background growing up in Los Angeles and from his career.

Sims and his wife, Patricia Baptiste, will move into International House at 500 Riverside Drive.



Calvin Sims

Reviewers identified by Jim Lindsay:

Sergio Galvis—Partner, Sullivan & Cromwell, LLP

Sergio J. Galvis is widely recognized for his broad-based international experience. He represents a diverse group of clients including government bodies, corporations, investment banks and other organizations.

For more than 25 years, Mr. Galvis has advised our clients on significant matters in a number of practice areas and industry sectors, including:

- Mergers and Acquisitions
- Private Equity
- Project Finance
- Securities
- Sovereign and Corporate Debt Restructurings
- Oil and Gas
- Metals and Mining

Mr. Galvis heads our Latin America Group and coordinates our practice in Spain. He is also Head of Global Recruiting.

Mr. Galvis has been recognized in a number of publications, including *Chambers*, *Euromoney*, *IFLR* and *Latin Lawyer*. In 2008, he was named by *The National Law Journal* as one of "The 50 Most Influential Minority Lawyers in America" and by *HispanicBusinessmagazine* as one of "The 100 Most Influential U.S. Hispanics." Mr. Galvis writes frequently on international legal and financial matters. He received the Burton Award for Legal Achievement in 2004 for his article "Sovereign Debt Restructurings – the Market Knows Best," published in *International Finance*; in 2010 for the article "Latin American Firms Pursue Global Status," co-authored with Frank Aquila and published in the *Latin Business Chronicle*; and in 2011 for the article "Introducing Dodd-Frank," co-authored with Samuel Woodall and published in *Latin Lawyer*. Mr. Galvis was part of a group of eminent practitioners convened by a G-10 Working Group in 2002 to help develop collective action clauses for sovereign debt financings and was a participant in Secretary Henry M. Paulson Jr.'s 2007 Conference on U.S. Capital Markets Competitiveness.

Mr. Galvis is involved with a number of not-for-profit and foreign policy organizations, including the Council on Foreign Relations and the Council of the Americas.

In February 2010, he received the Distinguished Global Citizen Award at the Global Kids annual benefit, where he was honored for his commitment to organizations that promote educational opportunities, arts education and international cooperation.

Mr. Galvis was born in Colombia and is fluent in Spanish.

Joan E. Spero—Senior Research Scholar, Columbia University; Former

Under Secretary of State for Economic, Business, and Agricultural Affairs

Joan E. Spero is a Senior Research Scholar at Columbia University's School of International and Public Affairs, where she researches and writes about international philanthropy and its role in the global system. From 2009 to 2010, Ms. Spero was a Visiting Scholar at the Foundation Center, where she conducted research on the role of American private foundations in U.S. foreign policy and in the global system. That research culminated in 2010 with the publication titled *The Global Role of U.S. Foundations*. From 1997 to the end of 2008, Ms. Spero served as President of the Doris Duke Charitable Foundation; President of the Duke Farms Foundation, a 2,700 acre property in New Jersey devoted to environmental stewardship; and the Doris Duke Foundation for Islamic Art, whose mission is the study and understanding of Islamic arts and culture.

From 1993 to 1997, Ms. Spero served in the U.S. Department of State as Undersecretary for Economic, Business, and Agricultural Affairs. From 1981 to 1993, she held several offices with American Express Company, the last being Executive Vice President, Corporate Affairs and Communications. She was Ambassador to the United Nations for Economic and Social Affairs from 1980 to 1981 and an Assistant Professor at Columbia University from 1973 to 1979. She graduated Phi Beta Kappa from the University of Wisconsin and holds a master's degree in international affairs and a doctorate in political science from Columbia University. She also studied at the Institut d'Études Politiques in Paris and is fluent in French.

Ms. Spero has authored several books, including *The Politics of International Economic Relations* (7th Edition, 2009) and *The Failure of the Franklin National Bank* (1980). She also has contributed to numerous professional journals. Active in professional associations in foreign affairs and economics, Ms. Spero is a member of the Council of American Ambassadors, the Academy of Diplomacy and the American Philosophical Society. She serves as Trustee of the Wisconsin Alumni Research Foundation and the Morgridge Institute for Research, as well as a Director of the International Center for Transitional Justice. She is also a Trustee Emeritus of Columbia University, Amherst College, the Council on Foreign Relations, and the Brookings Institution. Ms. Spero is a Director of IBM and International Paper.

Mona K. Sutphen— Managing Director, UBS AG; Former White House Deputy Chief of Staff for Policy

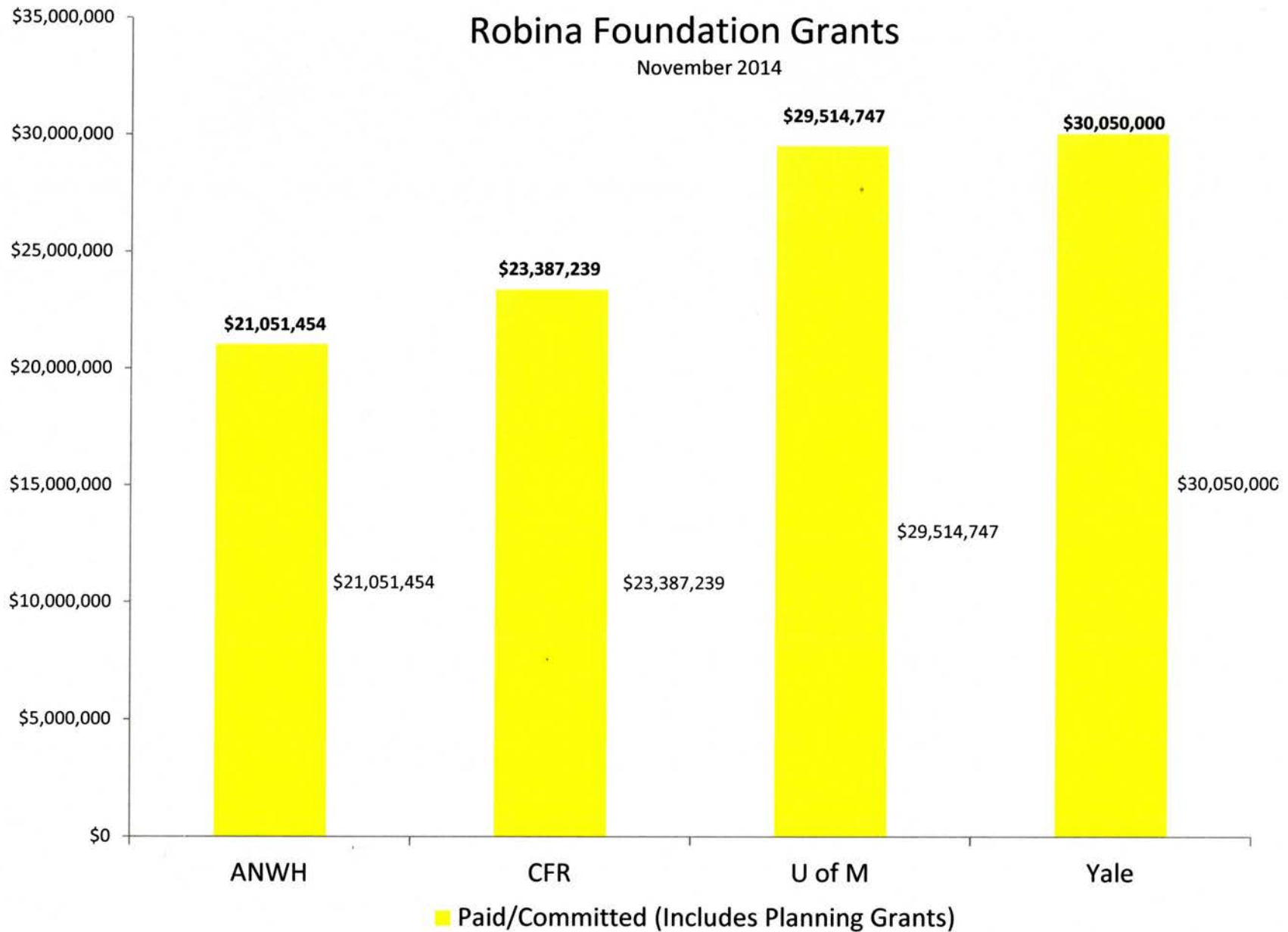
Mona Sutphen is a Managing Director at UBS AG, covering geopolitical risk and macro- policy trends, and also is a member of the President's Intelligence Advisory Board (PIAB). She served as White House Deputy Chief of Staff for

Policy for President Barack Obama from 2009 until March 2011. From 2001 to 2008, she was Managing Director at Stonebridge International, a global strategy consulting firm advising multinational corporations and financial institutions. Prior, Ms. Sutphen was a U.S. Foreign Service Officer (1991-2000), serving in the Clinton Administration on the staff of the National Security Council, the U.S. Mission to the United Nations, the Office of the High Representative in Sarajevo, the State Department and at the U.S. Embassy in Bangkok. She is co-author of *The Next American Century: How the U.S. Can Thrive as Other Powers Rise* (Simon & Schuster, 2008). Ms. Sutphen is a member of the Council on Foreign Relations and on its International Affairs Fellowship selection committee. She also serves on the Boards of Human Rights First and the UBS Savings and Investment Plan.

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Robina Foundation Grants

November 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.

?

Process to find out why inactive

→ Key Family Members & Friends

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.

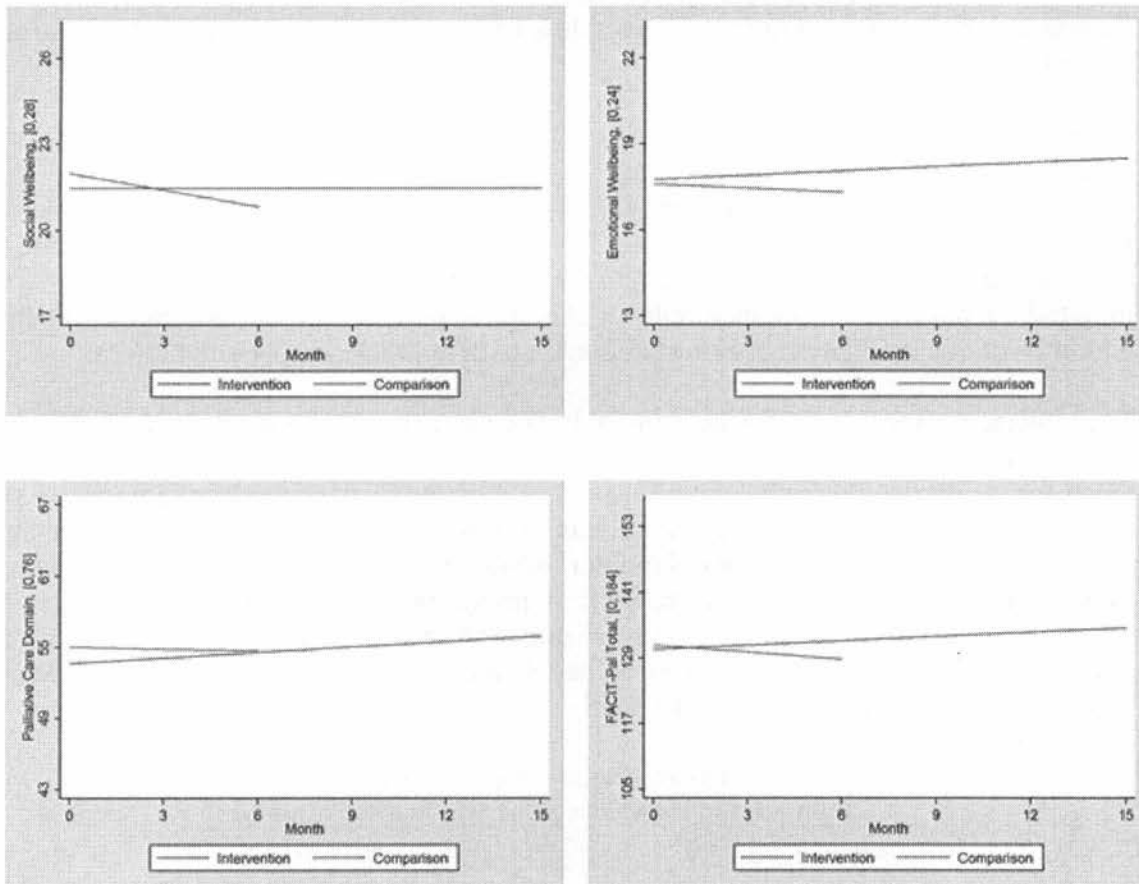
The table below outlines differences in quality of life scores for comparison patients as compared with LifeCourse patients. For example, social wellbeing scores are 1.00 points lower for comparison patients as compared with LifeCourse patients, from baseline to six months. In other words, comparison 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 – ^① 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

Care Copilot Institute (CCI) Revised Strategy

Robina Foundation Report

09/18/14

Mission: To transform care delivery through the study and adoption of lay healthcare workers

Our vision is that one day lay healthcare workers will be a customary part of healthcare delivery; viewed by providers as indispensable team members that contribute to better care; appreciated by patients and communities for the persistent personal connections they enable; and supported by payers, employers and policy makers for delivering value.

The structure of the Institute reflects this through

- 1) Building partnerships to research and evaluate these roles
- 2) Translating research for real-world practice settings and
- 3) Assisting health care organizations in implementing these roles.

Much of the work of the Institute is dedicated to the broader field in order to influence the future of healthcare, however, having an impact on the broader healthcare landscape is a longer-term endeavor.

A much more direct and immediate impact is possible within the walls of Allina Health, and Care Copilot Institute can provide value within the very organization in which it lives.

The mission and vision of CCI is strongly aligned with the Allina Health strategy that crosses the continuum of care. CCI will continue to provide Allina Health with dedicated staff to support new, effective innovations with lay healthcare workers.

The Care Copilot Institute will

- Act as convener and owner for stakeholders across the continuum of care in order to develop new roles, build consistency across similar roles, share lessons learned, and develop a system-wide strategy related to these roles
- Provide program development, research and evaluation assistance for Allina Health clinics, hospitals and other specialty services interested in studying and/or employing lay healthcare workers
- Translate research findings into practical, useful resources that are specific to the Allina Health system
- Link to a broader network of clinics and organizations applying similar models and roles, providing an opportunity to learn from others
- Share findings through peer-reviewed publications, articles, presentations and social media
- Build a research-base that is needed in the field
- Build expertise in the lay healthcare workers space

With these actions, CCI will provide value to Allina Health by actively improving quality of care, influencing primary care practice, affecting organizational costs/revenue and building on a solid, national reputation.

Allina Health Patient Care Continuum

Lay Healthcare Workers aligning with Care Redesign Strategy

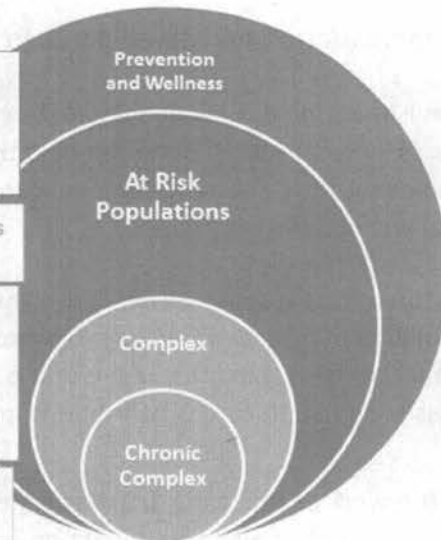
CCI Contribution

Measurement & Evaluation: patient engagement, productivity, cost/utilization, team wellbeing, patient loyalty

Expertise & Skills: translating research into practical resources, project design, workflow development, training development, program evaluation, advocacy for lay healthcare workers, and connection to outside partners

Team-based Models

Primary Care personalized care teams: care guide**
PGIHH Health Coaches
West Health ED/UC: access care guide**
Advanced Care Team: care guide*
Pediatric Transitions (CERC): care guide**
LifeCourse project: care guide**



* Models shaped by CCI
 ** Models in progress with CCI

Lay Healthcare Workers across the Care Continuum with Allina Health

The Care Copilot Institute has been the foundation for the continued use of care guides across the care continuum at Allina Health. Currently three departments across Allina have incorporated care guides into the care delivery teams: 1) Care Management, 2) LifeCourse, 3) Abbott Northwestern - West Health Emergency Department/Urgent Care. The purpose and impact of the role is described below.

- 1) **Care Management (15 advanced care team care guides)** – CCI provided the guiding principles and resources for the care guide role in the care management programs that serve the >10,000 patients attributed to Allina Health as a Pioneer Accountable Care Organization. The lay healthcare worker role is a critical component of the team approach for patients suffering from complex chronic disease. With training in motivational interviewing, this role is a relationship based partner with the patient and their family. The care guide is part of the healthcare team including the physician, nurse, social worker and pharmacist. This team supports the patient to achieve their goals for care. The care guide bridges the gap between the clinical dialogue in the goals for care and the patient's barriers and difficult choices to achieve their goals.
CCI involvement: created care guide job description and competencies, training on foundation of care guide role, involved with ongoing measurement and evaluation
- 2) **Abbott Northwestern - West Health Emergency Department/Urgent Care (1 access care guide, funded by Robina, CCI)** As West Health pursues the goal of becoming a regional destination medical

center, linking patients' care needs and removing the barriers that exist with our complex system, will be critical to future success. Care guides will be a key strategy in this work.

CCI involvement: leading project design, job description, training development, workflow and process development, evaluation

- 3) **LifeCourse (9 care guides, funded by Robina)** LifeCourse is currently enacted through a multidisciplinary team that includes non-clinical care guides acting as the primary touch point for patients and caregivers. Care guides communicate, guide, and coordinate care based on the patient's story and goals. The role of the LifeCourse care guide was shaped by CCI experience and tools. CCI staff continue to provide guidance and increase buy-in by demonstrating how lay healthcare workers fill a gap in building relationships with patients. Care Copilot Institute will create the manual enhancing the ability to go to scale smoothly in 2016 and will accelerate the dissemination of the model to other organizations upon completion of the research phase.

CCI involvement: created job description, advocate across the healthcare system for use of care guide in the late life care model, guide and create the LifeCourse "how to" manual to go to scale.

Next steps to integrate lay health care workers into other spectrums of Allina Health

- 1) **Primary Care Redesign** – A key Allina Health strategy is to improve and grow the way we provide primary care. We can improve the quality of care across our system through the use of lay healthcare roles by participating in the design and implementation of the primary care redesign work. We are working with the Allina Health clinic leadership to embed care guides in primary care through the personalized care teams. Design and pilot development is underway.

CCI involvement: pilot design, workflow development, training development, program evaluation, connection to outside partners

- 2) **Specialty Care** – CCI is in discussions with specialty care service lines to consider using care guides or changing existing roles (medical assistants, coordinators, etc) into care guides in order to increase patient engagement and team productivity across specialty services, such as a Pediatric transitions program for complex chronic pediatric patients and families.

Robina Funding Decision Impact on Care Copilot Budget

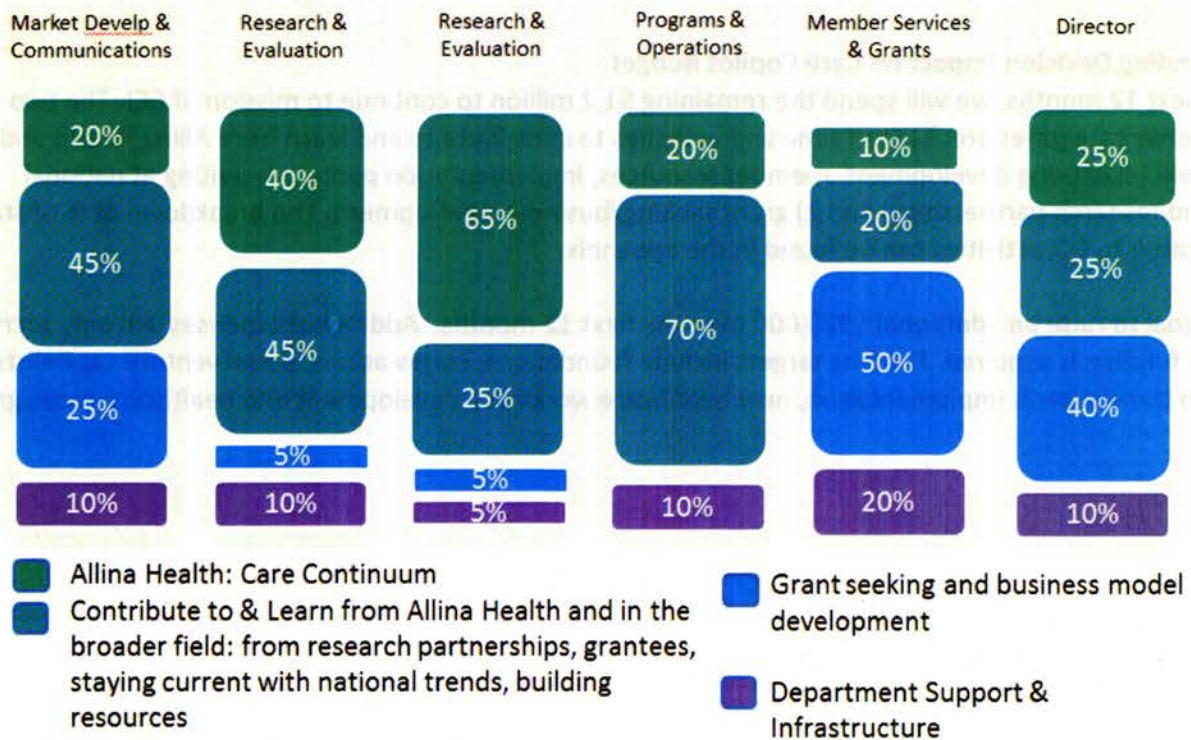
Over the next 12 months, we will spend the remaining \$1.2 million to continue to mission of CCI. The two major expense categories are: 1) Staff time and activities to contribute to and learn from Allina Health and the broader field (eLearning development, member resources, implementation pilots, presenting at national forums, and research partnerships) and 2) grant seeking/business development. The breakdown of % of staff time dedicated to CCI activities can be found in the appendix.

CCI has a goal to raise an additional \$920,000 over the next 12 months. Additional expenses will only accrue when new funding is acquired. Funding targets include foundations, corporations, social venture capitalists focused on translation & implementation, new healthcare workforce development and healthcare redesign.

Appendix – Budget and Staffing

August 2014 - August 2015	Existing Funding	Projected Goals	TOTAL
Revenue			
Robina Foundation - remaining	\$ 1,200,000		\$ 1,200,000
Revenue from services		\$ 100,000	\$ 100,000
Revenue from sponsors, grants, social venture capital		\$ 820,000	\$ 820,000
Total Revenue	\$ 1,200,000	\$ 920,000	\$ 2,120,000
Expenses			\$ -
Salaries/benefits & consulting	\$ 659,200	\$ 300,000	\$ 959,200
Research partners	\$ 45,000	\$ 150,000	
Grants	\$ 75,000	\$ 270,000	\$ 345,000
eLearning model development	\$ 201,500		\$ 201,500
Presentations/out-state meetings	\$ 50,000		\$ 50,000
Website development/CRM	\$ 79,000		\$ 79,000
Total Expenses	\$ 1,109,700	\$ 720,000	\$ 1,829,700
Net Income	\$ 90,300	\$ 200,000	\$ 290,300

% of Staff Time Dedicated to CCI Activities



COUNCIL *on* FOREIGN RELATIONS

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*Six-month
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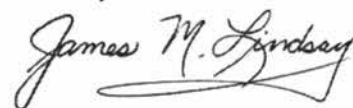
Dear Penny:

I am pleased to submit the interim progress report for the Council on Foreign Relations (CFR) Expanded Diversity Initiative in Foreign Policy. The report covers the period April 30, 2014, through October 31, 2014. CFR and HIA are submitting a separate report detailing the activities they conducted as part of the Expanded Diversity Initiative separately from Humanity in Action.

During the last six months of the project, CFR has continued its collaborations with Humanity in Action, the International Career Advancement Program (ICAP), and the Global Access Pipeline (GAP) to broaden minority representation in the foreign policy community. The initiative's highlights include recruiting, placing, and mentoring an expanded class of Franklin Williams interns and arranging for CFR staff to participate in five university career fairs around the country with significant minority student populations. CFR has also reconvened the CFR-ICAP-GAP joint planning committee to begin planning for the spring 2015 Conference on Diversity in International Affairs and hired a diversity coordinator to manage the day-to-day activities of the initiative following Kate Collins' departure for graduate school.

We are grateful for the Robina Foundation's generous support for the Expanded Diversity Initiative. It has enabled CFR to strengthen its long-standing efforts to foster racial and ethnic diversity in the U.S. foreign policy field. Please contact me if you have any questions or if you need additional information about this project report.

Sincerely,



James M. Lindsay
Senior Vice President, Director of Studies,
and Maurice R. Greenberg Chair
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Expanded Diversity Initiative in Foreign Policy: CFR Activities

Interim Progress Report to the Robina Foundation

Project Director: **James M. Lindsay**, *Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair*

Reporting Period: April 30, 2014 – October 31, 2014

Report Due: November 4, 2014

Executive Summary

The Expanded Diversity Initiative in Foreign Policy that the Council on Foreign Relations (CFR) launched in March 2012 seeks to identify talented members of underrepresented groups, expose them to opportunities in foreign policy, actively encourage them to consider working in the field, and help them develop personal networks that will further their careers. The initiative's goal is to make the foreign policy community in the United States more representative of American society as a whole.

During the last six months of the project, CFR has continued its partnership with Humanity in Action (HIA), recruited and encouraged college students from underrepresented groups to apply for the Franklin Williams internship, participated in career fairs that target underrepresented groups in select cities around the country, and planned for the 2015 Conference on Diversity in International Affairs.

1. Please provide an update on your activities/work on the Robina-funded project since your last report, including how this work advances the goals and objectives set for the project.

The Expanded Diversity Initiative seeks to expand minority participation in foreign policy by encouraging members of underrepresented groups to pursue careers in international relations. The initiative identifies talented members of underrepresented groups, exposes them to career possibilities in foreign policy, actively encourages them to consider working in the field, and helps them develop personal networks that will further their careers. By sustaining these activities over time the initiative looks to make the foreign policy community in the United States more representative of American society as a whole.

The Expanded Diversity Initiative consists of four complementary activities: (1) supporting the work of Humanity in Action, which includes funding minority participation in Humanity in Action's summer programs, holding a workshop for all American Humanity in Action participants, and launching a new fellowship for graduate students on Diplomacy and Diversity; (2) expanding CFR's longstanding Franklin Williams Internship program to include

additional minority students; (3) sponsoring an annual conference in collaboration with the International Career Advancement Program (ICAP) and the Global Access Pipeline (GAP) to inform minority students and young professionals about foreign policy career possibilities; and (4) sending CFR staff to career fairs at colleges and universities with significant minority student populations.

The Expanded Diversity Initiative added additional activities in September 2013. The additional activities covered in this report are: the creation of the diversity coordinator position at CFR, and additional funding for the Conference on Diversity in International Affairs.

This report reviews those activities falling in categories two, three, and four of the complementary activities, along with the additional activities outlined in the previous paragraph. The activities that CFR conducted with Humanity in Action as part of the Expanded Diversity Initiative are reviewed in a separate report.

The goals and objectives set for the project for the reporting period, include: continuing CFR's partnership with HIA; recruiting and encouraging college students from underrepresented groups to apply for the Franklin Williams internship; continuing its participation in career fairs that target underrepresented students in New York, Washington, DC, and other select cities around the country, and planning for the third annual Conference on Diversity in International Affairs with ICAP and GAP.

2. A description of your activities/work during the reporting period, including how this work advances the goals and objectives, and how this work fits into the timeframe you outlined for the project.

During the last six months of the project, CFR has continued recruiting, placing, and mentoring an expanded class of Franklin Williams interns and sent CFR staff to participate in five university career fairs around the country with significant minority student populations. CFR has also reconvened the CFR-ICAP-GAP joint planning committee to begin planning for the spring 2015 Conference on Diversity in International Affairs. Additionally, CFR completed the recruitment search for a diversity coordinator to manage the day-to-day activities of the initiative.

A. Franklin Williams Internship

The Expanded Diversity Initiative made it possible for CFR to expand its longstanding Franklin Williams Internship program to include additional underrepresented minority students. The internship, which seeks to give underrepresented minority students the exposure, knowledge, and skills needed to work in the foreign policy field, traditionally brought two interns to CFR each year. The goal of the diversity initiative was to recruit five Franklin Williams interns annually, which includes three additional placements, and to track recruitment progress.

During the reporting period, the three Franklin Williams interns recruited during the previous reporting period and reported on in CFR's April 2014 annual progress report completed their spring 2014 internships. CFR's Human Resources (HR) department received more than 1,200 applications for the summer 2014 and fall 2014 Franklin Williams internship. CFR's HR department continued to aggressively market the internship on CFR's award-winning website, CFR.org, and with historically black colleges and universities through a variety of listservs that targeted minority students, as well as CFR's Human Resources Twitter handle. As a result, CFR recruited three Franklin Williams interns for the summer semester and one Franklin Williams intern during the fall semester. Appendix A provides the biographies of Franklin Williams interns.

The students chosen as interns went through a rigorous selection process that consisted of a review of each candidate's academic standing along with interviews conducted by two or more members of CFR's senior staff. The 2014 Franklin Williams summer interns were placed in CFR's global communications and media relations team and

the David Rockefeller Studies program. The 2014 Franklin Williams fall intern is currently working with the global communications and media relations team.

As part of their internships, Franklin Williams interns participate in skills-based seminars through CFR's Intern Professional Development Program. Seminars conducted during the summer and scheduled for the fall semester include sessions on networking, business etiquette, interviewing techniques, guidance on how to write a cover letter, library skills and research techniques, grant writing, and how travel can enhance one's professional life. Students in the Franklin Williams internship program were encouraged to sit in on CFR meetings of interest, and each intern traveled to the CFR office where they are non-resident (e.g., New York or Washington, DC) to attend an event and meet with team members.

In addition to direct, hands-on exposure to different career paths in international relations, the Franklin Williams interns were encouraged by their supervisors to set and achieve individual professional development goals. These goals included developing familiarity with the policy issues surrounding a particular topic, publishing written work on a CFR blog, contributing to research, helping plan and staff events, using social media in a professional context, making professional business calls, understanding what goes into media events, and growing accustomed to a think tank's working environment. All of the summer 2014 interns reported to Human Resources staff in their exit interviews that they had gained a better sense of their individual career goals and path as a result of their internship.

CFR's HR department has begun recruiting for the spring 2015 semester Franklin Williams interns and anticipates bringing on more Franklin Williams interns throughout next year.

B. Conference on Diversity in International Affairs

The Expanded Diversity Initiative made it possible for CFR to expand its collaboration with ICAP and GAP into an annual, two-day Conference on Diversity in International Affairs. CFR enlisted the support of both ICAP and GAP in the annual conference because their missions mirror the goals of CFR's Diversity Initiative: to increase the representation and preparedness of minority groups in the international arena. The conference builds on and extends the longstanding cooperation among the three organizations in working to promote diversity in the foreign policy community. The conference's goal is to connect students and professionals from diverse backgrounds to career opportunities in international affairs. With the understanding that the path toward increased diversity in international affairs must start with early exposure and extend through the creation of international leadership opportunities, the conference aims to engage a mix of students, mid-career professionals, and seasoned practitioners.

The April 2015 conference, scheduled for April 10 and 11, 2015, in Washington, DC, will bring together diverse professionals and students for two days of seminars and networking on foreign policy, skill-building, and professional development. The sessions will be designed to enhance participants' access to, and preparedness for, international careers. The CFR-ICAPAA-GAP joint planning committee will finalize the agenda for the conference this winter. Similar to previous conferences, the basic structure of the conference will include a keynote speaker, plenary sessions, skill-building workshops, foreign policy focused break-out sessions, career advisory opportunities, and a networking reception. In coordination with CFR's Meetings Program, the committee is in the process of identifying speakers and panelists.

C. Career Fairs

CFR's HR department has participated in career fairs that target underrepresented students. At these career fairs, representatives from CFR's HR department and David Rockefeller Studies program actively recruited candidates,

including for the Franklin Williams internship, as well as the CFR-HIA partnership. Promotional materials for both were available to all students who visited the CFR career booth.

During the report period, CFR attended five career fairs at universities across the country. On April 16, 2014, CFR staff members attended the annual Government and Nonprofit Career Fair at the University of Texas at Austin. CFR HR recruiters met with Dr. Michael R. Anderson, director of international relations and global studies, to discuss internship and career opportunities with Dr. Anderson, highlighting the Franklin Williams internship. In addition, CFR HR recruiters attended international relations courses in order to encourage students in these classes to attend the career fair. CFR HR representatives met with roughly 120 students, most majoring in the social sciences with a desire to pursue a career in international relations and global studies. Approximately 30 percent of the students met were of diverse backgrounds. Two of the summer 2014 Franklin Williams interns, Elena Vann and Karen Chicas, were hired from this career fair.

In September 2014, CFR participated in the Atlanta University Center Consortium 2014 Career Fair. The students in attendance were enrolled in Morehouse College, Spelman College, and Clark Atlanta University. The majority of the students inquired about internships and asked questions about CFR's recruitment processes and timelines. Many students were unfamiliar with CFR but left the table with resources to learn more about the work of CFR. 100 percent of the students who met with CFR staff at the AUCC career fair belonged to underrepresented groups.

Also in September 2014, CFR staff participated in American University's Career Fair. Approximately 150-175 students with backgrounds in foreign policy and international affairs approached the table. The majority of students inquired about internship opportunities. The interest was so strong, students formed double lines to speak with Human Resources staff. Approximately 5 percent of the students who visited the table were from underrepresented backgrounds.

CFR staff attended Columbia University's Fall Career Fair in September 2014. Approximately 120 students approached CFR's table, most of whom had relevant backgrounds and a strong interest in CFR. Before the fair started, HR staff participated in the Columbia University Career Fair Tour Program, which allows for small groups of diverse students to speak with employers and ask questions about how to be successful when approaching tables and interacting with employers. Approximately 15 percent of the students who visited the table were from underrepresented groups, specifically Hispanic or African American. At the fair, HR staff met with Tayonna Ngutter, who is the current fall 2014 Franklin Williams intern currently supporting the Global Communications and Media Relations team.

Finally, CFR staff participated in George Washington University's Career Fair during the month of September. Approximately 150 students visited the CFR table, most of whom expressed interest in learning more about CFR's internship opportunities. A vast majority came from the Elliot School of International Affairs and had interest in specific departments within CFR, specifically Asia studies, Middle East studies, global health, and economics and development. Approximately 20 percent of the students were from underrepresented groups.

In the upcoming reporting period, CFR staff are scheduled to attend the Career Exploration Fair at Howard University, the Stony Brook Business and Political Affairs Job and Internship Fair, HBCU (Historically Black Colleges and Universities) The University of California, Los Angeles Career Fair for Internships & International Night, the University of Santa Barbara Information Session, and the University of Texas at Austin Government and Non-profit Career Fair. These schools were identified as having a high diverse student body population.

D. CFR Diversity Coordinator

In August 2014, Associate Director for Studies and Diversity Initiative Kate Collins left CFR to pursue joint MBA-MPP degrees at MIT and the Harvard Kennedy School. Ms. Collins did a superb job consolidating the day-to-day management of the Expanded Diversity Initiative, ensuring greater integration and harmonization of the various parts of the initiative. To replace Ms. Collins, CFR hired a diversity coordinator, Shira Schwartz, who joined in October 2014. Ms. Schwartz had previously worked at Teach For America (TFA), a leading national nonprofit organization committed to recruiting and supporting diverse leaders to teach in low-income communities. During her time on TFA's staff she managed the teacher recruitment campaign at Florida universities, increasing application rates in the emerging Latino-Hispanic market by 140 percent, and developed leadership opportunities and training for the 1,000 New York corps members as a part of the regional staff. Most recently, she was the director of centralized hiring strategy, where she partnered with senior leaders across the organization to build robust and diverse pipelines for high-level positions within the organization. Through creative recruitment partnerships and strategies, including hosting webinars, building websites, facilitating direct contact with prospects and strong matriculation plans, over 40 percent of the 300 full time hires in 2014 were people of color. At CFR, Ms. Schwartz works under the direct oversight of Dr. Lindsay, and in coordination with Jan Mowder Hughes, vice president for human resources and administration. Overall oversight of the diversity coordinator position resides with CFR President Richard N. Haass.

Ms. Schwartz manages the day-to-day activities of CFR's diversity initiative. Her responsibilities will include liaising with Humanity in Action on the two fellowship programs; directing CFR activities related to the Humanity in Action collaboration; planning the annual Conference on Diversity in International Affairs in conjunction with CFR's partners, GAP and ICAP; supervising the deepening contacts with leaders at graduate schools of international relations and other members of CFR's community interested in advancing the diversity work; ensuring the integration of the Franklin Williams interns into the intellectual life of CFR; and attending, along with other CFR representatives, meetings and networking events with other think tanks on recruiting members of underrepresented groups.

3. Describe any unanticipated results and lessons learned during the reporting period and any changes you have made or propose to make to the project or the timing of the project.

The Expanded Diversity Initiative has not experienced any unanticipated results. On recruitment for the Franklin Williams interns, HR staff has found direct pipelines to professors at colleges and universities with strong underrepresented minority students have been a highly productive mechanism to recruiting minority students for internships and full-time employment. For example, having direct contact with professors is how CFR was able to hire full-time employee, Clifford Hunt, a Morehouse College graduate. Mr. Hunt was put in touch with CFR directly by a professor that the HR staff met with during their visit to Morehouse in the fall of 2012. Looking to continue this success, CFR was able to put in a new successful pipeline this fiscal year with Dr. Anderson at the University of Texas at Austin, as detailed earlier in this report. To date he has put HR staff in touch with many qualified future interns and/or employees of CFR from diverse backgrounds, specifically recommending HR staff interview Elena Vann, who was hired as the summer 2014 Franklin Williams intern. It is direct relationships and understanding of the opportunities available that helps place the underrepresented students and graduates at CFR.

After attending numerous career fairs in the past year and a half, CFR's HR department has also identified the most promising fairs for recruitment of underrepresented students. For instance, the AUCC career fair in the fall semester is a highly productive use of time and resources, as this fair hosts students from Morehouse College, Spelman College, and Clark Atlanta University, all of which have a nearly 100 percent underrepresented minority student body population. After two years in attendance, CFR has learned that the University of Texas at Austin career fair is a successful career fair in terms of the types of candidates present and the their qualifications. In addition, HR has

cultivated strong relationships with professors at both Morehouse and Spelman Colleges. HR staff have hired and met with strong candidates from American University and have now added American University to the rotation of local Washington, DC, career fairs to attend.

4. Highlight any other issues or matters you would like to highlight for the Robina Board.

As mentioned in a previous report to the Robina Foundation, CFR hired a full-time employee, Clifford Hunt, a recent Morehouse College graduate as an interdepartmental program associate in the New York office. This summer, Mr. Hunt was offered two internal CFR promotions. He is currently pursuing his new position, publishing associate for *Foreign Affairs*, CFR's flagship publication.

COUNCIL *on* FOREIGN RELATIONS

Appendix A: Biographies of all Franklin Williams interns who were employed by CFR for the 2014 summer and fall semesters.

Karen Chicas was a summer 2014 intern with CFR's Global Communications and Media Relations team. She was a rising senior at CUNY City College of New York, majoring in Philosophy and Pre-Law. Some of her internship experience includes being a congressional intern for the Congressional Hispanic Caucus Institute, a legal intern for the Immigrant's Rights and Advocacy Project at South Brooklyn Legal Services, and legal intern at Skadden, Arps, Slate Meagher and Flom LLP. Karen is a Skadden Scholar with the Skadden, Arps, Honors Program in Legal Studies. She was also president of her Student Government Association and board director of the Faculty Student Association at SUNY Nassau Community College, where she received her Associate's in Liberal Arts (2012).

Tayonna Ngutter is the fall 2014 intern, working with Global Communications and Media Relations in the New York office. We met Tayonna at the Columbia University Fall Career Fair. At Columbia, Tayonna is a sophomore, studying Political Science. While working at CFR, she is also a general assistant at the Columbia University Libraries. She's worked as a cashier at the Firefly Festival, and Red Shirt/student leader of the Columbia University Scholastic Press Association.

Udodilim Nnamdi was the summer 2014 intern with the Washington, DC office. She worked with the David Rockefeller Studies Program, Director of Studies Office. Ud was a rising junior at American University, majoring in International Studies. She has interned at the Robert F. Kennedy Center for Justice and Human Rights, Andrew Duclair Law Offices, and the World Jurist Association. Ud is also a Frederick Douglas Distinguished Scholar, and is secretary general of the American University Model United Nations.

Elena Vann was the summer 2014 Interdepartmental Intern. She is a May 2014 graduate of the University of Texas at Austin with a BA in International Relations and Global Studies and minors in French and European Studies. Prior to joining CFR, Elena was a summer canvass field manager at the Fund for the Public Interest. She also worked as a research associate for the Robert S. Strauss Center for International Security and Law, and a professional tele fundraiser for RuffaloCODY, LLC.

COUNCIL *on* FOREIGN RELATIONS

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HUMANITY *IN* ACTION

CFR | HIA Activities

November 3, 2014

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

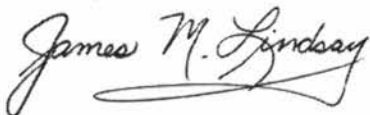
Dear Penny:

We are pleased to submit the progress report detailing the activities that the Council on Foreign Relations (CFR) conducted with Humanity in Action as part of the Expanded Diversity Initiative in Foreign Policy and its additional activities. The report covers the period April 30, 2014, through October 31, 2014. CFR is submitting a separate report detailing the activities it conducted as part of the Expanded Diversity Initiative separately from Humanity in Action.

During the last six months of the project, CFR has continued its collaboration with Humanity in Action, hosted a two-day workshop for all U.S. participants in the 2014 summer fellowship program, and supported the participation of fifteen minority students in the annual Humanity in Action Fellowship program. Humanity in Action operated the successful 2014 fellowship programs and launched the Diplomacy and Diversity Fellowship. For both of these programs, Humanity in Action kept the 2014 fellows involved in foreign affairs issues after the programs were complete, and planned for and conducted outreach efforts to attract applicants for the 2015 fellowship programs.

We are grateful for the Robina Foundation's generous support for the Expanded Diversity Initiative in Foreign Policy. The overall Expanded Diversity Initiative in Foreign Policy is accomplishing its long-term goal of increasing the number of minority students choosing foreign policy careers. Please contact us if you have any questions or if you need additional information about this project report.

Sincerely,



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and Maurice R. Greenberg Chair,
Council on Foreign Relations
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Expanded Diversity Initiative in Foreign Policy: CFR-Humanity in Action Activities

Interim Progress Report to the Robina Foundation

Project Director: **James M. Lindsay**, *Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair*

Reporting Period: April 30, 2014 – October 31, 2014

Report Due: November 4, 2014

Executive Summary

The Expanded Diversity Initiative in Foreign Policy that the Council on Foreign Relations (CFR) launched in March 2012 seeks to identify talented members of underrepresented groups, expose them to opportunities in foreign policy, actively encourage them to consider working in the field, and help them develop personal networks that will further their careers. The initiative's goal is to make the foreign policy community in the United States more representative of American society as a whole.

During the last six months of the project, CFR has continued its collaboration with Humanity in Action, hosted a two-day workshop for all U.S. participants in the 2014 summer fellowship program, and supported the participation of fifteen minority students in the annual Humanity in Action Fellowship program. Humanity in Action operated the successful 2014 fellowship programs and launched the Diplomacy and Diversity Fellowship. For both of these programs, Humanity in Action kept the 2014 fellowship participants involved in foreign affairs issues after the programs were complete, and planned for and conducted outreach efforts to attract applicants for the 2015 fellowship programs.

1. The goals and objectives you set for the project, including those set for the reporting period.

The Expanded Diversity Initiative consists of four complementary activities: (1) supporting the work of Humanity in Action, which includes funding minority participation in Humanity in Action's summer programs, holding a workshop for all American Humanity in Action participants, and launching a new fellowship for graduate students on Diplomacy and Diversity; (2) expanding CFR's longstanding Franklin Williams Internship program to include additional minority students; (3) sponsoring an annual conference in collaboration with the International Career Advancement Program (ICAP) and the Global Access Pipeline (GAP) to inform minority students and young professionals about foreign policy career possibilities; and (4) sending CFR staff to career fairs at colleges and universities with significant minority student populations.

This report reviews those aspects of the Expanded Diversity Initiative related to Humanity in Action. The other activities in the Expanded Diversity Initiative are reviewed in a separate report.

The goals and objectives set for the project for the reporting period include: continuing CFR's collaboration with Humanity in Action, enabling fifteen minority students to participate in the 2014 Humanity in Action Fellowship, holding a workshop that enriched the fellowship experience of all American participants, and helping Humanity in Action launch the Diplomacy and Diversity Fellowship.

2. A description of your activities/work during the reporting period, including how this work advances the goals and objectives, and how this work fits into the timeframe you outlined for the project.

During the last six months of the project, CFR has continued its collaboration with Humanity in Action, hosted a two-day workshop for all American participants in Human in Action's 2014 fellowship programs, and supported the participation of fifteen minority students in this year's fellowship programs. Humanity in Action operated a successful 2014 fellowship program, launched and operated the Diplomacy and Diversity Fellowship, and conducted outreach efforts to attract applicants for both of these programs.

CFR-Humanity in Action Workshop. Forty American students in the 2014 Humanity in Action Fellowship all participated in a daylong workshop held at CFR's Washington, DC, office. (Appendix A contains the workshop agenda and the biographies of the panelists.) On May 27, 2014, CFR hosted Human in Action Fellowship participants for panels and discussions with foreign policy experts, government officials, and members of CFR on topics such as European security and politics, European economic challenges, and Europe and the "European orbit." The workshop also gave participants the opportunity to ask three mid-career foreign policy professionals about their career choices. The day ended with a dinner and networking reception where Zeenat Rahman, special adviser on global youth issues at the U.S. Department of State, addressed the group and spoke about her professional experiences and gave her perspective on a career in foreign affairs.

On May 28 and 29, 2014, Humanity in Action fellowship participants also visited the United States Holocaust Memorial Museum for a viewing of its special exhibit on the role of bystanders entitled "Some Were Neighbors" and a private viewing of the permanent exhibit. The group met with Peter Hayes, the Theodore Zev Weiss Holocaust Educational Foundation professor at Northwestern University, to discuss these exhibits. Hans Binnendijk, senior fellow at SAIS Center for Transatlantic Relations at the Paul H. Nitze School of Advanced International Studies at John Hopkins University, addressed the participants of both the Humanity in Action Fellowship and the Diplomacy and Diversity Fellowship programs in a discussion on U.S. grand strategy for foreign policy for the next generation.

Minority Participation in the 2014 Human in Action Fellowship. The Robina Foundation's generous support for CFR's Expanded Diversity Initiative made it possible for fifteen minority students to participate in Humanity in Action's 2014 fellowship programs. (Appendix B provides the biographies for the fifteen minority students.) The 2014 applicant pool was the most competitive with a 7 percent acceptance rate. Humanity in Action has seen steady rise in the number of applications with 398 submitted in 2012 and 552 in 2013. The increasing number of applicants has resulted in increased competition with a 2012 acceptance rate of 9 percent, and 8 percent in 2013.

The selected participants spent four weeks in one of five European cities—Amsterdam, Berlin, Copenhagen, Paris, or Warsaw—working with European students exploring ways to promote racial, ethnic, and religious tolerance in diverse societies. Each program was highly interdisciplinary, featuring daily lectures and discussions with renowned academics, journalists, politicians, and activists, as well as site visits to government agencies, nonprofit and community organizations, museums, and memorials. (Appendix C provides a complete overview of the 2014 Humanity in Action Fellowship program.)

The 2014 fellowship concluded with the Fifth Annual Humanity in Action International Conference, a three-day intensive exploration of historical and contemporary human rights and minority rights issues. The 2014 Annual Humanity in Action International Conference, titled “Borders: Sources of Conflict and Sites of Peace,” was held in Sønderborg, Denmark, on the German-Danish border from June 26 to 29, 2014, at which all participants of the 2014 Humanity in Action Fellowship programs gathered along with approximately 200 alumni of Humanity in Action fellowship programs, board members, and distinguished speakers. The conference featured keynotes, workshops and discussions led by experts and activists who provided Danish, German, and international perspectives on the theme of borders and minorities in a modern world. The program had a special focus on how different minorities and majorities in Europe’s history have overcome conflict to live in peaceful coexistence. It engaged participants in considering how lessons from history can inform strategies to promote inclusion and resist the marginalization of minorities in Europe today. The conference examined the crisis in Ukraine and the role of supranational institutions such as the European Union, Organization for Security and Co-operation in Europe, and North Atlantic Treaty Organization in protecting minorities and fostering democratic change. The conference also featured skills workshops, site visits, and networking events for Humanity in Action’s international community. (Please Appendix D for the conference program.)

After the completion of the summer 2014 program and throughout the spring and summer of 2014, Humanity in Action worked to build the foundation and plan for the 2015 Humanity in Action Fellowship. To ensure a pool of highly qualified and diverse participants, in July 2014, Humanity in Action hired a coordinator of outreach and admissions, who focuses on expanding outreach efforts to universities that attract minority students and partner organizations that service minority students. On September 15, 2014, Humanity in Action launched the call for applications for the 2015 Humanity in Action Fellowship programs in Europe, which has been sent through multiple email campaigns to the following sets of contacts: 518 American Humanity in Action fellowship participants and alumni of the fellowship programs; sixty-five U.S. Humanity in Action Board members; twenty-five staff members; 1,014 students who asked to be notified when the application was released; and 2,687 university administrators and faculty members.

Continued involvement of students in the CFR-Humanity in Action program in foreign affairs. To keep the 2014 participants involved in foreign affairs issues after their fellowship, Humanity in Action provides professional and educational opportunities for its program alumni. Further, Humanity in Action fellowship programs—such as the Lantos-Humanity in Action Congressional Fellowship and the Pat Cox-Humanity in Action Fellowship in the European Parliament—allow participants to gain experience in policymaking, advocacy, and international relations. These opportunities are popular with the recent classes of Humanity in Action Fellowship participants, and Humanity in Action expects a number of minority program alumni from 2014 and 2015 to apply for these programs. Modest stipends are provided to ensure that any applicant can participate.

On October 18, 2014, Humanity in Action hosted a conference in New York for alumni of its programs. The 2014 New York conference featured a full day of talks, skills trainings, and opportunities for members of the Humanity in Action community to remain engaged in Humanity in Action’s educational mission. The conference focused on topics of human rights and minority rights that are specific to cities and urban environments. In addition, CFR arranged for all of the Humanity in Action Fellowship participants to receive a year-long subscription to *Foreign Affairs*.

Many Humanity in Action program alumni maintain a commitment to human right advocacy and diversity. One of the sponsored participants in the 2013 fellowship, Trae Watson, was awarded a 2012 U.S. Department of State Pickering Foreign Affairs Fellowship. Following completion of his Masters degree at Columbia University School of International and Public Policy, Watson will join the Foreign Service as an Economics/Political Affairs Officer.

Diplomacy and Diversity Fellowship. The Robina Foundation’s generous support for CFR’s Expanded Diversity Initiative made it possible for Humanity in Action to launch the Diplomacy and Diversity Fellowship. Following an extensive application review process, seventeen graduate students attending U.S. universities and seven graduate students attending European universities were selected to participate in the program. (See Appendix E for the 2014 Diplomacy

and Diversity Fellowship Bluebook, which contains the biographies of the fellowship participants.) Among the students selected, ten graduate students were from underrepresented American backgrounds, seven graduate students from other ethnic backgrounds attending U.S. universities, and seven graduate students or recent graduates from European countries in which Humanity in Action has programs. With 399 applications globally, the acceptance rate for the 2014 Diplomacy and Diversity Fellowship was 6 percent. Based on 164 total European applications and seven available positions, the acceptance rate for European applicants was 5 percent. Based on a total of 249 American applications and seventeen available positions, the acceptance rate for American applicants was 7 percent. (See Appendix F for 2014 applicant demographics.)

Fellows were given readings to review ahead of the fellowship program. Readings included both academic and journalistic pieces, and were intended to provide each participant with introductory materials to major subjects that would be explored throughout the fellowship program.

The 2014 Diplomacy and Diversity Fellowship took place from May 17 to June 14, 2014. The program's schedule included ninety-six sessions with over 100 speakers in various locations throughout Washington, DC, and Paris. Program sessions ranged in format: lectures, seminars, extended question-and-answer discussions, group discussions, workshops, tours, and site visits. (Please see Appendix G for a complete list of programming activities.) The vast majority of sessions were content-oriented focusing on one or more policy issues. Other session types included career advice-giving and skills workshops. Approximately one-third of the sessions included moderators or discussants. Speakers included: Éric Chevallier, French ambassador to Syria, who spoke on the crisis in Syria and humanitarian intervention; William "Kip" Ward, former Africom commander, speaking at CFR on American military engagement in Africa; Fabrice Houdart from the World Bank speaking on the economic cost of homophobia in international development; and Congresswoman Grace Napolitano on political engagement of American minorities.

Each participant in the Diplomacy and Diversity Fellowship is required to write a research article about an issue of his or her choice that pertains to international affairs and diversity. The program's sessions serve as the basis or point-of-departure for the articles. The articles will be about 7,000 words in length. The articles must be new works, although they may correspond to the participant's ongoing graduate research. Humanity in Action plans to publish the articles in an online compilation and possibly, depending on finances, in a printed format.

The participants in the Diplomacy and Diversity Fellowship engaged in a peer review process in August, providing feedback to one another while they developed, researched, and drafted their articles. Humanity in Action then paired each fellowship participant with an external reviewer (a qualified expert from Humanity in Action's community) who provided feedback on the article. Humanity in Action staff also shared feedback and instructions for revisions. The fellowship participants are now in the midst of finalizing their articles. It is expected that the articles will be ready for publication in winter 2014. (Please see Appendix H for a complete list of article progress.)

Much like with the Humanity in Action fellowship participants, the Diplomacy and Diversity Fellowship participants are encouraged to stay engaged in foreign affairs issues. Participants of the Diplomacy and Diversity Fellowship are eligible to apply for two upcoming one-week study trips, organized by Humanity in Action Germany. The first study trip took place in Berlin from October 5-12, 2014. 2014 Diplomacy and Diversity Fellowship participant Ava Morgenstrm was selected and participated in the study trip. The one-week intensive program dealt with emerging nationalism and extremist political movements in Germany and Europe. In 2015, the study trip will take place in Athens and will focus on contemporary Greek issues.

The Diplomacy and Diversity Fellowship participants are also eligible and encouraged to participate in Humanity in Action's annual conferences. Four of the 2014 Diplomacy and Diversity Fellowship participants attended the International Conference and Humanity in Action supported their travel. Additionally, on October 18, 2014, Humanity in Action hosted the annual New York Conference, which included several Diplomacy and Diversity Fellowship participants.

In summer 2014, Humanity in Action began developing the application for the 2015 Diplomacy and Diversity Fellowship. The application opened in early September 2014 and closed on October 30, 2014.

3. Describe any unanticipated results and lessons learned during the reporting period and any changes you have made or propose to make to the project or the timing of the project.

The Expanded Diversity Initiative has not experienced any unanticipated results.

CFR continues to be impressed with the interest and commitment demonstrated by the most recent cohort of Humanity in Action Fellowship participants to the field of international affairs. As part of the Human in Action Fellowship program, participants are obligated to plan and implement an action project—a hands-on initiative inspired by their fellowship experience. A number of 2013 Human in Action Fellowship participants, who were supported by the Robina Foundation, have completed their action projects that address global issues. Denzel Caldwell—a 2014 Humanity in Action Fellow who is pursuing a PhD in Economics at Duke University—is developing an initiative in soft-diplomacy that will connect young leaders of color in the United States and the Netherlands. Jasmine Burton—a 2014 Humanity in Action Fellow completing her Bachelors degree in Industrial Design at the Georgia Institute of Technology—has designed an inexpensive mobile toilet to reduce oral-fecal contamination and the spread of water, sanitation, and hygiene related diseases. Her design has recently won the 2014 Venture Prize Competition and is being piloted in Kakuma Refugee Camp in Kenya.

For the 2014 Fellowship participants, Humanity in Action is starting a new initiative where New York staff members will mentor and offer support to help them plan and complete their action projects. Each staff member will be paired with no more than nine fellowship participants. Staff members will then periodically speak with a participant individually as well as host group discussion sessions where they can share their progress and give feedback to one another's action projects.

Unfortunately, one of the selected participants, Hervé Thomas from Princeton University, informed Humanity in Action a few days before the program was scheduled to commence that he could not attend the 2014 Diplomacy and Diversity Fellowship for health reasons. The cohort thus comprised twenty-three and not twenty-four participants as originally planned.

4. Highlight any other issues or matters you would like to highlight for the Robina Board.

Consistent with other Humanity in Action programs, participants were eager to engage in the sessions. General William “Kip” Ward was so impressed with the group’s questions that he told the participants that he wished he had them on his staff when he was commander of Africom and that they asked the right kind of questions. Additionally, there was barely enough time for the number of questions the group wanted to ask and, following each session, speakers were typically overwhelmed with additional questions. One piece of feedback Humanity in Action is tentatively considering for future program is to reduce the overall number of sessions to allow for more time with each speaker and facilitator.

The main change in 2015 will be the extension of the program to Berlin. Humanity in Action thinks that expanding the program to Berlin will allow the fellowship participants to explore the increasing importance of Germany in international relations. Participants will meet with government officials and experts to learn about Germany’s national interests and diplomatic strategy in addressing issues such as territorial conflicts in Ukraine and the ongoing Eurozone crisis. The program will also analyze the legacy of the Second World War and how Germany’s history continues to shape its foreign policy. The participants will spend approximately ten days each in Berlin, Paris, and Washington, DC.

HUMANITY^{IN} ACTION

Humanity in Action
2014 Fellowship Orientation
Washington, DC, May 26 – May 29, 2014

Monday, May 26

5:30pm – 9:00pm

The home of Judy and Stanely Hallet
4542 28th Street NW
Washington, DC 20008

5:30pm – Welcoming remarks from Judy Goldstein
5:40pm – Introductions
6:15pm – Orientation information and discussion with Judy Goldstein
6:45pm – Break
7:00pm – Continuation of orientation information and discussion
7:45pm – Dinner
9:00pm – Depart

Tuesday, May 27

8:30am – 7:30pm

The Council on Foreign Relations
1777 F Street NW
Washington, DC 20006

8:00am – Depart for the Council on Foreign Relations
8:30am – Breakfast at the Council on Foreign Relations
9:00am – Workshops and discussions begin (*See attached CFR schedule for detailed agenda*)
5:00pm – Break
6:00pm – Reception at the Council on Foreign Relations with the 2014 Humanity in Action Fellows and the Diplomacy Fellows

Wednesday, May 28

8:00am – 5:00pm

United States Holocaust Memorial Museum
100 Raoul Wallenberg Place SW
Washington, DC 20024

All discussions will take place in this building, but we will be in three different classrooms throughout the day.

7:00 – 8:30am – Breakfast at the Melrose Hotel (Potomac I Room)
8:30am – Depart for Holocaust Museum
9:00am – Arrival and security at Museum

HUMANITY IN ACTION

9:15 - 10:15am: Location - Classroom A
Brief introduction and tour of Permanent Exhibition (4th floor only)

10:15 - 11:15am: Location - Classroom A
Debrief and lecture by Peter Hayes (Professor, Northwestern University)

11:15am - 12:15pm
Tour of "Some Were Neighbors: Collaboration and Complicity during the Holocaust"

12:15 - 1:30pm: Location - Classroom D
Lunch and discussion facilitated by Peter Hayes, Judy Goldstein and Sarah Ogilvie

1:30 - 3:00pm: Location - Classroom D
"The New Europe and the Legacy of the Holocaust" Andrei Markovits (Professor, University of Michigan)

3:00 - 3:30pm: Location - Classroom D
Break

3:30 - 5:00pm: Location - Rubinstein Auditorium
"U.S. Grand Strategy for the Next Generation" Hans Binnendijk (Chair of the Board, Humanity in Action; Senior Fellow, SAIS Center for Transatlantic Relations) addressing both the American Humanity in Action Fellows and the Diplomacy and Diversity Fellows

6:00pm – Group dinner at Eatonville (2121 14th St NW, Washington, DC 20009)

Thursday, May 29

9am - 11:30am

United States Holocaust Memorial Museum
100 Raoul Wallenberg Place SW
Washington, DC 20024

7:00 – 8:30am – Breakfast at the Melrose Hotel (Potomac I Room) and check out

8:30am – Depart for Museum

9:00am – Arrival and Security

9:15am – Museum tour

11:30am – Return to Melrose hotel to pick up luggage

HUMANITY ^{IN} ACTION

Hans Binnendijk

Hans Binnendijk is a Senior Fellow at the SAIS Center for Transatlantic Relations at the Paul H. Nitze School of Advanced International Studies, Johns Hopkins University. Until July 2012, he was the Vice President for Research and Applied Learning and the Theodore Roosevelt Chair in National Security Policy at the National Defense University. He was also Director of the Institute for National Strategic Studies and served as the founding Director the Center for Technology and National Security Policy from 2001 to 2009. Binnendijk has been an advisor on security policy in both the legislative and executive branches of the U.S. government and continues to serve on the Studies Committee of the Council on Foreign Relations, as well as on the boards of several academic institutions, including the Fletcher School of Law and Diplomacy. He is author or coauthor of more than 100 articles, editorials and reports and has received the Cross of the Order of Merit from the Federal Republic of Germany. He is the Chair of the International Board of Directors at Humanity in Action. Binnendijk is a 1968 graduate of the University of Pennsylvania. He received his MALD and his Ph.D. in International Relations from the Fletcher School of Law and Diplomacy, Tufts University.

Judith Goldstein

Judith Goldstein founded Humanity in Action in 1997 and has served as its Executive Director ever since. Under Judith's leadership, Humanity in Action has organized educational programs on international affairs, diversity and human rights in Bosnia and Herzegovina, Denmark, France, Germany, Poland, the Netherlands and the United States. She received her Ph.D. in history from Columbia University and was a Woodrow Wilson Scholar for her MA studies. Judith has written several books and articles about European and American history, art and landscape architecture. She is a member of the Council on Foreign Relations and several boards and advisory groups. Judith grew up in Great Neck, Long Island.

HUMANITY IN ACTION

Peter Hayes

Peter Hayes, the Theodore Zev Weiss Holocaust Educational Foundation Professor, specializes in the history of Germany in the 20th century, particularly the Nazi period. He is the author or editor of ten books, including the prize winners *Industry and Ideology: IG Farben in the Nazi Era* and *Lessons and Legacies I: The Meaning of the Holocaust in a Changing World*, and most recently *The Oxford Handbook of Holocaust Studies* (ed. with John K. Roth) and *Das Amt und die Vergangenheit: Deutsche Diplomaten im Dritten Reich und in der Bundesrepublik* (with Eckart Conze, Norbert Frei, and Moshen Zimmermann). He is currently working on an anthology-history of the Holocaust, a study of German big business and the persecution of the Jews, and a manuscript on German elites and National Socialism. A recipient of the Weinberg College Distinguished Teaching Award and the Northwestern Alumni Association Excellence in Teaching Award, he also held a Charles Deering McCormick Professorship of Teaching Excellence, the University's highest honor for teaching, in 2007-10. He has held research fellowships from the German Academic Exchange Service, the American Council of Learned Societies, the Harry Frank Guggenheim Foundation, and the U.S. Holocaust Memorial Museum, where he is also a member of the Academic Committee.

Andrei Markovits

Andrei Markovits is Arthur F. Thurnau Professor and the Karl W. Deutsch Collegiate Professor of Comparative Politics and German Studies and Professor of Sociology at the University of Michigan in Ann Arbor. His topics of interest and areas of publication include German and European labor, German and European social democracy and social movements, German-Jewish relations, Germany's role in the new Europe, anti-Americanism and anti-Semitism in Europe, and the comparative sociology of modern sports cultures. He is the author of *Gaming the World: How Sports are Reshaping Global Politics and Culture* (2010), *Uncouth Nation: Why Europe Dislikes America* (2007), *The German Predicament: Memory and Power in the New Europe* with Simon Reich (1997), *From Bundesrepublik to Deutschland: German Politics after Unification* (1993) and many other books, chapters and articles. In 2012, Markovits was awarded the Federal Cross of the Order of Merit, one of the highest awards and distinctions given by the Federal Republic of Germany.

AGENDA

Europe's Challenges and Opportunities

Tuesday, May 27, 2014

Council on Foreign Relations, Washington, DC

8:30 – 9:00 a.m. Breakfast Reception

9:00 – 9:05 a.m. Welcoming Remarks

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

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

Spencer Boyer, *National Intelligence Officer for Europe, Office of the Director of National Intelligence*
Presider: **Christopher M. Tuttle**, *Director, Washington Program, Council on Foreign Relations*

10:00 – 10:15 a.m. Break

10:15 – 11:15 a.m. Session Two: European Economic Challenges

Robert Kahn, *Steven A. Tananbaum Senior Fellow for International Economics, Council on Foreign Relations*
Presider: **James M. Lindsay**, *Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair, Council on Foreign Relations*

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

Javier Aparicio, *Political Counselor, Embassy of Spain*
Jordi Garcés Ferrer, *Professor, University of Valencia; Prince of Asturias Distinguished Visiting Professor, Georgetown University*
Dominik Mütter, *Minister Counselor for Political Affairs, Embassy of the Federal Republic of Germany*
Presider: **Thomas A. Bowman**, *Associate Director, Washington Program, Council on Foreign Relations*

12:15 – 1:00 p.m. Lunch Buffet

1:00 – 1:50 p.m. Session Four: Keynote Discussion

Esther Brimmer, *J.B. and Maurice C. Shapiro Professor of International Affairs, Elliott School of International Affairs, The George Washington University*
Presider: **Christopher M. Tuttle**, *Director, Washington Program, Council on Foreign Relations*

2:00 – 2:15 p.m. Break

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

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

Jason Marczak, *Deputy Director, Adrienne Arsht Latin America Center, Atlantic Council*

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

3:15 – 3:30 p.m. Break

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

Tressa S. Guennov, *Professional Staff Member, U.S. Senate Select Committee on Intelligence*

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

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

5:00 – 6:00 p.m. Break

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

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

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

Speaker and Presider Biographies

Javier Aparicio

Javier Aparicio has been posted in Washington as Senior Political Counselor since August 2011.

Aparicio joined the Spanish Foreign Service in September, 1987. His previous postings with the Foreign Office include time spent in Lima, Peru; Caracas, Venezuela; Bogota, Colombia; and the United Nations in New York.

Javier Aparicio studied law at the University of Madrid and graduated in 1984. He is married and has two children.

Hans Binnendijk

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

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

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

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

Thomas A. Bowman

Thomas Bowman is currently an associate director at the Council on Foreign Relations (CFR), one of the world's oldest and most distinguished foreign policy research organizations. Mr. Bowman is the main point of contact between CFR's Washington Program and executive branch officials and foreign diplomats. He manages CFR's Diplomatic program and Executive Branch initiative, arranging briefings for senior diplomats and executive branch officials and overseeing a range of other outreach activities to facilitate interactions between Council fellows and policymakers and making CFR publications and other resources available to these audiences. Mr. Bowman also

regularly meets with foreign diplomats posted in Washington and speaks to outside groups interested in the role played by think tanks in shaping public policy.

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

Mr. Bowman currently sits on the International Career Advancement Program Alumni Association Board. He graduated with a BA in political science from Duke University in 2001 and studies U.S. presidential history in his spare time. Mr. Bowman lives in Washington, DC and Rehoboth Beach, Delaware.

Spencer P. Boyer

Spencer P. Boyer is the National Intelligence Officer for Europe in the National Intelligence Council (NIC), the center for long-range strategic thinking within the U.S. Intelligence Community. Before joining the NIC, Spencer was a Visiting Scholar and Senior Fellow at the Center for Transatlantic Relations at the Paul H. Nitze School of Advanced International Studies (SAIS) at Johns Hopkins University and an Assistant Adjunct Professor at the BMW Center for German and European Studies at the Edmund A. Walsh School of Foreign Service at Georgetown University. During the first term of the Obama administration, he served as Deputy Assistant Secretary of State for European and Eurasian Affairs.

Mr. Boyer began his professional career as an Associate with the international law firm of Jones, Day, Reavis & Pogue. Subsequently, he worked in The Hague as a Law Clerk to the President of the International Criminal Tribunal for the former Yugoslavia, in Zurich as a Staff Attorney at the Claims Resolution Tribunal for Dormant Accounts in Switzerland, and in Paris as Counsel at the International Court of Arbitration. He has also served as Executive Director and War Powers Initiative Director at the Constitution Project, based at Georgetown University's Public Policy Institute, and as a Security and Peace Initiative Fellow and Director of International Law and Diplomacy at the Center for American Progress. At the Center, his policy analysis focused on transatlantic relations, European affairs, and multilateral affairs.

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

Mr. Boyer is a graduate of Wesleyan University in Connecticut and received his J.D. from New York University School of Law, where he specialized in public international law and the work of international organizations. While at NYU, he also obtained a master's degree in French Studies, with a concentration in French politics, history, and economy.

Esther Brimmer

Dr. Brimmer's career includes serving at the U.S. Department of State three times, most recently as the Assistant Secretary for International Organization Affairs in from April 2009 to June 2013. She was a member of the Policy Planning Staff from 1999-2001 and from 1993-1995 was special assistant to the Under Secretary for Political Affairs.

She was Deputy Director and Director of Research at the Center for Transatlantic Relations at the Johns Hopkins University's Paul H. Nitze School of Advanced International Studies (SAIS) from 2001-2009 and was a member of the SAIS faculty. She also taught at the College of Europe in Belgium. From 1995-1999 she was a Senior Associate at the Carnegie Commission on Preventing Deadly Conflict. Earlier she served on Capitol Hill as a Legislative Analyst for the Democratic Study Group in the U.S. House of Representatives. Immediately after earning her doctorate she spent two years as a management consultant with McKinsey & Company.

Dr. Brimmer has published several articles and monographs and edited eight books on transatlantic and international affairs.

John Campbell

John Campbell is the Ralph Bunche senior fellow for Africa policy studies at the Council on Foreign Relations (CFR) in New York. Rowman & Littlefield published his book, *Nigeria: Dancing on the Brink*. The second edition was published in June 2013. He writes the blog "Africa in Transition" and edits the Nigeria Security Tracker.

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

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

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

Jordi Garcés

Jordi Garcés Ferrer is a Full Professor at the University of Valencia and Prince of Asturias Distinguished Visiting Professor at Georgetown University (Washington, DC, USA). Director of Polibienestar Research Institute. He has also been a visiting professor at the University of Innsbruck (Austria) and at the Erasmus University in Rotterdam (The Netherlands), as well as a visiting researcher at the Universities of Washington, Oxford and Cambridge.

As a researcher, he develops his work in Polibienestar Research Institute which is a specialized centre in public policy research and consultancy using an interdisciplinary methodological approach. His research has been focused on Comparative Social Policy in Europe, especially on ageing and social innovation and on the increase of efficiency and effectiveness of long term care policies in Europe. He has been the main researcher or member of research teams in nearly 100 projects and research contracts with European, Regional and Local Administrations. He has participated as an expert in the Commission of Social Policy of the Spanish Parliament and in different committees organized by the European Commission.

He is an author/ co-author of 25 books written in Spanish, Valencian, German and English and more than 100 scientific papers and he has participated in almost 200 national and international conferences related to the design of public policies, management and assessment, especially in social policies. His work has appeared in publishers of international prestige such as Nova Publishers, Routledge, McGraw-Hill and Peter Lang.

In 2009 he was awarded a Doctorate Honoris Causa by the University of San Pedro in the Republic of Peru, and in 2013 Doctorate Honoris Causa by the University of Encarnación of Paraguay. In 2011 his hometown gave him the title of Favorite Son. In 2010, 2011 and 2012 he was nominated for the Research Prize Jaume I by the Generalitat Valenciana.

Tressa S. Guenov

Tressa Steffen Guenov is a professional staff member on the Senate Select Committee on Intelligence and is the committee designee for Senator Barbara Mikulski of Maryland. Her committee duties include a focus on Syria, Israel/Palestine, Lebanon, and Jordan.

Previously, Ms. Guenov was the legislative assistant for national security affairs to Senator Claire McCaskill of Missouri. Ms. Guenov supported the senator's work on the Senate Armed Services Committee (SASC) and in her chairmanship of the Readiness and Management Support Subcommittee on SASC. She also advised Senator McCaskill on a range of defense, foreign policy, intelligence, and veterans issues.

Prior to coming to the Hill, Ms. Guenov was the country director for Uzbekistan and Turkmenistan in the Office of the Secretary of Defense (Policy), where she was part of an interagency team that negotiated the northern supply lines into Afghanistan through Central Asia. She also served as special assistant to the undersecretary of defense for policy (USDP) and the principal deputy undersecretary of defense for policy. Her many duties included coordinating support for USDP's National Security Council-related meetings.

Ms. Guenov entered into public service as a presidential management fellow in 2004 at the U.S. Department of State, where she worked a range of political-military issues. She also worked at the Center for Strategic and International Studies in several roles, including positions with the Commission on Science and Security and the U.S.-EU-Poland, Romania, and Slovakia Action Commissions.

Ms. Guenov holds masters degrees from Oxford University (St. Antony's College) and Washington University in St. Louis. She has a BA in psychology, summa cum laude, from the University of Oregon. She was a 2010 Truman national security fellow, is a term member of the Council on Foreign Relations (CFR), and co-chairs the CFR Term Member Advisory Committee for Washington, DC. She lives in Maryland with her husband and two sons.

Robert Kahn

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

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

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

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

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

James M. Lindsay

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

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

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

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

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

Dr. Lindsay was born in Winchester, Massachusetts in 1959. He and his wife live with their four children in the Washington, DC, suburbs.

Jason Marczak

Jason Marczak is deputy director of the Adrienne Arsht Latin America Center at the Atlantic Council.

Marczak was previously director of policy at Americas Society and Council of the Americas (AS/COA) in New York City. In that role, he was cofounder and senior editor of *Americas Quarterly* (AQ)—the only policy magazine focusing on economic, political, finance, and social developments in the Western Hemisphere. He also started and served as managing editor of *AQ Online*, overseeing the magazine's online content. Since its first issue in Spring 2007, AQ's print circulation increased to more than 20,000 readers; its web traffic grew exponentially with content frequently cited by other major media.

At AS/COA, he led select high-level working groups of business members, with white papers and reports frequently cited by policymakers and media. His initiatives focused on topics including security and violence prevention in Central America, the rule of law, market access, and health care.

Marczak also started a nationwide immigration and integration initiative, which works closely with mayors, city councils, businesses, and other stakeholders to advance immigrant integration and promote positive dialogue around the economic contributions of immigrants and Latinos overall across the United States. Original housing research presented in its recent report, *Immigration and the Revival of American Cities: From Preserving Manufacturing Jobs to Strengthening the Housing Market*, was cited in a July 2013 White House report.

Prior to joining AS/COA in 2006, Marczak was a program officer and founding member of Partners of the Americas' Center for Civil Society. He managed efforts to ensure civil society participation in multilateral processes in the Western Hemisphere, including the Summits of the Americas. From 1999 to 2001 he was a legislative aide for US Representative Sam Farr with a portfolio including trade, technology, and small business issues.

Marczak appears on TV and in print media and has written for English-language publications including CNN, *Foreign Affairs*, *Houston Chronicle*, *The Miami Herald*, *NBC Latino*, and *World Politics Review*. His articles have also appeared in Spanish and Portuguese publications including *El Diario*, *El Universal*, and *O Estado de São Paulo*.

He received a BA from Tufts University and an MA in international affairs and economics from the Johns Hopkins University Paul Nitze School of Advanced International Studies. Marczak is a term member of the Council on Foreign Relations and a member of the Qualitas of Life Foundation's Board of Directors Communications Committee.

Dominik Mutter

Dominik Mutter leads the German Embassy's division for U.S. domestic politics. Prior to coming to Washington, DC, in July 2013, he served for four years as the Deputy Head of the Division for Parliamentary and Cabinet Affairs at the German Foreign Office.

His previous postings with the Foreign Office include three years at the European Affairs Directorate (2001-2004); a posting to Cairo, Egypt (2005-2007); and two years at the Federal Chancellery, where he worked on Arabic, African, and Latin American issues as a member of Chancellor Merkel's foreign policy team (2007-2009).

Mr. Mutter first came to the United States as a foreign exchange student at a high school in the western part of New York State in 1988. He later spent a year at Georgetown University's School of Foreign Service (1996/97). Mr.

Mutter holds a Master's Degree in Modern History, American Studies, and Political Science from Freiburg University, Germany. He is married and has three children.

Zeenat Rahman

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

The Office of Global Youth Issues has three primary objectives: (1) empowering young people as economic and civic actors through U.S. programs and policies, (2) encouraging governments to respond to youth issues through U.S. diplomacy, and (3) directly connecting with young people around the world to inspire positive change.

Prior to this appointment, Special Adviser Rahman served as Acting Director of the Center for Faith-Based and Neighborhood Partnerships at the United States Agency for International Development. In this role, she led external engagement efforts with various faith based and community organizations to build support for USAID priorities. These priorities included President Barack Obama's Feed the Future food security initiative, Child Survival Campaign, and efforts to address the drought and famine in the Horn of Africa (2011). She also worked closely with the White House Office of Faith-Based and Neighborhood Partnerships to expand partnerships with faith-based and nonprofit groups around the United States.

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

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

Chris Tuttle

Chris Tuttle is the director of the Washington Program at the Council on Foreign Relations (CFR). In addition to overseeing CFR's relationships with the executive branch, Congress, and the foreign diplomatic corps, he manages the Washington Program staff in its work to provide substantive intellectual programming for CFR members and the broader policy community. He also acts as CFR's principal on-the-ground representative to its Washington membership. His areas of specialization include the politics and process of U.S. foreign relations, fiscal policy, and political-military affairs.

Mr. Tuttle joined CFR from the U.S. Department of State, where he served most recently as the director of the Office of Strategic Communications and Planning. There, working with the State Department spokesman, he coordinated policy planning and communications activities within the department and across the interagency community, in cooperation with the U.S. military, intelligence agencies, and others. During his tenure, he and a team of policy planning and Foreign Service officers dealt with issues ranging from the 2006 Lebanon War and North Korean

nuclear test to the implementation of the "surge" policy in Iraq and efforts to secure the ratification of trade agreements with South Korea, Colombia, Peru, and Panama.

Prior to his time in the executive branch, Mr. Tuttle was chief of staff and senior policy aide to U.S. Representative Mark Green (R-WI), an assistant House majority whip who served on the House International Relations, Budget, and Financial Services Committees. During his nearly eight years on Capitol Hill, he advised on hundreds of legislative proposals, had a hand in crafting dozens of pieces of legislation, and managed a sizable professional staff across three offices. His legislative experience also includes several years as a senior leadership staff member in the Wisconsin and Minnesota state legislatures.

Mr. Tuttle holds a bachelor's degree from the University of Wisconsin and an MA in national security and strategic studies from the U.S. Naval War College. He has done graduate coursework at Georgetown University, The Johns Hopkins University, and the National Defense University's School for National Security Executive Education. He has also been a guest lecturer for a number of colleges, universities, and government and military training centers, including Georgetown University, the College of William and Mary, the U.S. Army War College, the George P. Shultz National Foreign Affairs Training Center, and the Inter-American Defense College.

Mr. Tuttle has traveled overseas as a delegate on international election observation missions in the Middle East and sub-Saharan Africa, and is currently an alternate on the board of directors of the Millennium Challenge Corporation and its audit committee. He is a recipient of the Department of State's Superior Honor Award, is a senior fellow (alumnus) of the John C. Stennis Center for Public Service Leadership, and has advised and worked on U.S. political campaigns at the national and state level.

Shaarik Zafar

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

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

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

as the Special Counsel for Post 9/11 National Origin Discrimination at the U.S. Department of Justice (DOJ) where he led DOJ's Initiative to Combat Post 9/11 Discriminatory Backlash.

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

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

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

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2014 CFR Supported Fellows (15)

Jacqueline (Jackie) Bonilla



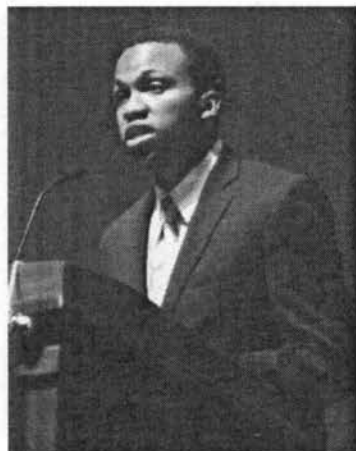
Born and raised in Los Angeles, California, Jacqueline Bonilla is a rising sophomore at Whitman College with a Sociology major. She spent a year researching the effects of comprehensive immigration reform on immigration services in the state of Washington. As co-president of Club Latino, a student-run group at Whitman College, Jackie seeks to educate others about the Latino culture. She has also interned at the Coalition for Humane Immigrant Rights of Los Angeles and advocated for the California DREAM Act, which passed into law in 2011. In her spare time, Jackie volunteers at the local women's shelter, while also working with local middle school students, through the Whitman Institution for Scholastic Enrichment program, to encourage them to go college. After Whitman, Jackie plans to pursue a career as an immigration lawyer and to start her own non-profit to help underrepresented students attend college.

Jasmine Burton



An Atlanta native, Jasmine was raised in an African and Native American household by two ex-military parents. Jasmine is a senior Honors Industrial Design student at the Georgia Institute of Technology. Her personal context is the springboard from which her passion for service and humanitarian design grew. In 2011, Jasmine learned that half of the world does not have access to basic sanitation, thus hindering their ability to achieve education and advanced careers. Since then, she has been inspired to creatively rectify social injustices and global health disparities by leading the 2013 Georgia Tech Women's Leadership Conference, which focused on designing improved feminine care products and toilet designs for the developing world. She also conducted asthma research at the NYC Department of Health and Mental Hygiene through the 2013 Columbia University Summer Public Health Scholars Program, and facilitating gender related think tanks as a Georgia Tech Resident's Assistant as well as during the ACC Leadership Conference on Social Change. Jasmine hopes to pursue a Masters in Public Health with a focus on global maternal health and ultimately seeks to use her creativity to help make the world smile.

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Denzel Caldwell

Denzel Caldwell, born and raised in Nashville, TN, is a graduating senior at Morehouse College with a major in Economics and a double minor in African-American Studies and Mathematics. An Honors student, Denzel serves as Vice President of William Tucker Society, an African-American Studies organization that hosts various events highlighting issues pertaining to the African-American community. Denzel has traveled to Haiti during a Spring Break where he learned about the socioeconomic disparities of a historically significant developing nation. He spends his additional time practicing the martial arts Capoeira and Kung Fu, along with historical reading. After graduation, Denzel will be attending Duke University in the fall to pursue his Masters of Arts in Economics. He plans to pursue his Ph.D in economics and study wealth inequality among racial groups in the United States, along with policy plans to mitigate this issue.



Ediobong Ebiefung

Born in Chattanooga, Tennessee, Ediobong Ebiefung is a graduating senior at the University of Tennessee with a double major in Political Science and Global Studies. He also spent a semester abroad at the American University in Bulgaria and a summer term in Paris studying French. As a founding member of the She's the First UTK campus chapter, he is interested in issues of poverty, education and international development. He is also interested in international relations and is an active participant in Model United Nations. In his spare time, he enjoys learning French and traveling to obscure countries. After graduation he plans on pursuing graduate level education in political science or a related field.



Jasmine Elliott

Jasmine Elliott grew up outside of Dallas, TX and went to college at Rice University. She received a B.A. with a double major in English and Political Science and a minor in Poverty, Justice, and Human Capabilities. Throughout her studies, Jasmine completed a number of independent research projects focusing on the intersections among law, literature, policy-making, and racial discrimination. After graduating, Jasmine worked as a project manager implementing electronic medical record software at hospitals across the US. In her spare time, Jasmine likes to travel, read, and write short essays. She is looking forward

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to continue her research interests in human rights and discrimination through the HIA Fellowship and plans to begin graduate school this fall to pursue a degree in a Human Rights related field.

Yanée Ferrari **Vassar University**



Born in St. Vincent and the Grenadines, and raised in East Harlem, Manhattan, Yanée Ferrari is a first generation college student at Vassar College. She is a rising senior studying Sociology with an emphasis on identity politics and social stratification. She is also pursuing minors in both Educational and Women Studies. She has held leadership positions in a variety of identity-based student activist organizations. Currently, she is the president for Act Out!, a group that advocates for LGBTQ rights by integrating art, activism and performance. She is also a facilitator and co-founder of the Vassar College Dialogue Center, a student-led space created to host and sustain dialogues that address issues of difference in the Vassar community. She hopes to become a community educator for queer youth of color, using education as a form of activism and praxis. Yanée plans to pursue a Ph.D. in Feminist and Queer Studies. She enjoys dancing and yoga, particularly as a form of re-embodiment and community-building.

DeLesslin (Roo) George-Warren



Raised just off of the Catawba Indian Nation's Reservation, DeLesslin "Roo" George-Warren is an artist, performer, activist, and soon-to-be graduate from Vanderbilt University (Musical Arts). During his time at Vanderbilt he studied abroad in Berlin, conducted research on art, activism, and interaction in New York City. He led several student organizations, and was recognized as Vanderbilt's 2014 Outstanding Senior for his involvement in campus leadership, service, and activism. He has performed and exhibited in New York City, South Carolina, Puerto Rico, and Nashville but his primary research interest lies in indigenous communities throughout the world and how media, art, and policy either promote sovereignty or continue legacies of colonization.

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LaDarrien (Darrien) Gillette



Born in a small town in Indiana, LaDarrien Gillette is a rising Junior at the prestigious Spelman College. Majoring in International Studies, LaDarrien is focusing on the heinous crime of sex trafficking on a global scale. With a concentration in economic development, she hopes to use these skills in researching the supply and demand of humans in developing countries. LaDarrien is the co-founder of WOWpriceless, an organization on Spelman's campus that raises awareness about the issue of sex trafficking in the city of Atlanta. In the fall, she plans to study abroad in Morocco, under the Migration and Transnational Identity Program in Rabat. There, she hopes that she will become fluent in French and develop a strong grasp on the Arabic language. After Spelman, LaDarrien plans to go for her Master's in International Public Policy. She aspires to work for the United Nations in the near future.

Fryda Guedes



Born in Cuba and raised in Miami, Florida, Fryda Guedes is a graduating senior at Yale University with a major in Political Science. During her time at Yale, she led several anti-genocide awareness and educational initiatives through Yale's Genocide Action Project. She also organized microfinance development trips to Honduras with Global Brigades. For fun, Fryda played music and coordinated concerts at New Haven nursing homes and she performed with Sabrosura, Yale's Latin Dance Team, and UNITY, Yale's Korean Drumming Troup. In the summer, Fryda has studied public health and conducted related research in Haiti and India. Last summer, she helped to provide legal assistance to immigration detainees in Miami. After graduation, she plans to work as an immigration and minority activist and hopes to obtain both a JD and MPH degree. In her spare time, Fryda draws, dances, hikes, collects trinkets, and makes covers of her favorite songs.

Merry Manson



Born and raised in Kayenta on the Navajo Reservation, Merry Manson is a graduating senior at Arizona State University in Barrett, the Honors College. She will be graduating with a B.S. in American Indian Studies and a B.I.S. in Anthropology and Family & Child Development. The previous summer she participated in a public health internship with Columbia University researching the access of culturally competent reading material for people diagnosed with diabetes in the Bronx. Currently, Merry is working on her senior thesis which focuses on

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empowering Indigenous youth through decolonization practices and traditional knowledge. Merry will be attending Washington University St. Louis this fall to pursue a Masters in Public Health. It is her overall goal to address Indigenous issues from historical trauma through the behavioral aspect of public health.



Javier (Javi) Muñoz

Javier Muñoz graduated from the University of California, Los Angeles in 2013 earning a degree in History. Born and raised in East Los Angeles, he witnessed the economic, political, social, and educational inequalities within greater Los Angeles while riding the bus through Skid Row and Beverly Hills on his way to UCLA. His experiences in East Los Angeles and studies of social movements, race theory, and intellectual traditions—especially the German philosophical tradition, the Black Radical tradition, and Surrealism—inform a commitment to social justice and human rights. He is currently enrolled in the UCLA Law Fellows Outreach Program which increases academic competitiveness and promotes diversity within the legal profession. Javier intends to pursue a joint J.D. /PhD program to obtain the tools required to effectively serve and help empower those struggling to overcome injustice. In addition to struggling for equality and pursuing freedom dreams, he enjoys listening to Hip-Hop, watching anime/reading manga, and playing basketball.



Ajwang Rading

Ajwang M. Rading is a senior at UCLA, where he majors in Political Science with a concentration in International Affairs and a minor in Film. Rading also studied at Harvard Business School, under its SVMP Program, Class of 2013. He is the Co-Founder and Chair of the UCLA Global Citizens Fellowship. He currently serves as a Youth Advisor to the Clinton Peace Centre in Northern Ireland. In addition, this past summer, he served as the Director of Global Citizenship for its international summer research program. He was awarded UCLA's Charles E. Young Humanitarian Award - for his leadership and founding of the UCLA Global Citizens Fellowship and the Spike Lee Motivational Award by the Jackie Robinson Foundation. Most recently during the G8 Summit in N. Ireland, he was interviewed alongside former President Clinton National Security Advisor, Nancy Soderberg, on BBC's John Pienaar's World Politics Show, analyzing and providing commentary on United States' foreign policy and the Syrian Civil War. Besides the academic and athletic awards, he has received high recognition from city, state and national levels. In his free time, Rading is a mentor for local high school students and a public speaker for non-

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profit organizations, highlighting the perpetual cycle of poverty and overcoming adversity.

Joel Vargas



Born and raised in The Bronx, New York, Joel is a graduating senior at Lafayette College with a double major in Film and Media Studies and International Affairs with a concentration in International film and Activism. He also spent two semesters abroad at Goldsmiths College in London and at the Film and Television School at the Academy of Performing Arts in Prague. As a dedicated social activist and advocate of conscientious art, Joel is a co-founder of the Lafayette Association of Film Students and is a volunteer filmmaker at Judith's Reading Room, a non-profit organization, where he is shooting a documentary film concerning the access to literature for at-risk youth in urban communities in Portland, OR and Easton, PA. Joel is also a filmmaking workshop leader at local public schools and has recently traveled to McAllen, Texas to explore issues of immigration reform in conjunction with ASB, Lafayette and LUPE. (a subdivision of Cesar Chavez's United Farm Workers Union.) In his spare time, Joel contributes to Lafayette faculty led filmmaking initiatives as a research assistant, having a film he contributed to screen at the Alvin Ailey Dance Theater in NYC in 2012. After Lafayette, Joel will participate in a Fulbright program to the UK where he will pursue an MA in documentary film and upon returning to the US, an MFA in narrative film and television Production at the USC: School of School of Cinematic Arts.

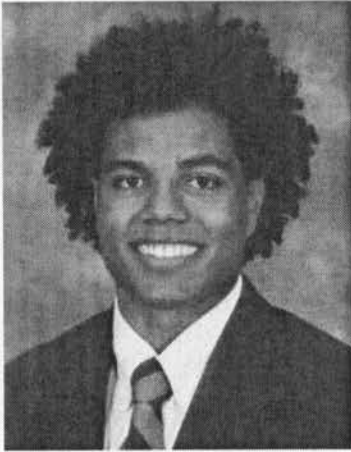
Michael Williams



Michael Williams is a native of Detroit and a recent graduate of the University of Michigan. His academic, professional and extra-curricular involvement have centered around his passion for the nexus of urbanism and social justice, including community-based urban planning, public health, and environmental justice initiatives. He is a Spirit of Detroit recipient for his outstanding achievement and service to his community, and credits civic engagement experiences in his hometown, Vietnam, and South Africa for deepening his resolve for equity and justice in urban spaces. Michael currently participates in the New York City Urban Fellows Program – a fellowship sponsored by The City of New York to introduce America's young leaders to urban policy and public service through working in New York City government. His long-term vision is to return to Detroit, where he will help build more sustainable and self-empowered communities, and advocate for the global, urban human rights struggle – the right to the city.

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Wonman (Joseph) Williams



Wonman (Joseph) Williams is a senior at the University of Virginia with a Distinguished Major in Political and Social Thought. He was born to Unificationist missionaries and moved with his family over 30 times throughout his childhood, including stays in homeless shelters, trailer parks and church basements. Joseph is passionate about fighting for the rights of historically oppressed populations and finding community-based solutions to societal problems. Joseph played for the UVA football team for almost three years, during which time he participated in a hunger strike with the Living Wage Campaign (LWC) at UVA. The following year, Joseph withdrew from UVA and continued to work with the LWC, working as a campus worker and attempting to unionize his fellow employees for a year before returning to school. Joseph has volunteered extensively with the homeless and helped start his fraternity's annual "Homelessness Awareness Month", which helps collect essential and necessary items and donations to benefit Charlottesville's homeless population. In addition, he has mentored at-risk students, led a service-learning trip to work with an orphanage in Belize, and has worked with youth in alternative schools and juvenile detention facilities. Joseph plans to pursue a career in community or labor organizing.

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THE HUMANITY IN ACTION 2014 FELLOWSHIP

An overview of all five programs in Amsterdam,
Berlin, Copenhagen, Paris and Warsaw

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Humanity in Action 2014 Fellowship



Amsterdam • Berlin • Copenhagen • Paris • Warsaw

Humanity in Action accepted 113 university students and recent college graduates for its signature Fellowship program in the summer of 2014. Fellows attended a rigorous, month-long program in one of five cities: Amsterdam, Berlin, Copenhagen, Paris or Warsaw. The curriculum for each program was distinct and reflected the most pressing human rights issues within the given country. A typical day in the Fellowship included a mix of guest speakers, group discussions, site visits and social activities. The Fellows themselves hailed from a diverse set of nations: Bosnia and Herzegovina, Denmark, France, Germany, Greece, the Netherlands, Poland, Turkey, Ukraine and the United States.

The Fellowship concluded with a three-day conference in Sønderborg, Denmark, where Fellows from all five programs met one another.

This document provides an overview of each national program. We have included information on the issues explored, guest lecturers, site visits and other details on the pedagogy of the Humanity in Action Fellowship in all five locations. Each day ends with a bulleted list of speakers who met with the Fellows. Days devoted to Action Projects or other individualized work have been excluded from this overview.

Amsterdam



The Netherlands program in Amsterdam began with an exploration of the Dutch response to the Holocaust. From this intellectual starting point, Fellows discussed contemporary themes such as immigration and integration in The Netherlands, institutional racism, xenophobia, LGBT rights, diversity, women's rights, human trafficking and the international justice system. The potential clash between two constitutional laws – freedom of expression and prohibition on discrimination – served as a constant point of relevance throughout the program. The program also placed special emphasis on timely issues such as emerging populist and anti-immigrant attitudes in the country.

May 31: Welcome Day

Fellows heard introductory remarks from a number of guest speakers and received an overview of what to expect during their time in the 2014 Humanity in Action Fellowship. They also held group discussions to introduce themselves to one another.

- Kathalijne Buitenweg, Former Member of the European Parliament
- Harry van de Bergh, Chair, Humanity in Action Netherlands Board of Directors
- Nienke Venema, National Director, Humanity in Action Netherlands

June 1: Human Rights and the Local Community

Fellows immersed themselves in the streets of Amsterdam on this day. Working in groups, they interviewed locals from different neighborhoods on a variety of topics related to human and minority rights. In particular, they explored how Amsterdam locals perceive and talk about five issues: 1) the prohibition of discrimination, 2) freedom of religion, 3) freedom of speech, 4) the right to privacy and 5) the right to a minimal living standard.

June 2: What Do We Mean by “Human Rights”

Fellows visited the Anne Frank House to discuss how American and Dutch cultures differ on the issue of human rights. Participants heard from a wide array of guest speakers: an immigrants' rights lawyer, a stand-up comedian and a representative from Amnesty International.

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- Lars van Troost, Head of Strategic Studies, Amnesty International
- Greg Shapiro, the “American Netherlander,” Stand-Up Comedian
- Jelle Klaas, Lawyer, Fischer Lawyers Haarlem

June 3: The Holocaust

This day represented the start of the Netherland program’s exploration of the Holocaust. Fellows met Holocaust survivors, visited historical sites such as the Hollandse Schouwburg and a number of monuments and learned about the “mentality of mass murder.” The day ended with a discussion of Roma rights in connection to World War II.

- Joel Cahen, General Director, Jewish Historical Museum
- David de Levita, Holocaust Survivor
- Maarten Frankenhuis, Holocaust Survivor
- Inger Schaap, Anne Frank House
- Abram de Swaan, Professor Emeritus, University of Amsterdam
- Orhan Galjus, Filmmaker and Chair, Roma Task Force Group

June 4: Holocaust Education and Bosnia and Herzegovina

Fellows continued to learn about the Holocaust – the most devastating example of the collapse of democratic civil society and the denial of rights to minorities. Fellows studied Anne Frank and various projects initiated by the Anne Frank House, such as Free2Choose. The second half of the day was devoted to Bosnia and Herzegovina with the conversation focusing on recent turmoil in the region and its future.

- Garance Reus-Deeider, Director, Anne Frank House
- Cihan Tekel, Anne Frank House
- Ivana Gabalova, Anne Frank House
- Frederick Reiken, Author
- Satko Mujagic, Ex-Prisoner of Bosnian Concentration Camp

June 5: Slavery and Institutional Racism

This day’s studies focused on slavery and racism in the Netherlands. Fellows learned about the Dutch slave trade, a subject that saw renewed public interest with the 150th anniversary of the abolition of Dutch slavery in 2013. The discussion then moved to a look at modern-day institutional racism. Fellows ended the day with a tour of Amsterdam’s canals that highlighted the hidden traces of the Dutch history of slavery.

- Gert Oostindie, Professor, Leiden University
- Zihni Özdil, Lecturer, Erasmus University
- Quinsy Gario, Artist, Activist
- Jeniffer Tosch, Owner, BHAT Tours

June 6: Black and White in the Netherlands

Fellows explored the meaning of being white or black in Dutch society. They visited the Museum of the Tropics to witness its “Black & White” exhibition. They then heard from a number of activists working on race-related issues in the Netherlands, including the founder of What’s Up Africa. They closed the day with a group discussion on personal experiences with racism.

- Ikenna Azuike, Founder, What’s Up Africa
- Anne Ruth Wertheim, Japanese Internment Camp Survivor

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- Mitchell Esajas, Founder, NUC

June 8: Meeting Frieda Menco

Fellows were sobered on this day to meet Frieda Menco, a survivor of the Auschwitz concentration camp, in her home. Frieda answered questions about her life story and her work as a human rights activist.

- Frieda Menco, Auschwitz Survivor

June 9: Conflict Management

This day was devoted to a Betzavta workshop facilitated by Tali Padan, an expert in the field of conflict management. Betzavta is an experimental and practical learning method about democracy that challenges the way people speak and behave in groups. Various democratic principles and concepts, such as equality, minorities and majorities, are applied in a group context. The application of these principles and values in a micro-society – the group of Fellows – allowed for individual reflection on democratic group dynamics.

- Tali Padan, Director, Mellem Education

June 10: The Rise of Populism

Fellows spent this day exploring the rise of populist political parties in Western Europe. The discussion focused on the Netherlands, which has seen a well-known example of this phenomenon in Geert Wilders, the leader of the Dutch Freedom Party and a fierce critic of Islam. Fellows heard from academics, activists and Senior Fellows on populism and anti-immigrant attitudes in the Netherlands.

- Pieter van Os, Journalist, NRC Handelsblad
- Matthijs Rooduijn, Political Sociologist, University of Amsterdam
- Spencer Heijnen, Senior Fellow
- Eduard Nazarski, Director, Amnesty International Netherlands
- Gloria Wekker, Emirata Professor, Utrecht University
- Paul Scheffer, Professor, Tilburg University

June 11: Multiculturalism in the Netherlands

Following up on the previous day's theme of populism, the lessons today highlighted the history and current state of multicultural values in the Netherlands. Students were exposed to lectures and presentations on xenophobia, ethnic profiling and other attitudes. Subjects addressed included Dutch attitudes toward workers from Poland and Muslims. Fellows heard from an eclectic mix of NGO workers, police officers and artists.

- Leo Lucassen, Professor, Leiden University
- Sofyan Mbarki, Team Manager, Calvijn met Junior College
- Hanka Mongard, Cultural Mediator
- Thijl Sunier, Professor, University of Amsterdam
- Lody van de Kamp, Rabbi
- Said Bensellam, Youth Coach
- Gerbrig Klos, Senior Policy Officer, Amnesty International
- Niels de Groot, The Doe Tank Foundation
- Gideon Everduim, Artist
- Michael Zwart, Police Inspector, Dutch National Police
- Hans Schipper, Superintendent Dutch National Police

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June 12: Sexuality and Gender

In recent years, the Netherlands' reputation for tolerance of the LGBT community has suffered as a result of a number of violent incidents. On this day, students explored how groups have dealt with increasing homophobia within the country. Fellows met with researchers, activists and NGO leaders who work daily on issues related to gender and sexuality.

- Kzrystof Dobrowolski, Chair, COC Educational Group
- Döne Fil, LGBTI Activist
- Rachel Spronk, Anthropologist
- Evelien Snel and Petra van Dijk, Transgender Foundation
- Murat Aydemir, Associate Professor, University of Amsterdam

June 13: Women's Rights and Refugees

The June 13 programming placed a dual focus on women's rights, such as reproductive and marriage rights, and the rights of refugees in the Netherlands. Fellows heard from advocates on issues as far-ranging as abortion, polygamy and the rights of blind and deaf individuals. In the afternoon, the discussion centered on what it meant to be "illegal" in a European country. Along with a more straightforward overview of the immigration system, two Somali refugees joined the students and shared their personal experiences with the Dutch asylum process.

- Kinga Jelinska, Reproductive Rights Activist
- Shirin Musa, Director, Femmes for Freedom
- Gijs Bruggeman, Blind/Deaf Activist, SWDA
- Jonneke van Wierst, Journalist, Amnesty International
- Bashir Abdulkadir, Refugee
- Ibrahim Sidow, Refugee

June 16: Visit to The Hague

Fellows traveled to The Hague to meet with a number of speakers and experts. They were greeted by the Director-General of the Ministry of Foreign Affairs and went on to hear presentations on Internet freedom and privacy. The afternoon included a visit to International Criminal Tribunal for the Former Yugoslavia, where Fellows received a tour and attended trials. Fellows ended their day in The Hague with a trip to the American Embassy. They joined Senior Fellows, host families, speakers and others at a Humanity in Action reception.

- Renée Jones Bos, Director-General, Ministry of Foreign Affairs
- Alexandra Valkenburg, Head Human Rights and Political and Legal Affairs Division, Multilateral Organisations and Human Rights Department, Ministry of Foreign Affairs
- Simone Halink, Senior Policy Officer on Internet Freedom, Ministry of Foreign Affairs
- Meline Arakelian, Senior Policy Officer on North America and Kingdom Affairs, Ministry of Foreign Affairs

June 18: Gender Discrimination and Health Inequalities

This day's discussions had a dual focus on gender discrimination and inequalities in the healthcare system. Fellows heard from professors, researchers and human rights activists throughout the day. Speakers introduced Fellows to the subject of macro-level gender discrimination and placed a particular emphasis on the rights of sex workers in Amsterdam. Other presenters discussed such topics as extreme right-wing sentiments in Hungary and the relationship between ethnic discrimination and healthcare inequality in the Netherlands. Fellows left the day having met a broad range of individuals who work to better the lives of minority groups in Europe.

- Titia Loenen, Professor, Leiden University

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- Umar Ikram, Senior Fellow
- Swaan van Iterson, Senior Fellow
- Alexandra van Dijk, Ex-Director, The Red Thread
- Marjan Wijers, Human Rights Research & Consultancy
- Spencer Heijnen, Senior Fellow

June 20: Corporate Social Responsibility

Participants spent the day learning about the ever-evolving dynamics between human rights and businesses. The term “Corporate Social Responsibility” refers to the growing trend of for-profit companies including human rights themes into their overall corporate strategies. Fellows heard from an academic and a practitioner on this issue. They also saw presentations on an initiative to certify products to ensure sustainable farming practices and better the lives for farmers. Lastly, Fellows heard from two Senior Fellows whose Action Projects touched on a social-purpose venture.

- Michelle Westermann-Behaylo, Research Faculty, Economics and Business, University of Amsterdam
- Michel Scholte, Co-Founder, True Price
- Hodan Warsame, Senior Fellow
- Ruud Tevreden, Senior Fellow
- Noura Hanna, Monitoring and Evaluation Officer, UTZ Certified

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Berlin



The Berlin Fellowship accepted 22 university students and recent graduates from Bosnia and Herzegovina, Germany, Greece, Poland, Ukraine and the United States to explore historic and contemporary human rights issues. Given Humanity in Action's conceptual origins and the location of this program, much of the curriculum focused on the Holocaust and its aftermath. Fellows visited concentration and forced labor camps, met with Holocaust survivors and studied present-day right-wing extremism. The Humanity in Action Germany staff also devoted a substantial amount of time to human rights issues related to immigrants, women, Roma individuals, the LGBT community and others.

May 31: Opening Day

Fellows spent their first day getting to know Humanity in Action, the city of Berlin and the other Fellows in their program. The students heard from a number of Senior Fellows and staff members on the basic structure of the Fellowship. They also played a get-to-know-you exercise with their diverse group of Fellows. Lastly, they had an opportunity to explore Berlin, a city new to most of them.

June 1: Origins and Mechanisms of Discrimination

This day was devoted to thinking of discrimination in an abstract, theoretical level. An expert from the University of Göttingen joined the group to discuss the social and psychological mechanisms of discrimination. They then engaged in a group discussion on this issue moderated by a Senior Fellow. The Fellows closed the day with group work that explored the concept of large group-focused hostility.

- Jana Eyssel, University of Göttingen

June 2: German Identities and Diversity

Given the diversity of perspectives and backgrounds in this Humanity in Action cohort, Fellows opened this day with a discussion on the ground rules for dialogue and debate in the Fellowship. Once the "ground rules" were set, the Fellows heard from an expert on Germany and its quest for a national identity. The students then witnessed German diversity firsthand by walking the streets of Kreuzberg, a diverse neighborhood of Berlin. A German journalist provided her perspective on German-Greek relations to end the day.

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- Dr. Joachim Baur, Historian
- Katerina Oikonomakou, Journalist and Member of the Humanity in Action Advisory Board in Greece

June 3: Remembrance – Authenticity, Place and Memorial Sites

Humanity in Action Germany staff began this day with an overview of what the Fellows should come to expect from the rest of their Fellowship. They then traveled to Oranienburg to go on an extensive tour of Sachsenhausen, a former Nazi concentration camp. An expert on the subject joined the students to provide insights during their tour. As a group, the students discussed the extermination camp and human and minority rights as a whole.

- Dr. Russell Alt-Haaker, PhD Graduate, Washington University in St. Louis

June 4: Forced Labor – Past and Present

The Fellows continued their tour of sobering sites today with a visit to the Nazi Forced Labour Documentation Center, the last well-preserved former Nazi forced labor camp. The participants then saw a presentation on The Foundation Remembrance, Responsibility and Future (EVZ), an organization that provides compensation to former forced laborers and other Nazi survivors. The program then jumped to the issue of contemporary forced labor with a number of guest speakers and a moderated group discussion.

- Dr. Martin Salm, Chair, Board of Directors, EVZ
- Dr. Ralf Possekel, Head of Programs, EVZ
- Paula Riedemann, Project Coordinator, Ban Ying Counseling Center

June 5: Germany's Colonial Past

The staff curated this day's speakers and activities to reflect on the theme of colonialism. The day started with a presentation on institutional racism. From there, the group went on a walking tour of Berlin's African Quarter, which highlighted Germany's colonial past. The students then attended a lively panel discussion on the many faces of racism and how to deal with them. To digest the day's activities, the Fellows engaged in a group discussion to close the day.

- Joshua Kwesi Aikins, Ph.D. Candidate, Bielefeld Graduate School in History and Sociology
- Josephine Apraku, Tour Guide, Berlin Postkolonial
- Emilia Roig, Ph.D., Humboldt University
- Noa Ha, Board Member, Migration Council Berlin-Brandenburg
- Dominik Wullers, Vice Chair, Deutscher Soldat

June 6: Right-Wing Extremism

Today's lessons focused on emerging right-wing, nationalist and populist attitudes in Germany and Europe at large. After an introduction on the topic from the staff, the Fellows heard from an investigative journalist on the National Socialist Underground (NSU), a far-right group discovered just three years ago. A former right-wing extremist then joined the students to offer an inside perspective on the movement. The Fellows also learned about an Action Project that sought to combat a right-wing fashion label in Berlin.

- Lena Kampf, Freelance Investigative Journalist
- Matthias Adrian, Former Right-Wing Extremist, EXIT-Germany
- Anna-Delia Papenberg, Humanity in Action Senior Fellow

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June 7: Transformation Processes in Germany after 1949

This day consisted of a lecture and a lengthy site visit. An expert from the Federal Agency for Civic Education (FACE) joined the group to discuss how Germany as a nation transformed after 1949. After his presentation, the Fellows visited the Berlin Wall Memorial.

- Dr. Marcus Michel, Federal Agency for Civic Education

June 9: Action Projects and Ukraine

This day marked a transition from education to Action Projects in the Fellowship. Fellows worked in groups to share personal stories and brainstorm ideas for their Action Projects. The day ended with a discussion on the volatile situation in Ukraine lead by two Humanity in Action Fellows from Ukraine.

June 10: Discourses on Immigration and Integration

Fellows were treated to a full slate of special guests and site visits on this day. They began with a presentation from Özcan Mutlu, a Member of the German Parliament. As a person of Turkish descent, Mr. Mutlu shared his thoughts on immigration and integration in Germany. The Fellows then went on a site visit to the Reichstag Building. In the afternoon, they attended a talk on representations of Islam in the media and a group discussion lead by the Fellows themselves.

- Özcan Mutlu, Member of German Parliament
- Dr. Sabine Schiffer, Director, Institute for Media Responsibility

June 11: Religious Diversity in Germany

Fellows explored the religious diversity of their host country today. Their lessons started with a cultural and historical comparison of Judaism, Christianity and Islam in Germany from a Senior Fellow. Fellows then went on a tour of the Jewish Museum Berlin, one of the largest Jewish museums in Europe. They also heard from Ahmad Mansour, an expert on Islam, who discussed his "Heroes" project in Berlin. The final presenter of the day provided a look at Jewish life in present-day Germany.

- Ufuk Topkara, Senior Fellow
- Ahmad Mansour, Co-Founder, Heroes
- Boris Moshkovits, Social Change Entrepreneur

June 12: Anti-Semitism and Anti-Ziganism

The first few sessions offered on this day had a tight focus on hostility toward the Jewish and Roma people. A representative from the Berlin Center for Research on Anti-Semitism introduced Fellows to his organization and its goals. Another speaker discussed anti-Ziganism as a toxic influence on culture and society. To close the day, two Fellows from Bosnia and Herzegovina lead a discussion on the current situation in that region.

- Dr. Peter Ullrich, Center for Research on Anti-Semitism
- Markus End, Political Scientist
- Dženana Preljević, Fellow
- Miroslav Ilić, Fellow

June 13: Seeking Asylum

Fellows focused their attention today on the issue of asylum and refugees in Germany. They attended a talk from a journalist from *Der Spiegel* to start the day. They then heard from several individuals with first-hand experience on the subject. Fellows learned about Café Exil in Hamburg, the Berlin Refugee Protest Camp and the refugee camp in Oranienplatz. A professor from the University of Hildesheim gave the final lesson of the day with a talk on teaching German history in a multiethnic classroom.

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- Maximilian Popp, Journalist, *Der Spiegel*
- Carolin Wiedemann, Journalist
- Napuli Langa, Senior Fellow
- Viola Georgi, Professor, University of Hildesheim

June 14: Discrimination Against Women

This Saturday gathering consisted of three basic elements. Fellows used the morning to offer feedback on the program thus far. Afterward, they attended a presentation on depictions of women in the media from the editor of *Missy Magazine*. To round out the day, Fellows gathered to hold a discussion on sexism among themselves.

- Katrin Gottschalk, Editor, *Missy Magazine*

June 16: Homophobia - Past and Present

The agenda for this day was largely devoted to discussions of homophobia and gender identity. The morning presentation gave Fellows an overview of the persecution of gay and lesbian individuals under National Socialism and after World War II. The Fellows followed this lecture with a longer discussion on this subject. The conversation shifted to gender identity and transgender rights in the afternoon. By day's end, two Greek Fellows lead a dialogue on the current situation in Greece.

- Anne Stalfort, EU Liaison, Humanity in Action
- Leo Y. Wild, Gay Counselling Center Berlin
- Regina Frentzou, Fellow
- Evanthia Panagiotou, Fellow

June 17: Developing Action Projects

This day marked the start of Fellows' work on their Action Projects. Fellows heard inspiring words from an activist at Sozialhelden, an organization that fights for the rights of persons with disabilities. Afterward, they worked extensively in groups and individually on potential ideas for Action Projects.

- Raul Krauthausen, Activist, Sozialhelden

June 18: The Eurocrisis

As they worked on their Action Projects, Fellows also met on this day with the founder of Humanity in Action. Later in the day, they attended a presentation on the future of European democracy from a representative from the German Institute for International and Security Affairs. The day ended with an optional viewing of the World Cup.

- Dr. Judith Goldstein, Founder and Executive Director, Humanity in Action
- Lars Brozus, German Institute for International and Security Affairs (SWP)

June 19: The Power of Art

As work on Action Projects continued, Fellows carved out time to watch "Refuge in Music," an hour-long documentary on two musicians who survived the Nazi concentration camps. Fellows also discussed the power of art as a tool for sociopolitical and cultural change.

June 20: Youth Unemployment in Europe

Action Projects continued to dominate the agenda for this day. Fellows received feedback on the research that they had conducted for their projects. The day's only guest speaker discussed the issue of unemployment among young adults in Europe.

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- Marta Makhoul, Junior Policy Officer, International Labour Organization

June 21: Project Management

Fellows had the opportunity today to have lunch with various Humanity in Action alumni. In the afternoon, a Senior Fellow and now representative of the Robert Bosch Foundation spoke with Fellows about project management and how to organize a team of volunteers.

- Henry Alt-Haaker, Program Officer, Robert Bosch Foundation

June 23: Pitching Projects

Fellows spent the day refining pitches for their Action Projects. They discussed projects in groups and offered feedback to one another. Mona Shair-Wloch of Key2Advance offered a presentation on best practices for pitching a project. In the afternoon, the Fellows attended a lecture on racism as a human rights violation.

- Dr. Nivedita Prasad, Professor, Alice Salomon University of Applied Science
- Mona Shair-Wloch, Founder, Key2Advance

Copenhagen



The Denmark program focused on the supposed “death” of multiculturalism in Europe and Denmark. Multiculturalism has been discussed as a future state paradigm for Denmark since the 1970s. However, when both German Chancellor Angela Merkel and UK Prime Minister David Cameron in 2010 declared that multiculturalism had “failed utterly” as a system and thereby declared it dead, the political left in Denmark followed suit. This year’s Danish program explored how human rights and minority issues affect the Danish state and civil society, and how Denmark is coping with matters like immigration, multiculturalism and social cohesion. Fellows met some of the leading experts, brightest commentators and most engaged practitioners in Denmark on these issues.

May 31: Welcome Day

Humanity in Action Denmark Chair Anders Jerichow welcomed all participants to the Fellowship. From there, a group of Senior Fellows led a workshop on the Danish political system and multicultural issues. Fellows then witnessed a debate on the cultural aspects of Danish society between politician Yildiz Akdogan and radio host Lasse Marker. The Fellows ended the day with a tour of the canals of Copenhagen.

- Yildiz Akdogan, Former Member of Danish Parliament
- Anders Jerichow, Chairman of the Board, Humanity in Action Denmark
- Benedicte Castenschiold Eichen, Senior Fellow
- Johan Juul Jensen, Senior Fellow
- Johan Flyvberg, Senior Fellow
- Rasmus Søndergaard, Senior Fellow
- Lasse Marker, Local Radio Host

June 1: Group Dynamics and Democracy

Fellows on this day focused on group work and dynamics. The day consisted of a Betzavta workshop facilitated by Tali Padan, an expert in the field of conflict management. The Betzavta method enables an experimental way

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to learn about democracy through practice, challenging the way we speak and the way we behave in groups. The various principles and concepts behind democracy, such as equality, minorities and majorities, were applied in a group context. Ms. Padan provided Fellows with the tools to cooperate together and learn from one another. Fellows also received a greeting from Humanity in Action's Denmark National Director.

- Tali Padan, Director, Mellem Education
- Magnus Harrison, National Director, Humanity in Action Denmark

June 2: Understanding Multiculturalism

Fellows explored and defined the term "multiculturalism." In recent years, claims have arisen from far-right groups that multiculturalism undermines social cohesion, and the political mainstream have voiced their concerns of multiculturalism's failings. Nils Holtug introduced this topic and Sune Lægaard presented on the relationship between human rights and multiculturalism. Flemming Røgilds discussed his own research on Danish ethnic minorities and multiculturalism from 1990-1995. The day ended with group discussions on how we perceive the notion of multiculturalism, and how we use this concept throughout the Fellowship.

- Nils Holtug, Associate Professor, University of Copenhagen
- Sune Lægaard, Associate Professor, Roskilde University
- Flemming Røgilds, Writer, Researcher and External Lecturer, University of Copenhagen

June 3: Nationalism and Multiculturalism

Nationalism and multiculturalism often conflict, but do they have to? Bo Lidegaard opened the day with an introduction to the relationship between nationalism and multiculturalism. Afterwards, Pauline Stolz presented a case study on the political struggle to define the national identity, based on the situation in neighboring Sweden. Fellows ended the day by focusing on a specific aspect of Danish multiculturalism, namely the effort to accommodate Greenlandic culture in Denmark.

- Bo Lidegaard, Editor-in-Chief, *Politiken*
- Pauline Stoltz, Associate Professor at the Department of Culture and Global Studies, Aalborg University
- Per Mouritsen, Professor, Aarhus University
- Nivi Christensen, Culture and Information Employee, The Greenlandic House

June 4: Human Rights and Multiculturalism

Presentations and discussions focused on human rights and their relation to multiculturalism with respect to gender, equality, universality and religion. The day began with a presentation by the Committee Chairman of the United Nations, who shared insights into how the UN works with human rights. Afterward, Eva Maria of the Institute For Human Rights (IHR) discussed notions of universality, human rights and religion. Fellows then heard about how IHR monitors human rights. Peter Ussing, also of IHR, discussed violations of gender and equality rights. Following the talks, Fellows held a discussion on human rights abuses in their own countries. In the evening, they attended a presentation on a new book, *Junior Rambo*, by Senior Fellow Jakob Silas Lund.

- Ole Olsen, Danish United Nations Association
- Eva Maria Lassen, Ph.D., Senior Researcher, Danish Institute for Human Rights
- Christoffer Badse, Head of Monitoring, Danish Institute for Human Rights
- Peter Ussing, Department of Equal Treatment and Gender, Danish Institute for Human Rights
- Jakob Silas Lund, Senior Fellow and Founder, Play31

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June 5: Immigration

Immigration formed, and still reshapes, the culturally diverse societies in which we live. On this day, Fellows examined Denmark's history of immigration from historical and contemporary perspectives and reflected on the ways society can both benefit from and be threatened by immigration. Fellows spent the day at The Museum of Immigration. Here, a tour of the museum highlighted the history of immigration in Denmark, and Senior Fellow Sahra-Josephine Hjort gave a presentation on her research on immigration of labor force and social inclusion.

- Sahra-Josephine Hjort, Senior Fellow and CEO, HjorthGROUP

June 6: Asylum and Denmark

Despite priding itself as a humanitarian nation, Denmark has previously been criticized by the international community over its treatment of refugees in asylum centers. In recent years, Denmark's refugee policies have become less strict, a fact that has received criticism from those who fear that refugees will receive welfare benefits and jeopardize Danish culture. To explore these issues, the group heard about the Danish asylum system and from an activist about working with asylum seekers. Fellows then visited Centre Vipperød, an asylum center for unaccompanied minors. Fellows received a tour of the center and had dinner with the youths living there.

- Jens Vedsted-Hansen, Professor, Aarhus University
- Erik Hansen, Grandparents for Asylum
- Patrick Wymer, Head of Department, Centre Vipperød

June 9: Action Projects

Humanity in Action Denmark staff introduced Fellows today to Action Projects, a key facet of the Fellowship. Fellows then join world-renowned photographer Jacob Holdt at his private residence for supper and reflections on societal and social relations. Mr. Holdt has spent years in the United States, living with the very poor and the very rich. He produced the famous exhibit "American Pictures," which depicts inequality and racism in the U.S. Mr. Holdt shared his stories and his ideas on why we should integrate those shunned by mainstream society.

- Jacob Holdt, Photographer

June 10: The Holocaust and October 1943

This day focused on the Holocaust and the events of October 1943 in Denmark. To examine these events, Fellows heard from two refugees of the Holocaust and October '43. They also visited the "Home" exhibit at the Danish Jewish Museum, which deals with the Jewish refugees' homecoming in 1945. To lay the groundwork for understanding these personal stories, Fellows began the day with a broader introduction to genocide and the Holocaust. Solvej Berlau discussed the importance of Holocaust education and Christian Axboe Nielsen provided an overview of the International Criminal Court's prosecution work against genocide perpetrators.

- Solvej Berlau, Head of Section, Danish Institute for International Studies
- Christian Axboe Nielsen, Assistant Professor, Aarhus University
- Bent Melchior, Former Chief Rabbi of Copenhagen
- Hanna Skop, German-Jewish Refugee

June 11: Social Cohesion and the Welfare State

The Danish welfare state is a concept of government that strives to create social cohesion and ensure the wellbeing of Denmark's citizens. Some see multicultural policies as a threat to this welfare state. The day opened with a lecture on the history and future of the welfare state. Garbi Schmidt then discussed her research on what social cohesion means in different neighborhoods. Rushy Rashid explored how cultural identities and religion should be considered in the Danish healthcare system. To close the day, a Member of Parliament shared his ideas on Denmark and the European Union – another entity seen as undermining the Danish welfare state.

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- Lars Bo Kaspersen, Head of Department at Political Science, University of Copenhagen
- Garbi Schmidt, Professor, Roskilde University
- Rushy Rashid, Journalist
- Bertel Haarder, Member of Parliament, Danish Liberal Party

June 12: The Marginalized

An important theoretical concept to understand when discussing issues of multiculturalism is the “The Other.” This day of the Fellowship placed an emphasis on meeting the marginalized “others” of society. Niels Plough opened with an overview of those marginalized in Danish society. Peter Hervik spoke on the representation of minorities in the Danish media, which is often the medium through which the concept of “The Other” is constructed. Fellows then split into groups and visited various organizations that work with minorities and the marginalized in Danish society.

- Niels Ploug, Director of Social Statistics, Statistics Denmark
- Peter Hervik, Professor, Aalborg University

June 13: Risk Society

The term Risk Society is the manner in which a society organizes in response to risk. Denmark, for example, has navigated risks such as terrorism and climate change. In this context, multiculturalism is often seen as a threat to Danish society. But what are the risks of giving up on multiculturalism? Frederik Stjernfelt explored this idea with a talk on freedom of speech and religion. Karen Lund Petersen introduced the history and concepts of risk society. Lars Erslev Andersen followed with a study of how pirates and terrorism create societal worry. The day closed with a keynote address from a defense lawyer on his experiences with terrorism and human rights.

- Frederik Stjernfelt, Professor, University of Copenhagen
- Karen Lund Petersen, Associate Professor, Director, Centre for Advanced Security Theory
- Lars Erslev Andersen, Senior Researcher, Danish Institute for International Studies
- Børn Elmquist, Defense Lawyer and Chair, Danish Legal Policy Association

June 16: Discrimination

Not all discrimination is the product of conscious action. Inequality is often created by structures and norms that are a product of society itself. This kind of discrimination may be addressed as structural or institutional. To explore these ideas in Denmark, Pia Justesen opened with a discussion on racial discrimination within a legal framework. Jacob Mchangama presented on affirmative action and positive rights. Fellows then toured Vestre Prison and received an introduction to the goals and means of the Danish penal system. Fellows had supper at the home of Anders Jerichow, who discussed issues of white privilege and affirmative action.

- Pia Justesen, Attorney, Justadvice
- Jacob Mchangama, Head of Legal Affairs, CEPOS
- Anders Jerichow, Journalist at *Politiken* and Chair of the Humanity in Action Denmark Board of Directors

June 17: Expressions of Diversity

This day's speakers and debates addressed how culture and the arts can impact politics. A TV host discussed with Fellows how art can be relevant to discussions of multiculturalism. Mehmet Ümit Necef then introduced Fellows to the representation of immigrants in Danish cinema. Peter Voss-Knude shared thoughts on his own work as an artist and what he has learned about the relationship between art and society. Finally, Niels Righolt joined the group to talk about art and intercultural exchange, and to share the notion of “cultural democracy.”

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- Adrian Lloyd Hughes, Journalist and TV Host, Denmark Broadcasting Corporation
- Mehmet Ümit Necef, Associate Professor, University of Southern Denmark
- Peter Voss-Knude, Artist
- Niels Righolt, CEO, Danish Center for Arts and Interculture

June 18: The Future of Multiculturalism

Are European leaders right to abandon the paradigm of multiculturalism? Fellows explored this question with the help of several guest speakers. Søren Hviid Pedersen began with an argument against multicultural policy. Neeni Rasool shared her views on the role culture can and should play in human relations. Lastly, Mette Lindgren Helde discussed the types of conflict that may arise from cross-cultural meetings and introduced Fellows to some tools of conflict resolution. The day closed with a dialogue on multiculturalism among Fellows.

- Søren Hviid Pedersen, Associate Professor, University of Southern Denmark
- Neeni Rasool, Counselor, Danish Center for Arts and Interculture
- Mette Lindgren Helde, Consultant, Danish Center for Conflict Resolution

June 19: Action Projects and Inspiring Activism

Fellows explored ways to engage in critical societal debates through Action Projects and activism. The National Director of Humanity in Action Denmark began with a workshop on Action Projects. Frederik Felding then presented on how social media and youth lobbyism can help spread an essential message to politicians and the public. Afterward, senior staff at Copenhagen Pride and To Russia With Love discussed their successful advocacy efforts. The day closed with an opportunity for Fellows to brainstorm Action Projects.

- Magnus Harrison, National Director, Humanity in Action Denmark
- Frederik Felding, Student Assistant, Save the Children
- Lars Henriksen, Chairman, Copenhagen Pride
- Morten Asbjørn Jensen, Co-founder, To Russia with Love

June 21: Actions Projects and Keynote

Fellows spent this day developing their Action Projects. They also attended a keynote address titled "Challenges to European Fundamental Rights" by Morten Kjærum.

- Morten Kjærum, Director, European Union Fundamental Rights Agency (FRA)

Paris



The 2014 Paris program offered Fellows the opportunity to delve deep into such issues as race-relations, the role of religion in society, the treatment of immigrants and structural discrimination in France. Fellows met with dozens of guest speakers, including two visiting political leaders from the United States. The program placed a particular emphasis on the treatment of Muslims and held many of its individual sessions at the Institute for Islamic Cultures. Humanity in Action France staff also accompanied the Fellows on numerous site visits. Among the places visited were the French National Assembly, the Mémorial de la Shoah and the Grand Mosque of Paris.

May 31: An Introduction

Gathering at the Institute of Islamic Cultures, Fellows used this day to meet one another and orient themselves in Paris. The Fellows heard from Humanity in Action staff and Board members on the program's history and various Fellowship logistics. They ended the day with a guided tour of the Goutte d'Or, an immigrant neighborhood in Paris.

- Majid El Jarroudi, Chair, Humanity in Action France Board of Directors
- Jacky Libaud, Tour Guide

June 1: Creating a Safe Space for Dialogue

On this introductory Sunday, Fellows heard from the editorial director of the "Conventions" program on law and globalization at the Institute for Advanced Justice Studies. They also received preliminary training on how to create a "safe space" for dialogue and debate within the program. They ended their day with a boat tour of the Seine.

- Anne-Lorraine Bujon, Editorial Director, Institut des Haute Études sur la Justice and Member of the Humanity in Action France Board of Directors

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June 2: French National Assembly

On the first full day of programs, Fellows explored the historical, political and cultural forces that shape diversity issues in France. They spent their day at the French National Assembly, where they saw a number of presentations on French national identity and the “melting pot” of cultures. The day culminated with a lengthy group discussion on these issues and a guided visit of the National Assembly.

- Patrick Weil, Senior Research Fellow, French National Center for Scientific Research
- Eros Sana, Parliamentary Assistant, French Senate

June 3: Anti-Semitism and Racism

Fellows investigated the theoretical concept of what it means to be a minority in France. To approach this question, they explored two overarching issues: anti-Semitism in Europe and racism in America. To address the former, the Fellows attended a lecture on anti-Semitism in France and visited the Mémorial de la Shoah. In the afternoon, they heard a presentation on pre-World War II Jewish history. The day ended with a special address from the Mayor of Birmingham, Alabama, who spoke about the legacy of the Civil Rights Movement.

- William A. Bell, Mayor of Birmingham, Alabama
- Elie Petit, Vice President, European Union of Jewish Students
- Pap Ndiaye, Professor, Sciences Po
- Annette Wieviorka, Senior Research Fellow, French National Center for Scientific Research

June 4: National Museum of Immigration

Fellows spent this day at the Cité Nationale de l'Histoire de l'Immigration, the National Museum of Immigration. The discussion focused on the French-Algerian War and its implications in regards to slavery, colonialism and immigration. Students heard three in-depth presentations on these subjects and attended a guided tour of the museum.

- Gillian Weiss, Professor, Case Western Reserve University
- Benjamin Stora, Professor, University of Paris 13
- Louisa Zanoun, Historian, Génériques
- Souad Belhaddad, Journalist and Writer

June 5: Minority Voices in France

This day's programs opened with a screening of *Identity at the Heart of the Black Question*, a film by French director Arnaud Ngatcha. After the screening, the Fellows heard from two experts on various minority voices in French history. A final presentation on symbolic reparations and slavery gave way to an extensive group discussion on the sobering material presented that day.

- Marc Cheb Sun, Journalist and Editor
- François Vergès, Lecturer, Goldsmith College
- Michel Giraud, Sociologist, French National Center for Scientific Research

June 6: Skills Training

Fellows touched on a number of subjects and skills on this workday. Their lessons began with a workshop on judging crimes against humanity from a historical and legal perspective. In the afternoon, they enjoyed a three-hour training session on the art of debate. After receiving some training on this highly useful skill, the students attended a media training session from a professional in the field.

- Fabrice Teicher, Founder, Passeurs de Mémoires

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- Romain Decharne, Researcher and Lecturer, Sciences Po
- Ladji Real, Screenwriter, Director, Actor

June 7: Islam and Islamophobia

This Saturday started with a guided tour of the Arab World Institute in Paris. From there, Fellows went to La Maison de l'Afrique to attend two presentations on Islam. The first seminar provided an overview of the practices of the faith, while the second addressed the debates on Islamophobia. Fellows closed the day with two more site visits: a trip to the Grand Mosque of Paris and a tour of Peacock Palace, a modern art salon.

- Moussa Khedimellah, Adviser for Sustainable Development, Bouygues Construction
- Marwan Mohammed, Spokesperson, Collective Against Islamophobia in France
- Christian Lochon, Former Director of Studies, Centre for Advanced Studies on Modern Africa and Asia (CHEAAM)

June 9: Fighting Discrimination: Three Perspectives

This day marked the start of a week in which Fellows learned about France's most recent efforts to fight discrimination. Three presentations and an extensive group discussion comprised the day's events. Fellows heard from guest speakers about urban policy and attempts at cultural integration, France's political identity as a "color-blind" state and media representations of French suburbs. Fellows also had the chance to speak again with Ladji Real, the media consultant they met the previous Friday.

- Thomas Kirszbaum, Associate Researcher, Sciences Po
- Tara Dickman, Activist, Former Director of Humanity in Action France
- Ladji Real, Screenwriter, Director, Actor
- Florence Morice, Journalist

June 10: Race-Relations in France

Fellows had the pleasure of meeting Toumi Djaïdja, the activist who led the March for Equality and Against Racism in 1983. Mr. Djaïdja spoke about the state of race-relations in France 30 years after his historic movement. Fellows also heard from other activists and political leaders with an expertise on race in France. Later, they attended a screening of *La Cité Rose*, a feature-length film that touches on issues of race and class in modern-day France. Fellows were then able to ask questions about the film to one of the movie's official spokespersons. This eventful day concluded with an address from the Mayor of Clichy, a commune just outside of Paris, and the President of the ACLEFEU (Association Collectif Liberté, Égalité, Fraternité, Ensemble, Unis).

- Toumi Djaïdja, Activist, Leader of the "March for Equality"
- Rokhaya Diallo, Activist, Journalist, Author
- Agnès Faulcon, Director, Les Centres Sociaux
- Christophe Adjé-Ahoudian, Activist
- Fatou Meïte, Politician
- Yassin Lamaoui, Political Leader
- Mehdi Bigaderne, Activist
- Laëtitia Nonone, Founder, Zonzon 93
- Gilles Catoire, Mayor, Clichy
- Mohamed Mechmache, President, ACLEFEU

June 11: "Communitarism," Religious Education and Art

One of the keynote speakers of the 2014 Paris program, Stéphane Dufoix, introduced Fellows to the concept of "Communitarism" on this day. His address was followed by a 90-minute talk on religious education in France

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from two NGO founders. After lunch, Fellows attended a dialogue on dance and the art and politics of bodies. The staff ended the day by leading a hearty discussion between the Fellows.

- Stéphane Dufoix, Associate Professor, University of Paris Ouest Nanterre
- Marine Quenin, Founder, ENQUÊTE
- Samuel Grzybowski, Founder and President, Interfaith Youth Movement
- Bintou Dembélé, Hip-Hop Dancer
- Sylvie Chalaye, Researcher

June 12: Structural Discrimination

Students focused their attention on discrimination with this day's line-up of speakers. The Fellows heard from guest lecturers on such topics as how to take action against structural discrimination. They also spoke with the leader of Passeport Avenir, a nonprofit organization that fights for equal opportunities for marginalized groups. The Fellows were able to have lunch with their peers at Passeport Avenir and later in the day hear tips on networking from a Humanity in Action Senior Fellow.

- Daniel Sabbagh, Senior Research Fellow, Sciences Po
- Benjamin Blavier, Founder and Director, Passeport Avenir
- Amy Hong, Senior Fellow

June 13: Racial Statistics and Racial Profiling

An expert on social demographics spoke with Fellows on issues related to international migration and minorities. Following his talk, which focused on the debates surrounding statistics for these populations, the Fellows heard remarks from a seasoned advocate against racial profiling in France.

- Patrick Simon, Social Demographer, National Institute for Demographic Studies
- Siham Assbague, Activist

June 14: Tackling Discrimination - Legally, Artistically and through Advocacy

Fellows tackled the subject of discrimination in a number of distinctive ways in this day's lectures. In the morning, a lawyer discussed the legislative framework for anti-discrimination efforts. They then heard the activist perspective with Louis-Georges Tin, a leader in the fight against homophobia and racism. Mr. Tin focused his remarks on heteronormativity in France. The last speaker of the day hailed from a theater background. With a 2.5-hour workshop, he illustrated to Fellows how the arts can be used as an effective tool to combat discrimination.

- Karima Saïd, Lawyer, Board Member of Humanity in Action France
- Louis-Georges Tin, President, Representative Council of France's Black Associations
- Héctor Pascual Álvarez, Writer, Senior Fellow

June 16: European Council on Refugees and Exiles

The third week of programs sought to address both issues of diversity and morality. Fellows began the week with lectures from NGO leaders and consultants. These speakers touched on economic crises in Europe and the rise of populism in France. In the afternoon, representatives from the European Council on Refugees and Exiles spoke to Fellows about the refugee experience in Europe. The lively day ended with a roundtable discussion on the turmoil in Greece. Three guest speakers with direct knowledge of the situation led the conversation.

- Laurent Bigorgne, Director, Institut Montaigne

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- Philippe Manière, Founder, Footprint Consultants and Member of the Humanity in Action France Board of Directors
- Hugo Micheron, Researcher, Institut Montaigne
- Louise Carr, Membership Officer, European Council on Refugees and Exiles and Senior Fellow
- Hélène Soupios-David, Project Officer, European Council on Refugees and Exiles

June 17: The Roma Experience

This half-day of lectures introduced Fellows issues faced by Roma communities in France and Europe. Over the course of two sessions, activists and experts touched on issues of identity for the Roma and how to “decolonize the mind” to empower Roma individuals.

- Samuel Delépine, Lecturer in Social Geography, University of Angers
- Sarah Carmona, Activist
- Saimir Mile, Chair, The Voice of Roma
- Nara Ritz, Director, European Training Center on Diversity

June 18: Diane Humetewa

In the final days of their Fellowship classes, students focused almost exclusively on the various aspects of their Action Projects. To help inspire the Fellows, Diane Humetewa joined the program for a 90-minute session. Ms. Humetewa is a U.S. District Judge in Arizona and the first Native American woman to serve as a U.S. Attorney. She is a member of the Hopi tribe.

- Diane Humetewa, U.S. District Judge, U.S. District Court for the District of Arizona

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Warsaw



The Humanity in Action Fellowship in Warsaw sought to achieve five overarching goals. These goals were as follows: 1) Deepen the knowledge of past and present human rights challenges in Poland, 2) Introduce strategies for working against human rights violations, 3) Develop skills to execute campaigns against hate speech using social media, 4) Encourage individual action in the field of human and minority rights and 5) Introduce Fellows to the global Humanity in Action community. The primary question of the program was how the Polish state and society have dealt with human rights challenges in a historical and contemporary perspective. Fellows explored this question through a blend of interactive discussion, guest speakers, site visits and social events.

May 31: Welcome Greeting and Warsaw Tour

Humanity in Action Poland reserved this day to help Fellows acclimate themselves to the city of Warsaw. Fellows engaged in a number of group discussions and were led on the first part of a walking tour of the city.

- Monika Mazur-Rafał, President of the Managing Board, Humanity in Action Poland
- Adrian Grycuk, Tour Guide

June 1: Getting to Know the Fellowship

Fellows on this day learned the basic rules and ideas behind the Fellowship. Humanity in Action Poland staff led a discussion of the expectations for the program. The group as a whole then worked together to agree upon the rules and obligations of the program. The day ended with the second portion of a walking tour of Warsaw. This tour focused on the district of Praga, which offered Fellows a glimpse into how the ethnic and religious diversity of Poland might have looked like in the past.

- Monika Mazur-Rafał, President of the Managing Board, Humanity in Action Poland
- Magda Kalicy, Tour Guide

June 2: Prejudices and Stereotypes

The staff began this day with an overview of how Humanity in Action Poland has contributed to preempting prejudice and the promotion of human rights ideals. Fellows then learned about the social psychology behind

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discrimination, violence and hate speech. They also attended a presentation on the reasons, cultural shifts and key organizations that have impacted the shape of the "Polish identity" and Poles' attitudes toward "The Other." Lastly, Fellows joined an introductory session on the Polish Solidarity movement.

- Monika Mazur-Rafał, President of the Managing Board, Humanity in Action Poland
- Dr. Michał Bilewicz, Center for Research of Prejudice, Warsaw University
- Zdzisław Mach, Professor, Center for European Studies, Jagiellonian University
- Eugeniusz Smolar, Humanity in Action Poland Board Member

June 3: Poles, "Polishness" and "The Others"

In contrast to Western Europe, Poland transformed from a very diverse country to a more homogenous one after World War II. This day's session provided a history of post-WWII Poland through the lens of shifting demographics and levels of diversity. Fellows heard from academics, religious leaders and NGO leaders on issues such as anti-Semitism, the challenges of integration in Poland and Polish identity. Much of day's activity took place at the Museum of the History of Polish Jews.

- Dariusz Stola, Director, Museum of the History of Polish Jews
- Reverend Wiesław Dawidowski, PhD, former President of the Polish Council of Christians and Jews
- Katarzyna Słubik, Association For Legal Intervention
- Jan Herczyński, Board Member, Open Republic Association against Anti-Semitism and Xenophobia

June 4: Poland After 1989

Twenty-five years ago, Poland held the first semi-free elections to its Parliament in 1989. In light of this anniversary, the staff centered this day's studies on the Polish Solidarity Movement. Fellows learned why this social movement was so successful and influential. What are the universal lessons from this era that could be inspirational for other countries? Guest speakers discussed this historical flashpoint and its aftermath for the Polish people. In particular, the discussion focused on how Poles often struggle with the ambiguities of freedom of speech and hate speech.

- Andrzej Rychard, Professor, Director, Institute of Philosophy and Sociology, Polish Academy of Sciences
- Mirosław Wyrzykowski, Professor, University of Warsaw

June 5: The Others - Roma, LGBTQ and Migration

The Polish transformation in 1989 brought democracy and a market economy to the nation. These macro-level societal shifts meant radical change for the average family. As certain groups could not cope with new challenges, transformation generated marginalization and caused socioeconomic divides within the society. This day explored how Poland has treated three groups since 1989: the Roma, LGBTQ and migrants. Fellows heard from activists and representatives from each of these often-excluded minority groups.

- Dr. Mikołaj Pawlak, Assistant Professor, Institute of Social Prevention and Resocialisation, University of Warsaw
- Vyacheslav Melnyk, Campaign Against Homophobia
- Dr. Małgorzata Kołaczek, Association of Roma in Poland
- Anastasia Padlikowska, Foundation for Social Diversity

June 6: Genocide - From Hate to Extermination

This day sought to deepen Fellows' historical knowledge of WWII and the Holocaust in Polish territory. The historical realities of those times were reanimated with the help of a documentary film on the Warsaw Ghetto.

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The film screening and a site visit to Treblinka extermination camp later led to discussions on the relevance and legacy of the Holocaust as well as on the linkages with other genocides and possible actions to prevent genocides. Humanity in Action Poland staff crafted this day as a chance to both commemorate the victims and provide an opportunity for personal reflection on this chapter of history and its relevance today.

- Tomasz Cebulski, Tour Guide

June 7: The Humanity in Action Community

Fellows were given an opportunity on this day to reflect on their visit to Treblinka. From there, they discussed the Humanity in Action Fellowship and learned about the international, 1,400-plus community of Fellows and Senior Fellows. This conversation focused on how Fellows could use the resources offered by Humanity in Action to contribute to stopping injustice and becoming future leaders and activists.

- Yulia Gogol, Senior Fellow and Ukrainian Activist in Poland

June 9: Hate Speech

The overall goal of this day was to gain a more precise understanding on the phenomenon of hate speech through a sociological and legal perspective. Fellows were primed to ask themselves an array of questions: "What is the mechanism behind and scale of this pathology? What counts as hate speech and what does not? What are the best practices in preventing hate speech? What are the responses from the Polish civic society to acts of hate speech?" To explore these questions, Fellows heard from academics and activists in the field.

- Dr. Piotr Toczyski, Academy of Special Education
- Dr. Hanna Machińska, Council of Europe, Poland Office
- Jan Dąbkowski, No Hate Speech Movement

June 10: Majority vs. Minority Education

Fellows on this day learned about various strategies for the long-term prevention of discrimination and hate speech. How can state policies, non-formal education and civic monitoring contribute to human rights? And what can individuals do in reaction to injustice? A slate of guest speakers helped provoke answers to these questions. Presenters included diplomats, educators and NGO leaders.

- Piotr Kowalik, Educational Department, Museum of the History of Polish Jews,
- Dr. Sebastian Rejak, Special Envoy for the Relations with the Jewish Diaspora, Minister of Foreign Affairs
- Maciej Kozłowski, Former Ambassador of Poland to Israel
- Jacek Purski, Never Again Association

June 11: Hate Speech Online

Staff devoted this day to the search of best practices for how to respond to online hate speech. Fellows discussed how NGOs could help to prevent and counteract hate speech online. They also learned about how the phenomenon of online hate speech has impacted Poland in particular. To explore these issues, Fellows learned about several successful examples of combating hate speech and cyber violence.

- Patryk Ferenc, The Great Facebook's Clean-Up
- Inga Koralewska, Project Poland Foundation
- Michał Jurczyga, HejtStop
- Ewa Dziemidowicz, Nobody's Children Foundation
- Katarzyna Szymielewicz, President, Panoptykon Foundation

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June 12: Incubator of Ideas

This day marked a transition to the more action-oriented second half of the Humanity in Action Poland program. Fellows heard from representatives from two social media and human rights campaigns. Participants explored the potential for modern technology as a tool for social change.

- Chris Worman, Director, TechSoup Global
- Marek Dorobisz, Strategic Copywriter and Creative Director, Founder of 36@

June 13: Memes and Social Change

Fellows received extensive skills training on this day. Staff aimed to teach participants how to both produce compelling memes and how to use them to spark dialogue. Fellows created Facebook pages in groups and tested various ideas for public-interest campaigns. A representative from Peng! Collective Berlin joined Fellows to facilitate this online training session. Fellows were also asked to gather their own observations on what strategies tend to be most effective in terms of engaging the public via social media.

- Faith Bosworth, Peng! Collective Berlin

June 14: Memes and Social Change Part II

Fellows continued to work in groups on social media projects to combat hate speech. They were also invited to explore ideas for their Action Projects.

- Faith Bosworth, Peng! Collective Berlin

June 16: Memes and Social Change: Part II

Working in groups, Fellows shared the first observations and results of their social media campaigns. Each group shared impressions and challenges and engaged in a Q&A with the training team. Fellows were then tasked with implementing the suggestions given to them by the training team.

- Faith Bosworth, Peng! Collective Berlin
- Hannes Boettger, Peng! Collective Berlin

June 17-18: Memes and Social Change: Part III

Fellows continued their work on these days to develop compelling Internet memes in relation to human rights issues. The best memes were shared through various social media channels. A graphic designer also joined the training team to help execute the visual ideas generated in the so-called "meme laboratory."

- Faith Bosworth, Peng! Collective Berlin
- Hannes Boettger, Peng! Collective Berlin

June 21: Searching for Best Practices

Fellows used this day to reflect on their Fellowship experiences and share ideas on how to counteract hate speech online. The conversation focused on the memes created by each small group of Fellows. The Fellows also discussed ideas for their Action Projects.

- Dr. Judith Goldstein, Founder and Executive Director, Humanity in Action
- Henryk Wujec, Advisor to the President of Poland, HIA Poland Board Member

HUMANITY^{IN} ACTION

BORDERS

Sources of Conflict
Sites of Peace

Fifth Annual Humanity in Action International Conference
On the Danish-German Border

Sønderborg, Denmark
June 26-29, 2014

humanityinaction.org/conference
@HumanityAction
#HIAconference

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Welcome from the Executive Director

Greetings-

It is my great pleasure to welcome you to the Fifth Annual Humanity in Action International Conference on the Danish-German border. I would like to thank the dedicated efforts of the Humanity in Action staff, especially Magnus Harrison. It is through your support that we are able to be here in this lovely and historic place. Humanity in Action is also most grateful for the generous support of the Donner Foundation and Germeshausen Foundation.

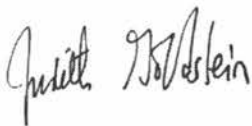
The Fifth Annual Humanity in Action International Conference explores the theme of border regions as sources of conflict and sites of peace. The conference is the realization of an idea that Anders Jerichow, chair of Humanity in Action Denmark, has supported for many years. Originally, the gathering was intended to involve only Danish and German Fellows. We decided, however, to expand the idea into a full-fledged Humanity in Action International Conference because the challenging history and contemporary reality of respect and coexistence between majority and minority communities on both sides of the border is so compelling. The timing and relevance of a discussion of borders could not be more crucial. Borders are the center of international concerns and tensions in Europe, North America, the Middle East and beyond. They are subject to forces and events of historic proportions as we live now in a period of new uncertainties, transformations in power and challenges of global importance.

The educational ambitions and scope of the conference epitomize Humanity in Action's unique and innovative educational model. The sessions are international, intergenerational, interdisciplinary and driven by the importance of connecting past and present. During the conference, we will have the opportunity to enhance our collective knowledge of diverse issues through a variety of forums: plenary sessions with stimulating keynote speakers, breakout sessions for discussions on more specific issues and interactive workshops to communicate and implement skills and ideas. We will also feature a number of Action Projects from Senior Fellows to showcase the variety of fine work inspired by the Fellowship programs. These selections, chosen from a diverse and growing body of Action Projects, represent Humanity in Action's commitment to encouraging action within and beyond our network through vigilance, historical knowledge and a willingness to act.

The annual conference is the culmination of our Fellowship programs in Denmark, Germany, France, the Netherlands and Poland for 113 university students. This occasion provides the annual opportunity for us to bring together the 2014 Humanity in Action Fellows, some of the 2014 Diplomacy and Diversity Fellows, Senior Fellows from the previous 15 years of programs, board and staff members, donors and friends of the organization. It also highlights the work of each national office and the wide-ranging and ambitious programs and initiatives that they develop and implement around the year. We are most grateful to all of those who work for and with Humanity in Action.

We look forward to another inspiring conference, especially in this place of coexistence in which historic hostilities have been resolved and the needs and aspirations of minorities have been fulfilled. This potent example of reconciliation is a model for our world of divisions through national, ethnic, religious and racial conflicts.

Cordially,



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

Conference Schedule

>> THURSDAY, JUNE 26

Location: Danhostel (Sønderborg City, Kærvej 70, 6400 Sønderborg)

15.30 Departure from Danhostel to Sønderborg Castle

Location: Sønderborg Castle (Sønderbro 1, 6400 Sønderborg)

16.00 Optional Guided Tour of Sønderborg Castle Museum

17.00 Refreshments and Conference Registration

17.30 - 17.45 **Introductory Remarks for the Fifth Annual Humanity in Action International Conference**
*Anders Jerichow (Chair, Humanity in Action Denmark; Journalist, Politiken) and
Judith Goldstein (Founder and Executive Director, Humanity in Action)*

17.45 - 18.00 **Action Project Presentation: "Det Turkise Telt" ("The Turquoise Tent")**
Project developed by Cagdas Citirikkaya (Humanity in Action Senior Fellow)

18.00 - 19.15 **Keynote: "Borders and Identities"**
Bjørn Bredal (Journalist, Politiken)

19.30 Departure to Danhostel in Sønderborg City

Location: Danhostel (Sønderborg City, Kærvej 70, 6400 Sønderborg)

20.00 - 21.00 Dinner

21.00 - 22.00 **Event for 2014 Fellows: Action Project "Speed Dating"**

>>FRIDAY, JUNE 27

Location: Danhostel (Sønderborg City, Kærvej 70, 6400 Sønderborg)

07.30 - 08.30 Breakfast

08.30 Departure by foot or bus to Sønderborg Castle

Location: Sønderborg Castle (Sønderbro 1, 6400 Sønderborg)

09.00 - 09.15 **Morning Remarks**
Magnus Harrison (Director, Humanity in Action Denmark; Humanity in Action Senior Fellow)

09.15 - 9.30 **Action Project Presentation: "Memory Walk Sarajevo and Istocno Sarajevo"**
Project developed by Laura Boerhout and Lamija Landžo (Humanity in Action Senior Fellows)

Conference Schedule

>> FRIDAY, JUNE 27 (CONTINUED)

09.30 - 10.50 **Keynote: "Conceptualizing Borders"**
Konstanty Gebert (Journalist, Gazeta Wyborcza; Associate Fellow, European Council for Foreign Relations)

10.50 - 11.15 Coffee Break

11.15 - 11.20 **Action Project Presentation: "Youth Social Entrepreneurship School"**
Project developed by Iuliia Zemlytska (Humanity in Action Senior Fellow)

11.20 - 12.40 **Keynote: "The Ukrainian Crisis – Observations from a Foreign Correspondent"**
Matilde Kimer (Correspondent, DR – Danish Broadcasting Company)

12.40 Departure by foot or bus to Danhostel

Location: Danhostel (Sønderborg City, Kærvej 70, 6400 Sønderborg)

13.00 - 14.00 Lunch

14.00 - 15.30 **Breakout Sessions:**

Amsterdam Conference Room: "Maximizing Political Influence for your Cause – Workshop on Political Communication and Advocacy in a Democracy"

Alexander Ege (Policy Advisor, Mellemfolkeligt Samvirke – ActionAid Denmark; Humanity in Action Senior Fellow) and

Morten Svendstorp (Political Advisor, Danish Social Democrats; Humanity in Action Senior Fellow)

Berlin Conference Room: "Building Strong Organizations and Communities: Lessons from Humanity in Action"

Philip Ugelow (Deputy Executive Director, Humanity in Action)

Copenhagen Conference Room: "The Struggle for Human Rights – Defeats and Successes of Indigenous Peoples"

Ida Nicolaisen (Cultural Anthropologist, Nordic Institute of Asian Studies; Editor-in-Chief, Carlsberg Foundation Nomad Research Project; Board Member, Humanity in Action, Inc. and Humanity in Action Denmark Board of Representatives)

Paris Conference Room: "The Science of Happiness Workshop"

Spencer Heijnen (Humanity in Action Senior Fellow)

Warsaw Conference Room: "Segregated vs. Integrated Schools in Bosnia-Herzegovina – A Simulation for Use in Youth and Adult Education"

Leon Schettler (Program Coordinator, Humanity in Action Germany) and

Maid Konjhodzic (Humanity in Action Senior Fellow)

Conference Schedule

>> FRIDAY, JUNE 27 (CONTINUED)

15.30 - 16.00 Coffee Break

16.00 - 17.30 Breakout Sessions:

Amsterdam Conference Room: "Implementing an International Action Project - The Case of the Project on Peacebuilding in Bosnia and Herzegovina"

Janine White (Humanity in Action Senior Fellow)

Berlin Conference Room: "What is My Dream Job and How Do I Get It?"

Martine Alonso Marquis (Pat Cox-Humanity in Action Fellowship Coordinator; Humanity in Action Senior Fellow)

Copenhagen Conference Room: "What's Virtual and What's Real in the 'Ukrainian' Crisis?"

Søren Sønnderstrup (Humanity in Action Senior Fellow)

Paris Conference Room: "The Science of Happiness Workshop" (continued)

Spencer Heijnen (Humanity in Action Senior Fellow)

Warsaw Conference Room: "Segregated vs. Integrated Schools in Bosnia-Herzegovina - A Simulation for Use in Youth and Adult Education" (continued)

*Leon Schettler (Program Coordinator, Humanity in Action Germany) and
Maid Konjhodzic (Humanity in Action Senior Fellow)*

18.00 - 18.45 Fellow and Senior Fellow Meetings:

Amsterdam Conference Room: "Senior Fellows Networking Meeting"

Johan Juul Jensen (Student Assistant, Danish Institute for International Studies; Humanity in Action Senior Fellow)

Copenhagen Conference Room: "Opportunities in the Humanity in Action Community"

- *Antje Scheidler (National Director, Humanity in Action Germany)*

- *Philip Ugelow (Deputy Executive Director, Humanity in Action; Humanity in Action Senior Fellow)*

- *Martine Alonso Marquis (Pat Cox-Humanity in Action Fellowship Coordinator; Humanity in Action Senior Fellow)*

19.15 - 20.30 Dinner

Evening Remarks: "Borders and Border Issues for the World's 378 Million Indigenous Peoples"

Ida Nicolaisen (Cultural Anthropologist, Nordic Institute of Asian Studies; Editor-in-Chief, Carlsberg Foundation Nomad Research Project; Member of the Board, Humanity in Action inc. and Humanity in Action Denmark Board of Representatives)

Conference Schedule

>> SATURDAY, JUNE 28

Location: Danhostel (Sønderborg City, Kærvej 70, 6400 Sønderborg)

07.30 - 08.30 Breakfast

08.30 Departure by foot or bus to Sønderborg Castle

Location: Sønderborg Castle (Sønderbro 1, 6400 Sønderborg)

09.15 - 9.30 **Morning Remarks**

Antje Scheidler (National Director, Humanity in Action Germany)

09.30 - 11.00 **Keynote: "Trafficking in Human Beings - the Face of Modern Slavery"**

Nivedita Prasad (Professor, Alice Solomon University of Applied Sciences - Berlin)

11.00 - 11.30 Coffee Break

11.30 - 11.45 **Action Project Presentation: "Theresienstadt - Danish Children in Nazi Captivity"**

Project developed by Solvej Berlau (Humanity in Action Senior Fellow)

11.45 - 12.45 **Keynote: "Borders, Human Rights and Public Diplomacy"**

- Ambassador Janusz Reiter (President of the Programming Board, Humanity in Action Poland; President and Founder, Center for International Relations)

- Ambassador Francois Zimeray (French Ambassador to Denmark)

- Moderator: Siegfried Matlok (Political Correspondent, Der Nordschleswiger)

12.45 Departure by foot or bus to Danhostel

Location: Sønderborg Castle (Sønderbro 1, 6400 Sønderborg)

13.00 - 14.00 Lunch

14.00 - 15.15 **Breakout Sessions:**

Amsterdam Conference Room: "European Migration before and during the Digital Age"

Sahra-Josephine Hjorth (CEO at HjorthGROUP; Ph.D. Fellow at Aalborg University and the Danish Immigration Museum; Humanity in Action Senior Fellow)

Berlin Conference Room: "Energy Politics and Human Rights"

Jesper Packert Pedersen (Partner, Rasmussen Public Affairs Copenhagen and a Ronald D. Asmus Policy Entrepreneur Fellow, German Marshall Fund of the United States; Humanity in Action Senior Fellow)

Conference Schedule

- 14.00 - 15.15 **Breakout Sessions (continued):**
- Copenhagen Conference Room: "Reflections on National Minorities in Europe"**
- *Maid Konjhodzic (MA Student, University of Sarajevo; Humanity in Action Senior Fellow)*
 - *Morten Christiansen (MA Student, University of Copenhagen; Humanity in Action Senior Fellow)*
 - *Yulia Gogol (Journalist and activist; Humanity in Action Senior Fellow)*
 - *Moderator: Anders Jerichow (Chair, Humanity in Action Denmark; Journalist, Politiken)*
- Paris Conference Room: "Exploring Pluralism and Diversity in Foreign Policy"**
Anthony Chase and Chloé Choquier (Program Coordinators, Humanity in Action)
with Fellows from the Diplomacy and Diversity Fellowship
- Warsaw Conference Room: "Addressing Racial Profiling through Community Organizing"**
Tara Dickman (Community Organizer, Studio Praxis; Humanity in Action Senior Fellow)

15.15 Departure by foot or bus to Sønderborg Castle

Location: Sønderborg Castle (Sønderbro 1, 6400 Sønderborg)

- 16.00 - 16.10 **Action Project Presentation: "Geert Spreekt Niet Voor Mij" ("Geert Does Not Speak For Me")**
Project developed by Spencer Heijnen (Humanity in Action Senior Fellow)
- 16.10 - 17.10 **Keynote: "European Citizenship, Borders and the Rise of the Political Far Right"**
Teresa Pullano (Marie Curie Postdoctoral Fellow, Centre of Political Theory, Université Libre de Bruxelles; Teaching Fellow, Sciences Po)
- 17.10 - 17.30 Coffee Break
- 17.30 - 17.40 **Action Project Presentation: "À Juste Titre" ("As a Matter of Fact")**
Project developed by Siham Amzile (Humanity in Action Senior Fellow)
- 17.40 - 18.30 **Announcements of the Karbank and Rabineau Awards and Closing Remarks**
Anders Jerichow (Chair, Humanity in Action Denmark; Journalist, Politiken) and
Judith Goldstein (Founder and Executive Director, Humanity in Action)

18.30 Departure by foot or bus to Danhostel

Location: Danhostel (Sønderborg City, Kærvej 70, 6400 Sønderborg)

- 19.00 - 20.30 Dinner
- Evening Remarks: "Transcending Borders - An Author's Life"**
Noufel Bouzeboudja (Author, International Cities of Refuge Network)

Location: Townhall Square (Sønderborg City, Rådhusstorvet, 6400 Sønderborg)

21.00 Closing Party

Conference Schedule

>> SUNDAY, JUNE 29

Location: Danhostel (Sønderborg City, Kærvej 70, 6400 Sønderborg)

10.00 - 12.00 Farewell Brunch

12.00 Bus Departures

Keynote Speakers



BJØRN BREDAL

Bjørn Bredal is an editorial writer and literary critic at the Danish daily newspaper *Politiken*. He has published books on Michel de Montaigne and Marcel Proust as well as a history of *Politiken* and several works on contemporary France. He studied music and literature at the University of Copenhagen and political science at Sciences Po. He was a Fellow of the Reuters Institute at Oxford University.



KONSTANTY GEBERT

Konstanty Gebert is an associate fellow at the European Council for Foreign Relations and an international reporter and columnist at *Gazeta Wyborcza*, Poland's largest daily newspaper. During the 1970s, he was a democratic opposition activist and organizer of the Jewish Flying University, while in the 1980s, under martial law, he was an underground journalist. He is the founder of the Polish Jewish intellectual publication *Midrasz*. Gebert serves as a board member for the Taube Centre for the Renewal of Jewish Life in Poland as well as the Einstein Forum in Potsdam, Germany. He has taught in Poland, Israel and the United States. He has authored ten books, which examine topics such as the Polish democratic transformation, French policy toward Poland, the Yugoslav wars, the wars of Israel, Torah commentary and post-war Polish Jewry.



MATHILDE KIMER

Mathilde Kimer has worked as a news journalist and editor at DR (the Danish Broadcasting Corporation) since 2005. Stationed in Moscow, she currently covers Russia and former Soviet states. In addition, she has covered conflicts in the North Caucasus, Central Asia, the Middle East and North Africa from DR's foreign desk.



NIVEDITA PRASAD

Born in Madras, India, Nivedita Prasad studied Social Pedagogy at the Freie Universität in Berlin. She received her Ph.D. at the Carl von Ossietzky University in Oldenburg. In 2012, she was awarded the first "Anne Klein" Prize for her ongoing dedication for human rights of migrant women. Since 1993, she has been teaching at various universities in Germany, the Netherlands and Austria, and also giving trainings for police officers and judges, prosecutors and lawyers. In 2010, she became the director of the Master study program "Social Work as a Human Rights Profession" at the Alice Solomon University of Applied Sciences in Berlin. Since 2013, she has been a professor at the Alice Solomon University of Applied Sciences, where she focuses on methods of social work and gender specific social work, and is engaged in activities in the asylum seekers housing in Berlin-Hellersdorf which has been targeted by racist attacks since it was opened in summer 2013.

Keynote Speakers



TERESA PULLANO

Teresa Pullano works at the crossroad of political science and sociology, with a special interest in contemporary social theory. She is Marie Curie Postdoctoral Fellow at the Centre of Political Theory (CTP) at the Université Libre de Bruxelles (ULB), and teaching fellow at Sciences Po Paris. She was Fulbright-Schuman Postdoctoral Fellow at Columbia University, New York (2009-2010). She holds a PhD in political science from Sciences Po Paris (2009). She is the author of the monograph *La citoyenneté européenne, un espace quasi-étatique*, published by the Presses de Sciences Po (Paris) in 2014. Her main interests lie in contemporary transformations of the European space, in the evolution of citizenship rights across Europe and in the relationship that Europe has with its "outside" and with its "others".



AMBASSADOR JANUSZ REITER

Janusz Reiter is a Polish diplomat, foreign policy expert and political writer. In 1976, he graduated from the Warsaw University in German philology. From 1990 to 1995, Ambassador Reiter served as Polish Ambassador to the Federal Republic of Germany and later as Polish Ambassador to the United States. In 1996, he founded the Warsaw-based Center for International Relations and was its President until October 2005. He was a founding member of the Foreign Policy Council, member of the National European Integration Council, and other Polish and international institutions. Ambassador Reiter served also on several boards, including Wissenschaftskolleg zu Berlin, DaimlerChrysler International Advisory Board and Presspublica Publishing House. He was also the co-chairman of the Polish-German Forum. Ambassador Reiter is President of the Programming Board of Humanity in Action Poland.



AMBASSADOR FRANÇOIS ZIMERAY

A lawyer, politician and diplomat, François Zimeray currently serves as the French Ambassador to Denmark. Previously, he served as the French Ambassador for Human Rights and as a Member of the European Parliament for the Party of European Socialists from 1999 to 2004, sitting on the Committee on Foreign Affairs and Defence Policy. He served as President of Greater Rouen from 2002 to 2008. Ambassador Zimeray founded the Circle Leon Blum and pledged to promote dialogue between European leaders, civil actors and Middle Eastern politicians. In the past, Ambassador Zimeray has also played a role as part of delegations handling relations between Israel and Palestine. He is a recipient of Chevalier dans l'Ordre de la légion d'Honneur and Officier de l'Ordre Royal du Cambodia.

Speakers

NOUFEL BOUZEBOUDJA

Noufel Bouzeboudja is an Amazigh (Kabyle) writer, performer, and journalist from Algeria. He has been an English teacher and director of several Shakespeare productions. Recently, he has supervised and appeared in productions of *The Voice of Truth* and *Richard III* in the English Department of the University Mouloud Mammeri in Tizi-Ouzou, Algeria. He writes in Arabic, English, Kabyle and French. His critically acclaimed books include *Du Haut de Nos Potences* ("From Above Our Gallows"), which explores themes found within the recent revolutions in North Africa and the Middle East.

ANTHONY CHASE (HUMANITY IN ACTION SENIOR FELLOW)

Anthony Chase serves as Program Coordinator at Humanity in Action in New York City. Previously, he worked with Bibliothèques Sans Frontières (Libraries Without Borders) and AMIDEAST/Lebanon. He graduated with highest honors from the University of Michigan, where he served as a research assistant in urban planning, political science and African studies departments.

CHLOÉ CHOQUIER (HUMANITY IN ACTION SENIOR FELLOW)

Chloé Choquier is a Program Coordinator at Humanity in Action, based in Paris, France. Before joining Humanity in Action, Chloé was a Project Manager at the French Ministry of Justice, working on international judicial training and cooperation. Previously, she was a Project Officer at the Organization for Security and Co-operation in Europe (OSCE) - Office for Democratic Institutions and Human Rights in Warsaw, Poland. Chloé graduated from Pantheon Sorbonne University in international relations and European studies.

MORTEN CHRISTIANSEN (HUMANITY IN ACTION SENIOR FELLOW)

Morten Dalsgaard Christiansen Morten is completing his Master's degree in political science at the University of Copenhagen and studied abroad at the University of Minnesota. He is currently taking a leave from his studies to work for the Danish Parliament's representative to the European Union in Brussels. Morten is interested in the increasing role of national parliaments as a more important player in European Union governance.

ALEXANDER EGE (HUMANITY IN ACTION SENIOR FELLOW)

Alexander Ege is the Political Advisor to the Secretary General and Chairwoman of ActionAid Denmark (Mellemløkkeligt Samvirke). His work concerns development issues and climate change. Alexander has extensive experience in Danish, EU and UN level advocacy and has worked in civil society and as a diplomat for the Danish Ministry of Foreign Affairs. Alexander has specialized in a rights based approach, recently with a particular focus on land rights in developing countries.

YULIA GOGOL (HUMANITY IN ACTION SENIOR FELLOW)

Yulia Gogol was born in Ukraine and worked for seven years in Poland. She writes for a migrant newspaper in Poland and is an activist of Euromaidan in Warsaw. She is a member of the Ukrainian minority in Poland and is engaged in political activism concerning the conflict in Ukraine. She studied history at Ukrainian Catholic University and diplomacy at Collegium Civitas.

JUDITH S. GOLDSTEIN

Judith S. Goldstein founded Humanity in Action in 1997 and has served as its Executive Director ever since. Under Judith's leadership, Humanity in Action has organized educational programs on international affairs, diversity and human rights in Bosnia and Herzegovina, Denmark, France, Germany, Poland, the Netherlands and the United States. She received her Ph.D. in history from Columbia University and was a Woodrow Wilson Scholar for her MA studies. Judith has written several books and articles about European and American history, art and landscape architecture. She is a member of the Council on Foreign Relations and several boards and advisory groups.

Speakers

MAGNUS HARRISON (HUMANITY IN ACTION SENIOR FELLOW)

Magnus Meyer Harrison has worked as National Director of Humanity in Action Denmark since September 2012. He worked with Humanity in Action previously as a Program Manager. He was a Fellow in the New York program in 2008 and has been in San Francisco and Washington as a Lantos Fellow (2009) with Humanity in Action. Born in Rudkøbing Langeland, Magnus was trained as a cook and, when he has time, he works on his MA thesis.

SPENCER HEIJNEN (HUMANITY IN ACTION SENIOR FELLOW)

Spencer Heijnen is a Well Being Consultant at The Energy Strategy, a company that analyses well-being and delivers strategies to organizations to improve well-being and performance. Spencer was a Clarendon Scholar at Oxford University where he studied contemporary India with an interdisciplinary approach. He followed a course in mindfulness-based cognitive therapy at Oxford Mindfulness Center and a course in social entrepreneurship at the university's business school. Spencer has worked or interned at the Dutch National Think Tank, the Anne Frank Foundation and University College Utrecht. He was also a Pat Cox-Humanity in Action Fellow in the European Parliament.

SAHRA-JOSEPHINE HJORTH (HUMANITY IN ACTION SENIOR FELLOW)

Sahra-Josephine Hjorth is CEO at HjorthGROUP and Ph.D. Fellow at the Institute for Culture and Global Studies at Aalborg University and the Danish Immigration Museum. Her thesis concerns labor immigration and social inclusion. Sahra holds a Master's degree in culture, communication and globalization on the topic of international relations and the global order. Sahra is also a writer at *RÆSON*, a Danish international political magazine.

JOHAN JUUL JENSEN (HUMANITY IN ACTION SENIOR FELLOW)

Johan Juul Jensen holds a Bachelor's degree in EU and international development studies from Roskilde University. His main focus has been environmental and developmental issues in international affairs. Johan has worked on the research project Greeco for the European Commission, which aimed at outlining the regional development in the green transition in Europe. Johan is also employed at the Danish Institute for International Studies, where he assists the researchers within the field of poverty and natural resource governance. He is the Vice-chair of the Senior Fellow Association in Denmark, where he recently re-started the International Senior Fellow Network. As his Action Project, he co-founded Think Rights, a human rights platform for students. Johan will be starting a Master's of public policy at Hertie School of Governance in Berlin in the fall.

ANDERS JERICHOW

Anders Jerichow works as an editor and columnist at the newspaper *Politiken*, where he has been employed in various positions. He started his journalism career in 1985 at *Weekendavisen* and, in 1993, he began working at *Politiken* as foreign affairs editor, a position he also held at *Weekendavisen*. From 1998 to 2001, he was employed as Editor-in-Chief at the daily newspaper *Aktuelt* before returning to *Politiken* in 2002 after a short period as Editor-in-Chief at the newspaper *Information*. Anders Jerichow is a keen public commentator and has written and edited several books on international affairs, especially on the Middle East and the Israeli-Palestinian conflict. He is Chair of the Board of Humanity in Action Denmark as well as Danish PEN.

MAID KONJHODZIC (HUMANITY IN ACTION SENIOR FELLOW)

Maid Konjhodzic is completing his MA in criminal law at the University of Sarajevo. He has participated in several legal clinics focused on EU and national legislation on the asylum and aliens. His work now focuses on international criminal law, human rights and issues of transitional justice. In 2011, Maid worked as a researcher and verdicts analyst on the very first digest code of the Court of Bosnia and Herzegovina. Currently, Maid is a legal trainer at the Model International Criminal Court School and the Head of Legal Training for the Model International Criminal Court Western Balkans (MICC WeB).

Speakers

MARTINE ALONSO MARQUIS (HUMANITY IN ACTION SENIOR FELLOW)

Martine Alonso Marquis is the coordinator of the Pat Cox-Humanity in Action Fellowship in the European Parliament. Previously, she served as Head of Cabinet for MEP Ivo Vajgl, former Foreign Affairs Minister of Slovenia. Born in Montreal, Canada, of Spanish origin, Martine studied social sciences at Humboldt-Universität in Berlin, and obtained an M.A. in conflict studies, an M.Sc. in international relations and a Ph.D. in political science from Sciences Po in Paris, where she also teaches international relations. Apart from her teaching and career advising activities, she has a big passion for the Balkans and enjoys scenario writing, acting, directing and producing her own web-series.

SIGFRIED MATLOK

Sigfried Matlok served as chief editor of *Der Nordschleswiger*, a German newspaper in Denmark, from 1973 to 2013. He now writes for the newspaper as a political correspondent.

IDA NICOLAISEN

Ida Nicolaisen is a Senior Research Fellow at the Nordic Institute of Asian Studies, Copenhagen University. She is also the Editor-in-Chief of the Carlsberg Foundation Nomad Research Project and former Vice-Chair of the UN Permanent Forum on Indigenous Issues. Nicolaisen is an acclaimed expert in cultural anthropology, socio-economic transformation and the challenges facing developing countries. She has done extensive research among indigenous peoples in West Africa and South-East Asia. She has published more than 20 scientific books and is a member of numerous boards and human rights networks, including the international board of Humanity in Action. Nicolaisen is an elected member of the American Academy of Arts and Sciences, the American Philosophical Society, the Royal Danish Academy of Sciences and Letters and the Palestinian Academy of Science and Technology (honorary). She is Knight of the Order of Dannebrog.

JESPER PACKERT PEDERSEN (HUMANITY IN ACTION SENIOR FELLOW)

Jesper Packert Pedersen is a Partner at Rasmussen Public Affairs Copenhagen and a Ronald D. Asmus Policy Entrepreneur Fellow with the German Marshall Fund of the United States. Previously, he served as the Democratic Staff Director for the House Subcommittee on Europe and Eurasia in the U.S. Congress and as a Senior Advisor for the European Union Ambassador to the United States, João Vale de Almeida. Born in Næstved, Denmark, Jesper worked as an Analyst at the Danish Government Accountability Office and as Program Director for Humanity in Action Denmark. Jesper is a graduate of Roskilde University. He is a Truman National Security Fellow and a member of the Atlantic Council.

LEON SCHETTLER (HUMANITY IN ACTION SENIOR FELLOW)

Leon Schettler is a Program Coordinator at Humanity in Action Germany. He completed his BA in liberal arts at the University College Maastricht and his MA in peace and conflict studies in Uppsala (Sweden) where he wrote his thesis on "The Causes for Radicalization among Muslims in Western Europe." Since last summer, Leon has been working on conflict prevention and transformation for the Robert Bosch Foundation and only recently started his new job as a researcher at a joint research project looking at "Governance in Areas of Limited Statehood" where he will also pursue his Ph.D.

ANTJE SCHEIDLER

Antje Scheidler is the Director of Humanity in Action Germany and European Coordinator. She has been with Humanity in Action since 2002, when she became Program Director of the (then) newly established German Program. Antje was born in East Germany and has lived for almost her entire life in Berlin, where she experienced the fall of the Berlin Wall as a teenager. Antje studied English and American studies and social sciences at Humboldt University Berlin and the University of Toronto and became very interested in immigration related issues and matters of social cohesion. She worked as a researcher at Humboldt University at the Department of Demography from 2000-2007 and as editor-in-chief of the newsletter "Migration and Population" from 2000-2011.

Speakers

SØREN SØNDERSTRUP (HUMANITY IN ACTION SENIOR FELLOW)

Søren Sønderstrup is a consultant for a number of NGOs, public actors and international bodies, including the United Nations, World Health Organization and the United Nations Development Programme. He provides advice and assistance to his clients for advocacy, social engagement and political and strategic change in the areas of development aid, health, education, human rights, conflict resolution and support for democracy. He also teaches international affairs at Krogerup Højskole, a Danish folk high school. Søren has also worked as an election observer, media analyst and mediation specialist for the European Union, the Organization for Security and Co-operation in Europe and a number of international consultancy agencies. Søren holds a Master's degree in social science and history from Roskilde University and a Master's degree in communication for development from Malmö University.

MORTEN SVENDSTORP (HUMANITY IN ACTION SENIOR FELLOW)

Morten Svendstorp is a political advisor on international affairs to the Danish Social Democrats and has previously worked with an NGO in Gaza, the United Nations and the Danish newspaper *Politiken*. Morten holds a Master's degree in international affairs from Columbia University and a Bachelor's degree in international development studies from Roskilde University.

PHILIP UGELOW (HUMANITY IN ACTION SENIOR FELLOW)

Philip Ugelow is the Deputy Executive Director of Humanity in Action. Before joining the Humanity in Action staff, Philip worked at the Corporate Executive Board, a research consultancy in Washington, DC. He is also a veteran of Public Citizen and Al Gore's presidential campaign. Philip volunteers with the Netherlands America Foundation and the NYU/Stern Social Venture Competition, and he is a Truman National Security Fellow and Atlantik-Brücke Young Leader. Philip received his undergraduate degree from Brown University and his Master's degree from the University of Amsterdam, where he studied as a Fulbright Scholar conducting research on the International Criminal Court. Philip was a Fellow in the Humanity in Action Fellowship in Amsterdam in 2001.

JANINE WHITE (HUMANITY IN ACTION SENIOR FELLOW)

Janine White is a human rights professional specializing in peacebuilding and gender issues. She previously coordinated education and gender-related programs at the Institute for the Study of Human Rights at Columbia University. She has also worked with refugee populations in the United States and has conducted research and managed projects related to internal displacement and women's rights in the Caucasus and conflict resolution in the Western Balkans. Janine is also a yoga teacher, most recently working with immigrant communities in New York City. She completed her Master's degree in international affairs at Columbia's School of International and Public Affairs and her Bachelor's degree in history and German from Rutgers University.

Action Projects

Action Projects are hands-on initiatives carried out by Fellows following their experience with Humanity in Action. The projects provide the opportunity to extend ideas and work generated during the Fellowship or to implement the knowledge and best practices inspired by the program in another community. Action Projects may take many different forms, including community service, public advocacy, art projects, lectures, conferences and social entrepreneurship. These initiatives add to the ever-growing field of social entrepreneurship which improves our societies and civic engagement.

Each year, Humanity in Action features a selection of Action Projects representative of the diverse and dynamic work of our Senior Fellows. Six exemplary projects are listed below and will also be introduced in the form of short videos throughout the conference. The videos are also available on our website and social media platforms.

"À Juste Titre" ("As a Matter of Fact")

Short film

Siham Amzile, France 2013

The wearing of the headscarf, or veil, is a source of great debate in France. Drawing upon true experiences, Siham Amzile created a short film to raise awareness about Islamophobia and discrimination in the workplace. Her aim was to denounce the systematic attack on a fundamental right and to express the idea that only merit matters. The short film was shown in competition as part of the first edition of the Mokhtar Awards, an international festival in France of short films and documentaries that challenge prejudices and stereotypes about Islam and Muslims.

"Theresienstadt - Danish Children in Nazi Captivity"

Documentary film

Solvej Berlau, Denmark 2004

As part of her work at the Danish Institute for International Studies, Solvej Berlau created a documentary film about Theresienstadt. The film tells the stories of six Jewish children who were transported from Denmark to the concentration camp. She worked with a small team to make the film in Danish and then had it translated into English. The film aired on Danish national television and has been screened in hundreds of schools. Along with the film, Solvej and her team developed an interactive website that provides background information, articles, historical resources and a list of museums and educational websites.

"Memory Walk Sarajevo and Istocno Sarajevo"

Educational workshop

Laura Boerhout, Netherlands 2012 and Lamija Landžo, Germany 2010

Laura Boerhout and Lamija Landžo created the Memory Walk workshop in Sarajevo to encourage Bosnian youth from different backgrounds to reflect critically on the monuments and contested histories in their living environment. Thirteen young Bosnians participated in the five-day workshop, which began with a day of lectures on memorialization by several activists and experts. The participants then engaged in creative exercises and walking tours that required them to analyze the monuments in their own neighborhoods through the lens of what they had learned during the lectures. The participants then created short films with the help of professional filmmakers and editors about a specific monument based on interviews and in-depth research. The short films were screened at the Art Cinema Kriteron during a film festival in Sarajevo.

Action Projects

"Det Turkise Telt" ("The Turquoise Tent")

Cultural festival

Cagdas Citirikkaya, Denmark 2010

Cagdas Citirikkaya wanted to promote Turkish culture in Denmark as a way of challenging the dominant and negative image of Turks that permeates Danish society. To do this, Cagdas organized a Danish-Turkish arts and music festival in Aarhus, Denmark. Called "The Turquoise Tent," the festival presented music, theatre, art, cooking courses and other aspects of both Danish and Turkish culture in the hope that participants from different backgrounds could challenge their own prejudices and help create a more cooperative and respectful society by interacting and enjoying culture together.

"Geert Spreekt Niet Voor Mij" ("Geert Does Not Speak For Me")

Social campaign

Spencer Heijnen, Netherlands 2009

Spencer Heijnen sought to develop a campaign to give voice to the silent majority in the Netherlands that opposes Geert Wilders and the xenophobia of his nationalist, far right-wing party. To do this, Spencer and his team created wristbands with the text "Geert Does Not Speak For Me" and distributed over 5,000 of them across five major Dutch cities in a single day. Garnering massive media attention, Spencer and his team created and sold thousands more of the wristbands to further spread the message of solidarity and non-discrimination. The campaign expanded to include video clips of supporters explaining why Geert does not speak for them.

"Youth Social Entrepreneurship School"

Training program

Iuliia Zemlytska, Poland 2012

Social entrepreneurship is a relatively unknown and unsupported concept in Ukraine. Iuliia Zemlytska designed a three-part project to encourage young entrepreneurs in her country. First, Iuliia organized a public event called "What is Social Entrepreneurship?" to introduce the principles of social entrepreneurs to the general public. Then, Iuliia sought to go beyond raising awareness about social entrepreneurship and created a competitive program for 15 young Ukrainian entrepreneurs to meet with and learn from established entrepreneurs. At the end of the project, the young entrepreneurs attended trainings about creating business models and raising funds for startups.

Barney A. Karbank and Dr. Louis Rabineau Senior Fellow Leadership Awards

In 2006, Humanity in Action Board Chair Emeritus Neil Karbank and his family established the Barney A. Karbank Memorial Award and the Dr. Louis Rabineau Memorial Award to recognize outstanding leadership by Humanity in Action Fellows and Senior Fellows. Humanity in Action gives awards of \$1,000 to each of the recipients.

2014 BARNEY A. KARBANK AWARD RECIPIENTS

Tara Dickman (France 2007)

Yulia Gogol (Poland 2006)

2014 DR. LOUIS RABINEAU AWARD RECIPIENTS

Zachariah Falconer-Stout (Germany 2008)

Nick Micinski (The Netherlands 2010)

Tara Dickman, Yulia Gogol, Zachariah Falconer-Stout and Nick Micinski are true models of outstanding leadership. Humanity in Action is proud to honor their dedication to promoting human rights, diversity and active citizenship. Humanity in Action is pleased to share the thoughts of a few of the many Senior Fellows who submitted nominations on their behalf.

About Tara Dickman

"Tara was a remarkable Director of the Humanity in Action French program. She created and led a national anti-discrimination initiative to stop police racial profiling; she is one of the few trained community organizers in France; she is a field activist whose activities are acknowledged by high profile structures at various levels (NGOs, governments, foundations, etc.) and she remains very active as a Senior Fellow. She is an agent of change and inspires others to be agents of change as well. Everyone who is involved in the field of diversity issues in France knows and respects Tara Dickman."

"Tara is tireless, ever supportive of Humanity in Action and its Fellows and Senior Fellows. She is a source of inspiration for the entire network."

About Yulia Gogol

"At the very beginning of conflict in Ukraine and following violations of human rights of Ukrainian citizens, Yulia invested herself fully and actively in promoting knowledge about the conflict and raising awareness in the general public. She reported regularly to the Humanity in Action network the number of deaths and injuries and spread information about the help of the Polish government to the Ukrainian refugees. She was also a go-between for the network of Ukrainian Fellows and the rest of the network, especially Humanity in Action Poland. Yulia was for us an awakening, and until now, she never loses hope. Her courage and energy makes me regain faith in the Humanity in Action network."

"Yulia showed great initiative and courage while speaking out loud about the malpractice and abuse of human rights by Ukrainian authorities. I truly believe that the work she has done serves as a great example of 'humanity in action'."

Barney A. Karbank and Dr. Louis Rabineau Senior Fellow Leadership Awards

About Zachariah Falconer-Stout

"Zach is the reason I am a Humanity in Action Senior Fellow. When I was a first-year in college, his leadership in multiple student organizations inspired and impressed me. When I found out he had been accepted into a fellowship program called Humanity in Action, I knew I had to try to become involved too. He helped me practice for my interview and insisted that I re-apply after my first application attempt was unsuccessful. If he hadn't done that, I probably wouldn't have tried again. Zach's work since completing his fellowship provides a peerless model for other Senior Fellows everywhere. His work with American non-profit organizations, the Peace Corps in Moldova, and development organizations in Africa truly reflect the values and mission of Humanity in Action. If I can accomplish a fraction of what Zach has, I will have done a lot."

"Zach is an exemplary member of the Senior Fellow community. He continues to embody the dedication to human rights that Humanity in Action is founded upon. Zach is a fearless leader and advocate for justice for all people in all corners of the world."

About Nick Micinski

"Over the past four years, Nick has come to exemplify the ideals most valued embodied by Humanity in Action – active engagement, outstanding leadership, and an unwavering commitment to peacebuilding. A quintessential example of this is the leading role he has played in developing the Most Mira-Humanity in Action International Exchange Program. To establish the project, Nick deployed his unique ability to imagine and inspire to lay the groundwork for an annual youth arts festival in Bosnia and Herzegovina that brought together children of different ethnicities to explore events of the region's tumultuous past. In doing so, the festival brought together children from communities that were often bitterly divided, providing a much-needed opening for reconciliation at the local and, most importantly, the personal level. To ensure the program's success, Nick brought several Senior Fellows into the fold, ensuring that the festival gave both Senior Fellows and local children an opportunity to grow and reflect."

"Nick's sincerity, modesty and perseverance make him a great social justice advocate and inspiring human being. When looking at his track record and humble personality, one can only see him as a great asset to the Humanity in Action community."

ABOUT BARNEY A. KARBANK AND DR. LOUIS RABINEAU

Barney A. Karbank (1924-2005) embodied the qualities of personal dignity, self-reliance and hard work. He was a self-taught and self-made professional real estate investor, yet he generally attributed his success to luck and to the kindness and assistance of others. He was an uncanny judge of character and he assessed people's worth on the basis of their acts and deeds, regardless of their background, race, gender or religion. Mr. Karbank was an early sponsor of Humanity In Action, and he supported the organization's mission of protecting those who are the most vulnerable to persecution; while he suggested that this was largely government's role, he also believed that protecting the vulnerable largely depended on the independent judgment and selfless acts of courageous individuals. He was enormously devoted to his family, and he believed that the primary function of any family, and any well-functioning group, is aiding and protecting every member of the group. Mr. Karbank was known to be exceedingly cautious, reflective and methodical in his work and yet within the last weeks of his life he asserted, as a fundamental principle, "Don't be afraid to take risks."

Dr. Louis Rabineau (1924-2011) held a commitment to the defense of human rights that was profoundly influenced by his army service in World War II, when he visited Buchenwald concentration camp shortly after its liberation. He brought this commitment to his life-long efforts to improve education for all. As the Chancellor of Higher Education for the State of Connecticut, Dr. Rabineau established the first statewide talent search in higher education for minorities, a higher education plan addressing the needs of the physically handicapped and a statewide program to train teachers of teachers. As President of the College of the Atlantic, he promoted social and environmental responsibility, adding programs in international affairs, environmental studies, and public service.

Conference Locations

Danhostel Sønderborg

*Sønderborg City, Kærvej 70, 6400 Sønderborg
+45 74423112*

Sønderborg Castle

*Sønderbro 1, 6400 Sønderborg
+45 7442253*

Hotel Arnkilhus Garni

*Arnkilgade 13, 6400 Sønderborg
+45 74422336*

Hotel Garni

*Kongevej 96, 6400 Sønderborg
+42 74423433*

Hotel Comwell

*Rosengade 2, 6400 Sønderborg
+45 74421900*

Hotel Scandic

*Ellegårdvej 27, 6400 Sønderborg
+45 74422600*

Townhall Square

Sønderborg City, Rådhusstorvet, 6400 Sønderborg

About Humanity in Action

Humanity in Action is an international organization that educates, inspires and connects a global network of university students and young professionals committed to promoting human rights, diversity and active citizenship in their own communities and around the world.

Humanity in Action has educated over 1,400 young leaders in their 20's and 30's who now form a unique international community. Through its programs and partnerships with outstanding civic and educational organizations including The New School, Humanity in Action contributes in innovative ways to advance human rights and democratic freedoms.

The annual Humanity in Action Fellowship brings together more than 100 European and American university students and young professionals each summer in programs in Denmark, France, Germany, Poland and the Netherlands to discuss, learn and research in international groups. Humanity in Action Fellows meet leading experts and activists to study historical and contemporary cases of institutional violations of human and minority rights. Fellows write research-based articles, create Action Projects and develop teaching tools to share what they learned in their programs.

The Diplomacy and Diversity Fellowship is a new Humanity in Action program in Washington, DC and Paris for American and European graduate students. The program explores a wide range of pressing issues in international affairs with a particular emphasis on issues of diversity, democracy and pluralism.

Humanity in Action supports all Fellows financially for the duration of their programs, allowing for the merit-based selection of diverse applicants. Humanity in Action also provides professional development opportunities. It maintains an international network of students, young professionals, established leaders, experts and partners for which it organizes a range of educational and career opportunities, including seminars, workshops, study trips and Fellowship positions at leading civic and political institutions, such as the European Parliament, the United States Congress, and the International Criminal Tribunal for the Former Yugoslavia. These opportunities encourage emerging leaders to develop their professional abilities and introduce established leaders to the ideas of the younger generation.

Humanity in Action's network of leaders is a valuable resource to policy-makers, diplomats, educators, business leaders and civic-minded individuals and organizations. By the end of the decade, Humanity in Action will connect over 2,500 professionals working in all sectors, on a range of critical issues, in countries around the world.

Humanity in Action is a non-profit, non-partisan organization with governing and advisory Boards in Bosnia and Herzegovina, Denmark, France, Germany, the Netherlands, Poland and the United States. Humanity in Action's international headquarters is in New York City.

Major supporters of Humanity in Action have included the Ford Foundation; the Andrew W. Mellon Foundation; the Richard and Rhoda Goldman Fund; the Germeshausen Foundation; the Stavros Niarchos Foundation; Open Society Foundations; the Hurford Foundation; Foundation Remembrance, Responsibility and Future (EVZ); the William H. Donner Foundation; the Fetzer Institute; the Dutch Ministry for Health, Welfare and Sport (VWS); the Polish Foreign Ministry; the U.S. Department of State; Knud Højgaard Fonden; Aage og Johannes Louis Fonden; and Hermod Lannungs Fonden.

Participant List

Sjors Aartsen, 2014 Fellow
Mima Abaz, 2014 Fellow
Hanane Abouellotfi, 2014 Fellow
Lendsey Achudi, 2014 Fellow
Ben Adams, 2014 Fellow
Senad Alibegovic, 2014 Fellow
Rachel Anderson, 2014 Fellow
Corinne Arnold, Staff
Benjamin Asante, 2014 Fellow
Tonia Asimakopoulou, 2014 Fellow
Sarah Asmelash, 2014 Fellow
Anne Aulinger, 2014 Fellow
Kasia Balas, 2014 Fellow
Emilie Bang-Jensen, Staff
Sudip Bhandari, 2014 Fellow
Cecilie Bjerre, Senior Fellow
Johanna Bohl, 2014 Fellow
Jackie Bonilla, 2014 Fellow
Ahmet Borazan, 2014 Fellow
Laurene Bounaud, Senior Fellow | Staff
Bastiaan Bouwman, Diplomacy and Diversity Fellow
Noufel Bouzeboudja, Speaker
Emil Braunschweig, 2014 Fellow
Bjørn Bredal, Speaker
Noah Bricker, 2014 Fellow
Jasmine Burton, 2014 Fellow
Miya Cain, Diplomacy and Diversity Fellow
Denzel Caldwell, 2014 Fellow
Bethany Carson, 2014 Fellow
Mario Castillo, 2014 Fellow
Ernestine Cath, 2014 Fellow
Duygu Çavdar, 2014 Fellow
Lisa Chase, 2014 Fellow
Anthony Chase, Senior Fellow | Speaker | Staff
Chloé Choquier, Senior Fellow | Speaker | Staff
Mushfiqur Chowdhury, 2014 Fellow
Cagdas Citirikkaya, Senior Fellow

Abbee Cox, 2014 Fellow
Morten Dalsgaard Christiansen, Senior Fellow | Speaker
Eva Degler, Senior Fellow
Tamara Demydenko, Senior Fellow
Tara Dickman, Senior Fellow | Speaker
Ndeye Diobaye, 2014 Fellow
Milicent Dranoff, 2014 Fellow
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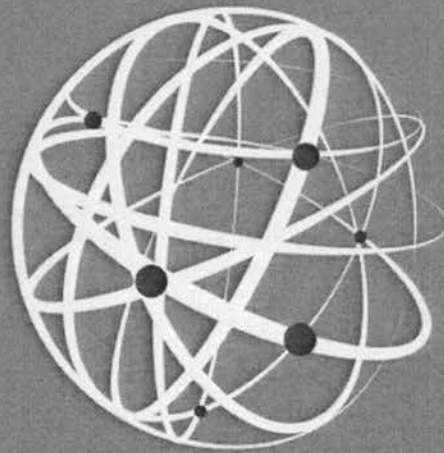
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Executive Director

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Judith Goldstein founded Humanity in Action in 1997 and has served as its Executive Director ever since. Under Judith's leadership, Humanity in Action has organized educational programs on international affairs, diversity and human rights in Bosnia and Herzegovina, Denmark, France, Germany, Poland, the Netherlands and the United States. She received her Ph.D. in history from Columbia University and was a Woodrow Wilson Scholar for her MA studies. Judith has written several books and articles about European and American history, art and landscape architecture. She is a member of the Council on Foreign Relations and several boards and advisory groups. Judith grew up in Great Neck, Long Island.



Amaya Bloch-Lainé

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Humanity in Action France

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As founder and CEO of ABL Consulting, Amaya Bloch-Lainé works on project development and management as well as event architecture for the public, non-profit and private sectors. Her expertise includes story telling and speakers' coaching. Her clients include the Ecole Polytechnique Fédérale de Lausanne, the Havas Group, the Women's Forum for the Economy and Society as well as the French luxury brand Hennessy. She set up and led the French office of the German Marshall Fund of the United States, and developed extended transatlantic networks in administration and politics, media, academia and the non-profit world. She has been Board member of Humanity in Action France since its creation.



Anthony Chase

Program Coordinator

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Anthony Chase serves as Program Coordinator at Humanity in Action in New York City with the Diplomacy and Diversity Fellowship as his primary responsibility. Previously, he worked with Bibliothèques Sans Frontières in France and interned with AMIDEAST in Lebanon and Unión MicroFinanza in Honduras. He has also worked as a research assistant in urban planning, political science, and African studies at the University of Michigan. Anthony graduated with highest honors from the Residential College at the University of Michigan. His research has focused on the development of Islamic banking in Western societies, a unique intersection of religion, commerce and diversity politics. Anthony is a Humanity in Action Senior Fellow (2011). Anthony grew up in Kalamazoo, Michigan.



Chloé Choquier

Program Coordinator

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Chloé Choquier is a Program Coordinator at Humanity in Action, based in Paris, France. Before joining Humanity in Action, Chloé was a Project Manager at the French Ministry of Justice, working on international judicial training and cooperation. Previously, she was a Project Officer at the Organization for Security and Co-operation in Europe (OSCE) - Office for Democratic Institutions and Human Rights, in Warsaw, Poland. Her research interests include human rights, terrorism, and freedom of assembly. She has graduated from Pantheon Sorbonne University in International Relations and European Studies. In her spare time, Chloé is a documentary filmmaker and has just finished a documentary on an indie music festival. She grew up in the Paris suburbs. Chloé is a Humanity in Action Senior Fellow (2008).



Katherine (Kat) Trujillo

Washington Program Intern

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Katherine (Kat) Trujillo is a graduate student at the Fletcher School of Law and Diplomacy at Tufts University. Previously, Katherine worked on education policy at the Thurgood Marshall College Fund, a capacity-building nonprofit that focuses on providing internships and scholarships to students of America's public historically Black colleges and universities. She has also worked at the National Head Start Association and Operation HOPE, an economic empowerment organization. Katherine attended the University of California, Berkeley as a Regents and Chancellor Scholar where she created an interdisciplinary major on democracy and revolution in Latin America and the Middle East. She is a New Leaders Council Fellow in Boston, and will be pursuing an LLM in gender, conflict and human rights at the University of Ulster-Jordanstown as a 2015 George J. Mitchell Scholar. Katherine is a Humanity in Action Senior Fellow (2010).



Youssouf Boubaker

Paris Program Intern

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Raised in the suburbs of Lyon, Youssouf Boubaker is currently an undergraduate student majoring in Political Science at Lyon 2 Lumières University. Youssouf is a member of *Club Rhône-Alpes Diversité*, a think tank aiming at promoting diversity at the local level. He is also the former vice-president of Lyon Model United Nations and organized the first edition of the LyonMUN in 2012. He attended many MUNs as a delegate and as a chairman in Europe.

THE FELLOWS



Audrey Hsieh
Georgetown University

Audrey Hsieh is a current graduate student at Georgetown University's security studies program. Previously, she served in the US Army as a Psychological Operations officer. While in the military she deployed to Afghanistan, Iraq and Yemen. Since leaving the uniformed service, she has continued to seek opportunities for public service by interning with the Office of Under Secretary of Defense – Acquisitions, Technology and Logistics and the U.S. Embassy in Beijing. She received her undergraduate degree in international studies with a minor in women and gender studies from The College of New Jersey. In her free time, she enjoys competitive karaoke and running. Audrey grew up in Ramsey, New Jersey.



Ava Morgenstern
University of Michigan

Ava Morgenstern is a doctoral student and Graduate Student Instructor in the Department of Sociology at the University of Michigan, Ann Arbor. Her research interests include comparative immigration policy and social movements, human rights, and the Americas. She received her BA in sociology from Brandeis University. Ava has lived in New Jersey, Massachusetts, and Michigan, and has also volunteered or researched in California, Peru, and Northern Ireland. Ava is a Humanity in Action Senior Fellow (2008).



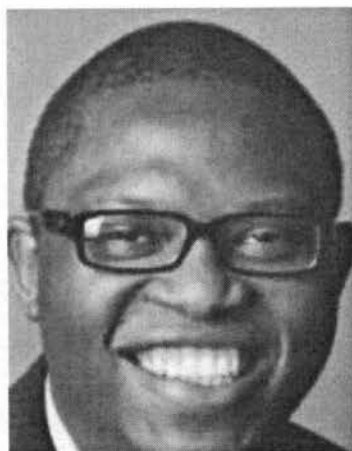
Bastiaan Bouwman
University of Amsterdam

Bastiaan Bouwman recently finished an internship at Justice and Peace Netherlands, an international human rights NGO. He worked on the Shelter City program, through which he supported a threatened Rwandese lawyer and human rights defender, who had been given temporary shelter in The Hague. Previously, Bastiaan was a junior scholar at the Woodrow Wilson International Center for Scholars, where he conducted research on the Cold War history of nuclear weapons and of human rights. Bastiaan received his research MA in history at the University of Amsterdam, as well as his BA in Philosophy. Bastiaan was born and raised in Amsterdam.



Daphné Joseph-Gabriel
EMLYON Business School

A French-Caribbean student, Daphné Joseph-Gabriel was born and raised in the Netherlands. She is currently pursuing a Master's degree in economics, corporate strategy, and corporate social responsibility at EMLYON Business School in Écully, France. Her thesis focuses on conflict minerals (e.g. Coltan) in the digital age, fragile states, and the roles of multinational corporations. She has worked with the European External Action Service in Brussels, the European Urban Development Program in Paris, and the European Space Agency and Aerospace Consultancy in Washington, DC. Recently, she assisted the Trade Department of the U.S Embassy in Paris. She is fluent in English and French.



Etienne Mashuli
Yale University

Born and raised in Rwanda, Etienne Mashuli has lived in Kenya, Uganda and the Democratic Republic of the Congo. Etienne is an MA student in African studies at Yale University. A life-long advocate for education, he is the co-founder of Ubuntu in Action, an organization that promotes peace through education in the Great Lakes region of Africa. Etienne is a Paul & Daisy Soros Fellow and a Humanity in Action Senior Fellow (2012).



Fabiana (Fabi) Perera
The George Washington University

Fabiana Perera is a Ph.D. student in the Department of Political Science at The George Washington University. Fabiana is also an Honorary Teaching Fellow and Teaching Coach at The Global Language Network and served on the board of the alumni association of the Hispanic Association of Colleges and Universities for six years. Fabiana has an MA in Latin American studies from Georgetown University where she was a fellow in languages and area studies. Fabiana was born in New Jersey and raised in Caracas, Venezuela.



Giselle (Gigi) Lopez

American University

Giselle Lopez is pursuing a master's degree in international peace and conflict resolution at American University's School of International Service. At American, she serves as President of Creative Peace Initiatives, a graduate student organization, and received the El Hibri Foundation Peace Education Scholarship for her work in promoting awareness of nonviolent struggle in Bahrain. Through her studies and work as a research associate with the Public International Law and Policy Group, Giselle has gained experience working on issues of transitional justice and rule of law issues in Arab states. Giselle received her undergraduate degree in international studies with a focus in human rights and law from the University of Washington. She was born and raised in California and Texas.



Goleen Samari

University of California, Los Angeles

Goleen Samari is a Ph.D. candidate in community health sciences at the University of California, Los Angeles (UCLA) Fielding School of Public Health. Her dissertation focuses on determinants of women's autonomy over the last 15 years in Egypt and the subsequent impact on fertility. She also holds a master of public health and an MA in Islamic studies from UCLA and completed her undergraduate studies at the University of Texas at Austin. She is a Bixby Doctoral Fellow in Population and a pre-doctoral trainee with the Eunice Kennedy Shriver National Institute of Child Health and Human Development. Recently, she worked with the International Organization on Migration in South Africa. Goleen serves as a National level judge for US Figure Skating. She grew up in Austin, Texas.



Grazyna Baranowska

Polish Academy of Sciences

Grazyna Baranowska is a researcher in the Poznan Human Rights Centre of the Institute of Legal Studies of the Polish Academy of Sciences, where she also works on her doctorate about enforced disappearances in Europe. She received her MSc in European studies (2009) and Turkish Philology (2011) from the Adam Mickiewicz University in Poznan. Her main fields of research are the universal system of human rights protection, enforced disappearances and human rights in Turkey. Grazyna completed a five-month fellowship program at the Committee on Human Rights and Humanitarian Aid in the German Parliament. Grazyna was born in Poland and raised in Berlin.



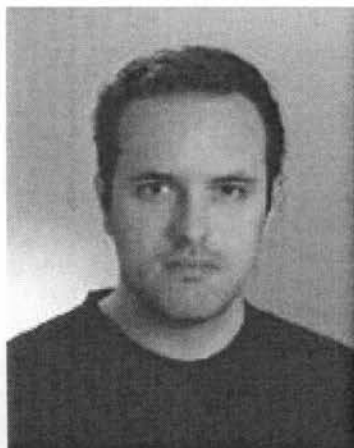
Hervé Thomas
Princeton University

Hervé is pursuing a master's in public affairs at Princeton University's Woodrow Wilson School where he focuses on economics and environmental policy. Previously, he worked for the Joint Multinational Readiness Center in Germany. He spent nearly three years in Afghanistan with USAID, serving as Acting Water Team Leader, Agriculture Development Officer, and Team Lead for the Paktya province. Hervé worked in Iraq with the US State Department, the National Democratic Institute, the International Medical Corps and RTI International. Born in Orange, New Jersey, he grew up in Port-au-Prince, Haiti. He holds a BA (honors) in Arabic and a BA (honors and distinction) in development studies from The Ohio State University. As a Boren Scholar, he studied at The American University in Cairo from 2002-2003. Hervé was also a John Glenn Fellow and is currently one of three inaugural USAID Donald M. Payne International Development Fellows.



Jake Nelson
Yale University

Jake Nelson is a Foreign Service Officer with the U.S. Department of State, originally from Williamsburg, Virginia. He recently received his MA in European and Russian studies from Yale University, where he worked as a teaching fellow in the history department and wrote a thesis on François Hollande's counterterrorism rhetoric. Prior to graduate school, he worked at the Department of State as a specialist on European human rights and multilateral diplomacy. He received a BA in music and French and Francophone studies from the College of William & Mary. Jake grew up in Williamsburg, Virginia.



Jasmin Hasic
LUISS Guido Carli University of Rome.

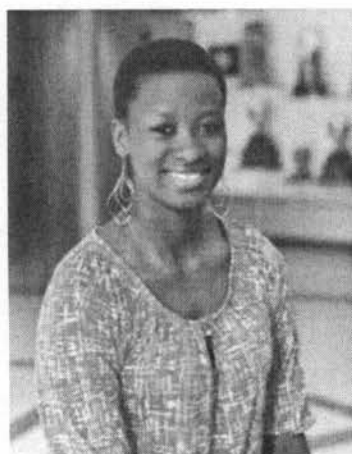
Jasmin Hasić is a current Ph.D. candidate focusing on political theory at the Libera Università Internazionale degli Studi Sociali Guido Carli di Roma in Rome. He holds a bachelor's and master's degree in law from the University of Sarajevo, Bosnia and Herzegovina. He also holds a BA in European studies and international relations from Masaryk University and a MA in political science from the Central European University in Hungary. He has previously worked as a trainee at the European Parliament in Brussels and as research analyst at the Centre for Security Studies in Sarajevo. His research interests include diaspora studies, transitional justice and constitutional law and comparative political systems. Jasmin is a Humanity in Action Senior Fellow (2009).



Jessica (Jessie) Landerman

Harvard University

Jessica Landerman is a master in public policy candidate at the Harvard Kennedy School of Government. She is currently the Chair of Campus Climate for the Student Diversity Committee and the Chair of Media Advocacy for the Human Rights Professional Interest Council. Before pursuing graduate school, Jessie worked as a documentary filmmaker and a human rights advocate in Argentina, Nicaragua and the United States. She is passionate about using technology and communications to promote civic and political participation and empowerment, particularly among women and marginalized populations. Jessie was born and raised in Durham, North Carolina, and received her Bachelor's Degree in cultural anthropology from Wesleyan University in Middletown, Connecticut.



Jessica (Jess) Wamala

Villanova University

Jessica Wamala graduated from Villanova University in May with majors in political science, Arab and Islamic studies, and global interdisciplinary studies. She is a Truman Scholar, a Rangel Scholar and a Gates Millennium Scholar. She is now pursuing an MA in political science at Villanova. In the fall, Jessica will read for the MPhil in modern Middle East studies at the University of Oxford as a 2014 Rhodes Scholar. Jessica has interned at the U.S. Embassy in Belgrade and at the State Department office of Near Eastern Affairs. A sophomore walk-on, Jessica was co-captain of Villanova's 2013-2014 Division I varsity basketball team. She has done extensive volunteer work with Philadelphia's homeless. Ultimately, she plans to pursue a career in the Foreign Service. Jessica grew up in Lowell, Massachusetts.



Johannes Lukas Gartner

Humboldt University

Johannes Lukas Gartner is a graduate student in law at Humboldt University Berlin and in international relations at Johns Hopkins University School of Advanced International Studies. Previously, Johannes worked at the Centro Nacional de Comunicación Social in Mexico City, where he was involved in the preparation, launch and monitoring of a large-scale federal press freedom campaign. He has also worked at the United Nations Development Programme, the European Union Fundamental Rights Agency and multinational law firms in Istanbul and London. Johannes received his undergraduate education in law from King's College, London. Born and raised in Vienna, Austria, he spent a year at the age of 15 as an American Field Service exchange student in the rural countryside of Panama.



Kia Hall

American University

Kia Hall is a Ph.D. candidate in international relations at American University in Washington, DC with an anticipated graduation date of May 2014. Her research in international development, funded by a Fulbright research grant, took her into the Afro-indigenous Garifuna community of Honduras, where she studied grassroots development. As an extension of this research, Kia launched a fund- and awareness-raising web campaign about the makers of *ereba* (or cassava bread in English) in the Iruya region of Honduras. Previously, she studied computer and information science (M.S., Temple University) and mathematics (B.A., Sarah Lawrence College). After graduation, Kia plans to continue researching development challenges for marginalized populations and advocating for social justice.



Kyle Rohrich

Tufts University

Kyle Rohrich is a master's student at the Fletcher School of Law and Diplomacy at Tufts University focusing on international conflict resolution and public international law. Kyle's interests include diplomatic studies, EU diplomacy, human rights, and the Europe/Eurasia region. Kyle was a Boren Scholar in the Kyrgyz Republic. While studying the Kyrgyz and Russian languages, he volunteered for local LGBT human rights organizations as well as Freedom House. Kyle has also worked at the US State Department and has conducted his own field research assessing the conflict dynamics of the Basque Country in Spain. He received his BA in political science and Spanish from Nebraska Wesleyan University. He speaks Spanish, Kyrgyz, Russian, and French. Kyle was born and raised in Pierce, Nebraska.



Michael Hayes

Columbia University

Michael Hayes is a graduate student pursuing dual degrees at Columbia University and the London School of Economics. Prior to graduate school, he worked as an analyst at the strategy and consulting firm Booz Allen Hamilton. Michael received his undergraduate degree from Clark Atlanta University in speech communication where he was awarded the Graduate Rangel Fellowship. He was born and raised in Antioch, California.



Miya Cain

Harvard University

Miya Cain is a first year MPP student at the Harvard Kennedy School. Previously, she worked in Washington, D.C. as a political appointee for the Obama Administration at the Department of Health and Human Services and as a White House Associate in the Office of the Vice President. Miya also worked as a Supply Chain Analyst for Partners in Health in rural Rwanda, where she helped improve the management and distribution of essential medicines and medical supplies. In addition, she worked to improve care for premature babies and streamline services at an HIV clinic for youth. Miya received her Bachelor of Arts in Psychology-Behavioral Neuroscience from Yale University. She was born and raised in Miami, Florida.



Najma Ahmed Hussein

SciencesPo Toulouse

Najma Ahmed Hussein is a French-Somali student studying for an MPA at Sciences Po Toulouse and an LL.M in public law at the Université Toulouse 1 Capitole. She worked previously as an administrative assistant at the Legislation and Quality of Law Department of the Office of the French Secretary of Government. Prior to that, she interned at the Office of the Prosecutor of the Djibouti Court of First Instance where she worked on a legal assistance project. She also conducted research for the Office of the Prosecutor's legal team, drafting Djibouti's Child Protection Code. Najma was born in Kenya and raised in Germany and France.



Sørine (Serine) Vesth Rasmussen

London School of Economics

Born in Denmark, Sørine Vesth Rasmussen has spent nearly half of her life abroad. She holds a bachelor's in psychology and human rights from Kingston University and a MS in politics and conflict studies from the London School of Economics. She has experience working within the political and business realm of grassroots organizations in Denmark, El Salvador, India, the United Kingdom and the United States. Sørine continues to study the subjects of economies during conflict, human trafficking, and minority and women's rights. She currently works as a consultant for the Consortium for Global Talent as well as serving as the Head of Danish Students Abroad. Sørine is a Humanity in Action Senior Fellow (2011) and completed the Pat Cox-Humanity in Action Fellowship in the US Congress.

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Terrol Graham

Yale University

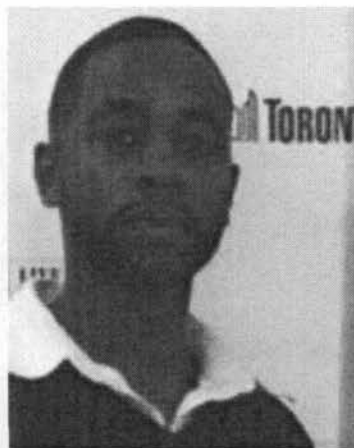
Terrol immigrated to Florida from Jamaica in 2002. He graduated from Wake Forest University in 2011. Terrol is now a graduate student at the Yale School of Public Health with a focus on health policy administration and global health. In his first year, he was a Yale World Fellows graduate student affiliate for the World Health Organization's team leader on tuberculosis in China. He has worked on health initiatives in Jamaica with the United Nations Development Programme and the Harvard School of Public Health. In 2012 and 2013, he studied at the University of Copenhagen Centre for African Studies as a Rotary Ambassadorial scholar.



Tsione Wolde-Michael

Harvard University

Tsione Wolde-Michael is a Ph.D. candidate in history at Harvard University with a secondary field concentration in African and African American studies. Her academic interests have intersected with public history and policy to highlight the histories of marginalized groups and provide critical policy recommendations on issues ranging from economic diplomacy in east Africa to gender and security in Eastern Europe. She has won fellowships and awards for her research from the Ford Foundation, the Woodrow Wilson Foundation, and the US Department of Education among others. Her professional experience includes working in curatorial at the Smithsonian's National Museum of African American History and Culture, and conducting policy analysis at the Ethiopian Ministry of Foreign Affairs. She holds a B.A. in women and gender studies from Macalester College where she was a Mellon-Mays Undergraduate Fellow. Tsione grew up in Saint Paul, Minnesota. She is a Humanity in Action Senior Fellow (2008).



Wendell Adjety

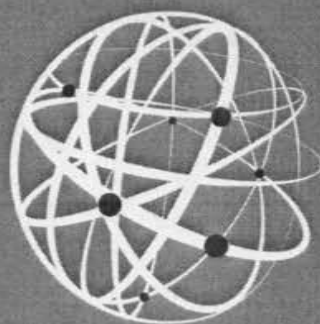
Yale University

An apprenticing historian, Wendell Adjety is a second-year Ph.D. student at Yale University. His doctoral research examines inter-and post-war civil rights agitation and industrial relations in North America. An entrepreneur with a penchant for social justice and human rights, Wendell has several years of diverse work experience from youth gang intervention to education and health policy. Wendell earned undergraduate and graduate degrees from the University of Toronto. Born in Accra, Ghana, he spent most of his life in Montréal and Toronto.

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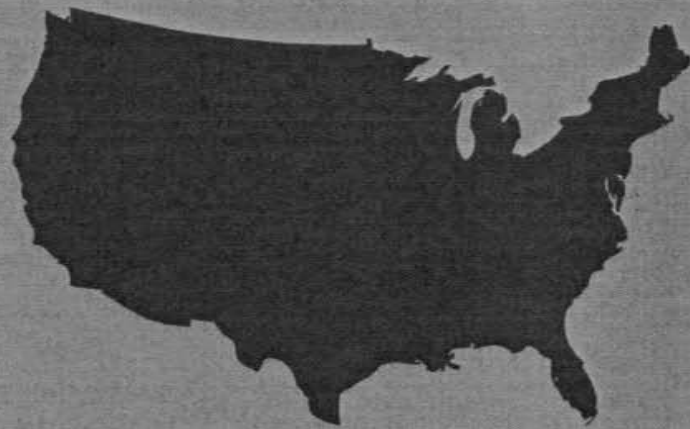


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WHERE DO APPLICATIONS COME FROM?

399 TOTAL APPLICATIONS



62%
249 **AMERICAN**



38%
150 **EUROPEAN**



APPLICANT DEMOGRAPHICS

WHO APPLIES TO THE FELLOWSHIP?

MA

47%

PhD

14%

**JD/
LLM**

12%

MS

11%

**MPA/
MPP**

10%

MBA

3%

DEGREE PROGRAM

1

38%

2

25%

3

5%

4

3%

5

4%

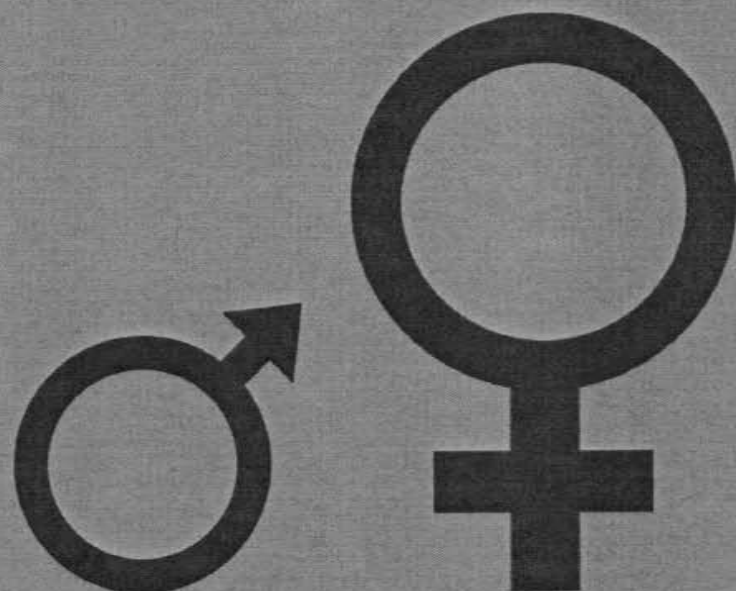
6+

34%

YEAR OF STUDY



WHO APPLIES TO THE FELLOWSHIP?



33% MALE

66% FEMALE

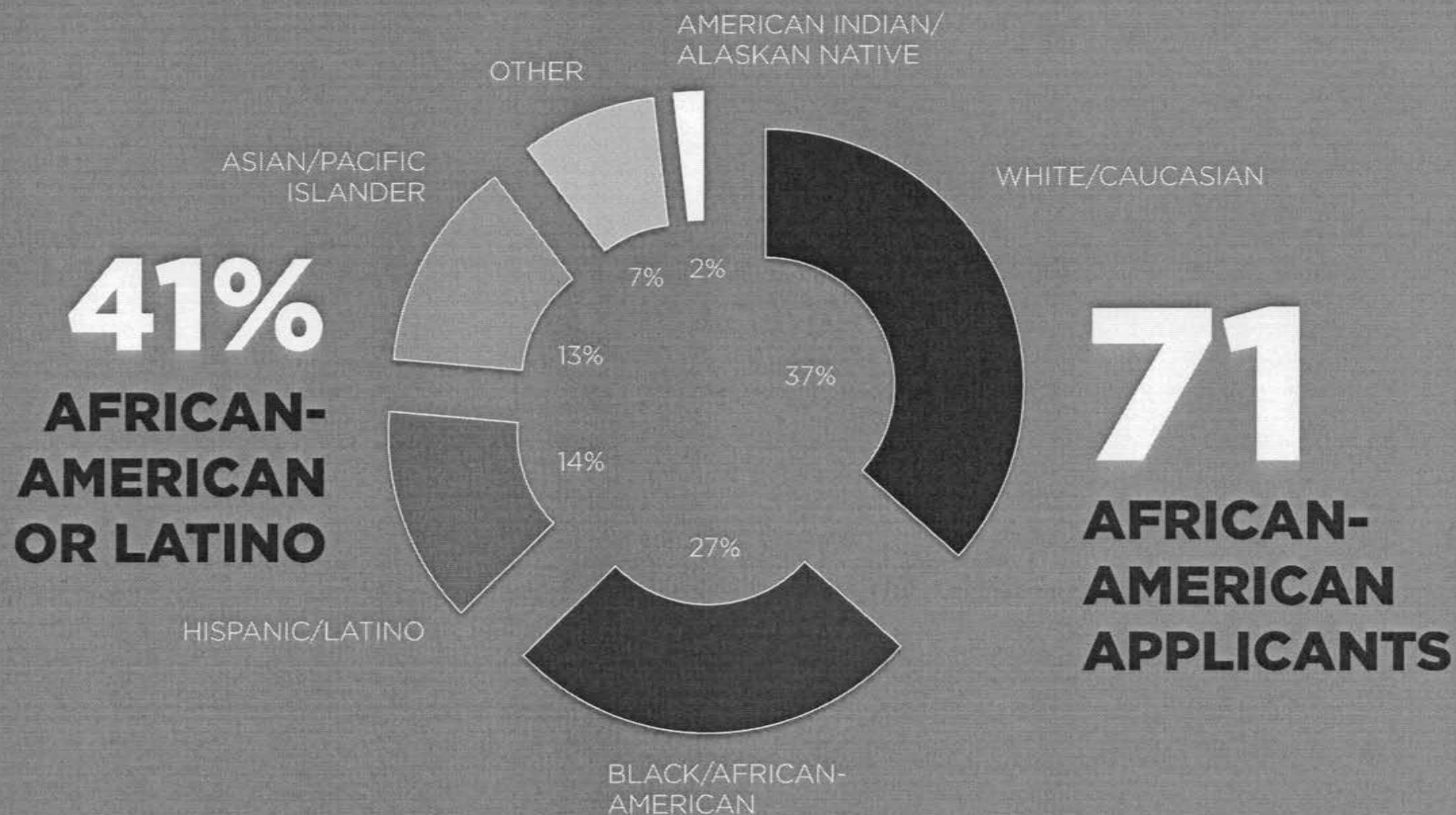
1% OTHER

**AVERAGE
AGE**

27



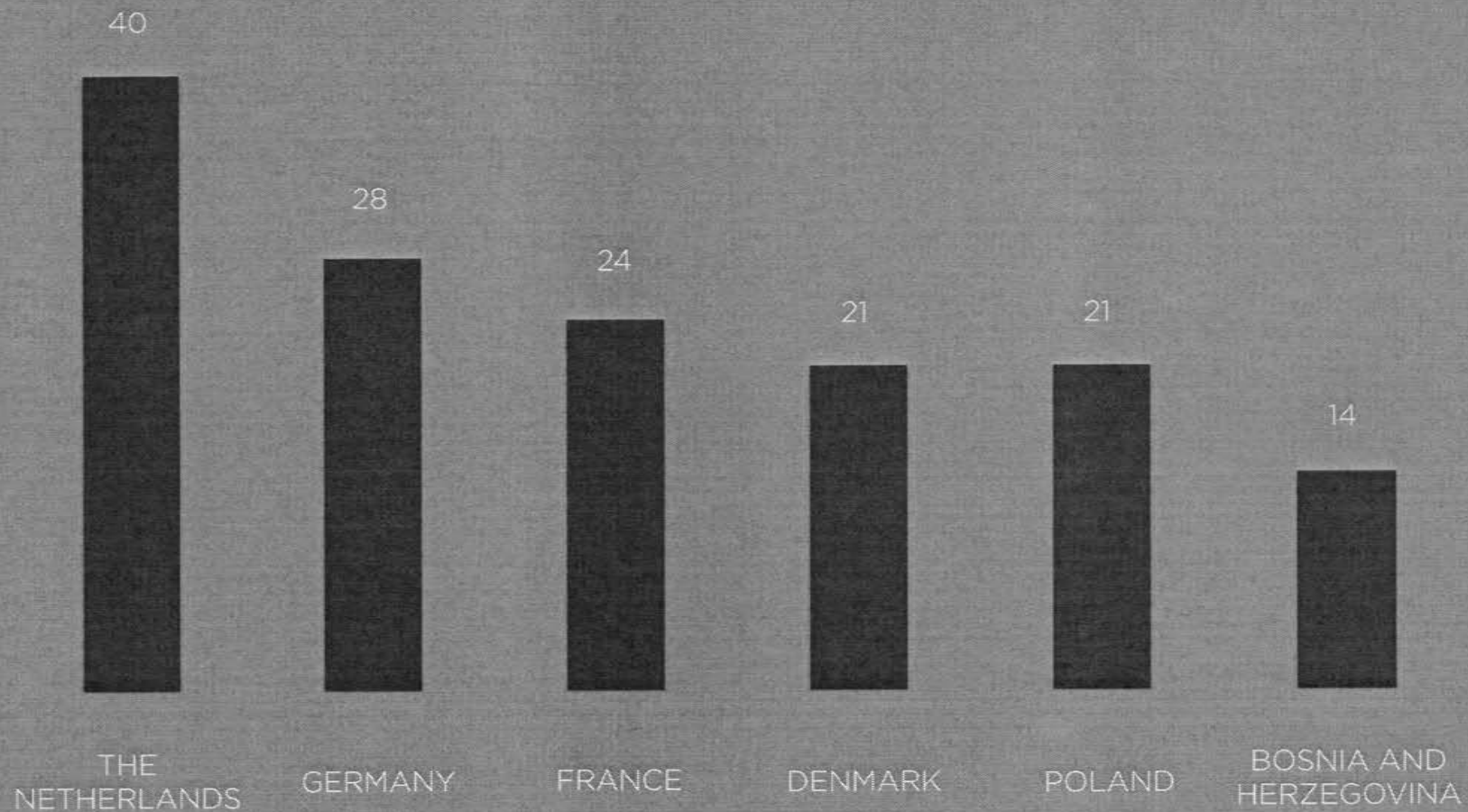
WHO APPLIES TO THE FELLOWSHIP?



ETHNIC DIVERSITY OF AMERICAN APPLICANTS



WHO APPLIES TO THE FELLOWSHIP?



EUROPEAN APPLICANTS BY COUNTRY



WHERE DO APPLICATIONS COME FROM?

164 UNIVERSITIES

77 AMERICAN

87 EUROPEAN

19 AMERICAN UNIVERSITY

18 HARVARD UNIVERSITY

15 NEW YORK UNIVERSITY

15 TUFTS UNIVERSITY

14 COLUMBIA UNIVERSITY

UNIVERSITY OF AMSTERDAM 13

UNIVERSITY OF SARAJEVO 8

LEIDEN UNIVERSITY 7

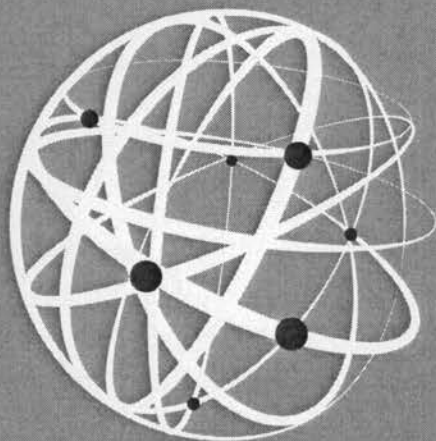
SCIENCES PO PARIS 7

JAGIELLONIAN UNIVERSITY 4



WHERE DO APPLICATIONS COME FROM?





DIPLOMACY & DIVERSITY
FELLOWSHIP

PROGRAM BOOKLET
WASHINGTON, DC & PARIS
MAY 17 – JUNE 14, 2014

Program Schedule

Note: Humanity in Action kindly asks guests of the program to check in with a staff member ahead of attending a session of the program as locations and times may change. In Washington, please contact Anthony Chase, Program Coordinator, at +1 269 870 6127 or Kat Trujillo, Program Intern, at +1 323 337 6408. In Paris, please contact Chloé Choquier, Program Coordinator, at +33 6 23 04 06 60.

>> SATURDAY, MAY 17

Location: The Melrose Georgetown Hotel (2430 Pennsylvania Avenue, NW)
Fellows arrive in Washington, DC

Location: Dukem Restaurant (1114 - 1118 U Street)
19:00 Group dinner

>> SUNDAY, MAY 18

Location: Smithsonian National Museum of American History (14th Street and Constitution Avenue, NW)
10:00 - 12:00 Tour and discussion of exhibition "Changing America: The Emancipation Proclamation, 1863, and the March on Washington, 1963."

Location: Home of Judy and Stanley Hallet
13:00 Lunch, introductions and group discussion

>> MONDAY, MAY 19: INTRODUCTION TO DIPLOMACY AND DIVERSITY

Location: The Center for Transatlantic Relations, Johns Hopkins University School of Advanced International Studies (1717 Massachusetts Avenue, NW; Room 500)

9:30 - 10:00 "Remarks on Humanity in Action and the Diplomacy and Diversity Fellowship"
Judith S. Goldstein (Founder and Executive Director, Humanity in Action)

10:00 - 11:30 "Citizenship, Immigration and Pluralism in the United States"
Tamar Jacoby (President and CEO, ImmigrationWorks USA)

11:30 - 12:00 Break

12:00 - 13:00 Group discussion

13:00 - 14:00 Lunch

14:00 - 15:30 "Diversity Matters in International Affairs"
Vishakha Desai (Special Advisor for Global Affairs to the President and Professor of Practice at the School of International and Public Affairs, Columbia University; President Emerita, Asia Society)
Joan Shigekawa (Acting Chairman, National Endowment for the Arts)

Program Schedule

Location: German Marshall Fund of the United States (1744 R Street NW; Conference Room)

16:30 - 18:00 Tea and discussion on the German Marshall Fund's initiatives on diversity and inclusion in international affairs

Lora Berg (Senior Foreign Service Officer, U.S. Department of State; Senior Fellow, Leadership, Diversity and Inclusion Initiative, German Marshall Fund of the United States)

Megan Doherty (Transatlantic Fellow, German Marshall Fund of the United States)

Maia Comeau (Director, Richard G. Lugar Institute for Diplomacy and Congress, German Marshall Fund of the United States)

Location: Eatonville Restaurant (2121 14th Street, NW)

19:30 Group dinner

>> TUESDAY, MAY 20: DEMOCRACY IN A DOMESTIC AND INTERNATIONAL PERSPECTIVE

Location: Council on Foreign Relations (1777 F Street, NW)

9:30 - 11:00 "Democratization and Youth Politicization in North African States"

Audra K. Grant (Adjunct Faculty, RAND Corporation; Professorial Lecturer, Elliott School of International Affairs, The George Washington University)

Presider: Nancy Walker (President, AfricaNet Consulting)

11:00 - 12:30 "U.S. Engagement in Africa"

William Ward (Retired U.S. Army General)

Presider: Joshua Marks (Conflict Adviser, U.S. Department of State)

12:30 - 13:00 Lunch

Location: National Endowment for Democracy (1025 F Street, NW, Suite 800)

13:45 - 14:45 "America and Democracy in a Changed World"

Carl Gershman (President, National Endowment for Democracy)

Location: Residence of the Ambassador of the Netherlands to the United States (2347 S Street, NW)

18:30 - 20:00 Reception hosted by Ambassador Rudolf Bekink

>> WEDNESDAY, MAY 21: INFLUENCE OF NON-STATE ACTORS IN FOREIGN AFFAIRS

Location: The Center for Transatlantic Relations, Johns Hopkins University School of Advanced International Studies (1717 Massachusetts Avenue, NW; Room 500)

9:15 - 10:15 "The Importance of Promoting Innovation and Entrepreneurship in Public-Private

Development Projects in Emerging Markets such as Haiti and the Caribbean"

Cleve Mesidor (Global Solutions Consultant, The Raben Group)

10:15 - 10:30 Break

10:30 - 11:15 "The Current State of the Arab-Israeli Peace Process"

Ralph Nurnberger (Principal, Gray Global Advisors; Professor, Georgetown University)

11:15 - 11:30 Break

Program Schedule

- 11:30 - 12:30 "The International Impact of Citizenship Journalism"
James Kirchick (Fellow, the Foreign Policy Initiative; Correspondent, *The Daily Beast*)
- 12:30 - 14:00 Lunch
- 14:00 - 15:30 "The Tradition of American Philanthropy in International Affairs and Development"
Olivier Zunz (Commonwealth Professor, University of Virginia)
- 15:30 - 15:45 Break
- 15:45 - 16:45 "The Challenges and Opportunities of the Expansion of American Higher Education Abroad"
Stephen Trachtenberg (President Emeritus, The George Washington University)
- 16:45 - 17:00 Break
- 17:00 - 18:00 "The Influence of Sports in Geopolitics"
Franklin Foer (Editor, *The New Republic*)

Location: Council on Foreign Relations (1777 F Street, NW)

- 18:30 - 20:00 Dinner with Term Members of the Council on Foreign Relations

>> THURSDAY, MAY 22: FORMATION OF FOREIGN POLICY

Location: Council on Foreign Relations (1777 F Street, NW)

- 9:30 - 11:00 "Perspectives on the Foreign Policy Process"
Christopher Tuttle (Washington Program Director, Council on Foreign Relations)
Heidi Crebo-Rediker (Senior Fellow, Council on Foreign Relations)
James Lindsay (Senior Vice President, Director of Studies, Council on Foreign Relations)

Location: Howard University (Carnegie Building; 2395 6th Street NW; Conference Room A)

- 12:15 - 13:15 "Perspectives on Diversity and Diplomatic Engagement in Latin America"
Ambassador Lino Gutierrez (Former Ambassador to Argentina, U.S. Department of State; CEO, Gutiérrez Global LLC; Executive Director, Una Chapman Cox Foundation)
- 13:15 - 14:00 Lunch
- 14:00 - 15:00 "Representing Diverse Nations and Interests in International Financial Negotiations"
Ian Davidoff (Alternate Executive Director on Asia and the Pacific, International Monetary Fund)
- 15:00 - 15:15 Break
- 15:15 - 16:15 "Iranian-American Relations and the Burden of History"
Barbara Slavin (Nonresident Senior Fellow, the Atlantic Council)
- 16:15 - 16:30 Break
- 16:30 - 17:30 Group discussion

Location: Local 16 (1602 U Street NW)

- 18:30 - 20:00 Happy hour with the Diplomacy and Diversity Fellows, the Lantos-Humanity in Action Congressional Fellows, Humanity in Action Senior Fellows, the Charles B. Rangel International Affairs Fellows, the Donald M. Payne International Development Fellows and alumni of the International Career Advancement Program (ICAP)

Program Schedule

>> FRIDAY, MAY 23: PERSPECTIVES ON THE PROTECTION OF MINORITIES

Location: The World Bank (1818 H Street, NW)

10:30 - 11:30 "Towards a More Inclusive Development Agenda: Sexual Minorities and International Development"
Fabrice Houdart (Senior Country Officer, World Bank; President, GLOBE, World Bank)

Location: Council on Foreign Relations (1777 F Street, NW)

12:00 - 13:30 Council on Foreign Relations Member Meeting and Lunch: "Tech Futurists"
Michael Rogers (Founder, Practical Futurist)
Joel Garreau (Principal, The Garreau Group)

Location: Howard University (Carnegie Building; 2395 6th Street NW; Conference Room A)

14:30 - 15:30 "Ethnic Conflict in the Former Soviet Union and post-Cold War Europe"
Ambassador Rudolf Perina (Former Ambassador to Moldova, U.S. Department of State)

15:30 - 16:30 Group discussion on master narratives led by Shoshana Illaich (Senior Consultant, Monitor 360; Humanity in Action Senior Fellow)

16:30 - 17:30 "From Research to Action: Strategies for the Prevention of Genocide and Crimes against Humanity"
Mark Quarterman (Director of Research and Programs, The Enough Project)

Location: ENO Wine Bar Georgetown (2810 Pennsylvania Ave, NW)

19:00 Cocktail reception hosted by Annette Heuser and the Bertelsmann Foundation

>> SATURDAY, MAY 24

Open day in Washington

>> SUNDAY, MAY 25

Morning: Group trip to Great Falls National Park

Evening: Memorial Day Concert on the National Mall

>> MONDAY, MAY 26: MEMORIAL DAY

Location: Sixth & I Historic Synagogue (600 I Street, NW; Multi-Purpose Room)

13:00 - 14:15 "Mentorship and Careers in Foreign Affairs"
Cynthia R. Bunton (President, CRBi LLC)

14:15 - 14:30 Break

14:30 - 15:30 "French Perspectives on American Society and Pluralism"
Sophie Coignard (Journalist, *Le Point*)

Program Schedule

- 15:30 - 15:45 Break
- 15:45 - 17:00 "Our Bondage, Our Freedom: The Long History of Slavery and Abolition"
Timothy McCarthy (Program Director, Carr Center for Human Rights Policy at the
Harvard Kennedy School of Government)
- 17:00 - 18:00 Group discussion

>> TUESDAY, MAY 27: INCLUSION AND EXCLUSION IN PLURALISTIC SOCIETIES

*Location: The Center for Transatlantic Relations, Johns Hopkins University School of
Advanced International Studies (1717 Massachusetts Avenue, NW; Room 500)*

- 9:30 - 10:30 "Freeing Prisoners of Conscience in the 21st Century"
Jared Genser (Founder, Freedom Now; Managing Director of Perseus Strategies, LLC)
- 10:30 - 11:00 Break
- 11:00 - 12:30 "The Dialectics of Compassion: The Continuing Struggle for Inclusion in
Democratic Societies"
Andrei Markovits (Arthur F. Thurnau Professor and the Karl W. Deutsch Collegiate
Professor, University of Michigan)
- 12:30 - 13:00 Lunch
- 13:00 - 14:00 "From Slavery to Freedom: Lessons from the Field"
Maurice Middleberg (Executive Director, Free the Slaves)

Location: Council on Foreign Relations (1777 F Street, NW)

- 14:45 - 16:00 "Perspectives on NATO and the Ukraine"
Charles Kupchan (Whitney Shepardson Senior Fellow, Council on Foreign Relations)
Jeffrey Mankoff (Deputy Director and Fellow, Russia and Eurasia Program, Center for
Strategic and International Studies)
- 16:00 - 17:30 Workshop on Op-ed Writing
Anya Schmemmann (Assistant Dean, School of International Service,
American University)
- 18:00 - 19:30 Reception at the Council on Foreign Relations
2014 Diplomacy and Diversity Fellows, 2014 American Fellows in the Humanity in
Action Fellowship and members of the communities of Humanity in Action and the
Council on Foreign Relations

Program Schedule

>> WEDNESDAY, MAY 28: TRANSNATIONAL STRATEGIES FOR PEACE AND CONFLICT

Location: The Commission on Security and Cooperation in Europe - The Helsinki Commission (234 Ford House Office Building; Conference room H2-236)

- 10:00 - 11:15 "Private-public Partnerships in Counterterrorism"
Julianne Smith (Former Deputy National Security Advisor to the Vice President of the United States; Senior Vice President, Beacon Global Strategies)
- 11:15 - 11:30 Break
- 11:30 - 12:00 Update on the Situation in Ukraine
Orest Deychakiwsky (Policy Advisor, Commission on Security and Cooperation in Europe/Helsinki Commission)
- 12:00 - 12:15 Break
- 12:15 - 13:00 Lunch discussion: "Security and Anti Discrimination in Europe: The Work of the Helsinki Commission"
Mischa Thompson (Policy Advisor, Commission on Security and Cooperation in Europe/Helsinki Commission)
- 13:00 - 14:00 Group discussion

Location: United States Holocaust Memorial Museum (100 Raoul Wallenberg Place SW)

- 15:30 - 17:00 "U.S. Grand Strategy for the Next Generation"
Hans Binnendijk (Senior Fellow, Center for Transatlantic Relations, Johns Hopkins University School of Advanced International Studies; Chair of the International Board, Humanity in Action)

>> THURSDAY, MAY 29: TECHNOLOGY, HUMAN RIGHTS AND DIPLOMACY

Location: Council on Foreign Relations (1777 F Street, NW)

- 9:30 - 11:00 "Turkey, the United States and European Union"
Steven A. Cook (Hasib J. Sabbagh Senior Fellow for Middle Eastern Studies, Council on Foreign Relations)
- 11:00 - 12:00 Discussion on Latin America
Julia Sweig (Senior Fellow and Director, Latin America Studies, Council on Foreign Relations)

Location: Howard University (Carnegie Building; 2395 6th Street NW; Conference Room A)

- 13:00 - 14:00 "The Impact of International Treaties and Initiatives on the Health Rights of Minority Groups in the Americas"
Javier Vasquez (Human Rights Advisor, Pan-American Health Organization, regional office of World Health Organization)
- 14:00 - 14:15 Break
- 14:15 - 15:45 "The Role of Technology and Innovation in Government and International Affairs"
Alec Ross (Former Senior Advisor for Innovation to the Secretary of State, United States Department of State)
- 15:45 - 16:00 Break

Program Schedule

16:00 - 17:00	"The Nexus of Technology and Human Rights in the Digital Age" David Sullivan (Policy and Communications Director, Global Network Initiative; Humanity in Action Senior Fellow)
17:00 - 17:15	Break
17:15 - 18:30	"Perspectives on Transatlantic Relations, Russia and the Crisis in Ukraine" Ambassador Björn Lyrvall (Ambassador of Sweden to the United States)
Evening	Presentations of Fellows' intentions for research articles

>> FRIDAY, MAY 30: INTEREST GROUPS IN DOMESTIC AND FOREIGN AFFAIRS

Location: United States House of Representatives (730 12th Street NW)

9:30 - 10:30	"A Discussion with Congresswoman Napolitano on Her Time in Congress" Congresswoman Grace Napolitano (U.S. Representative for California's 32nd congressional district)
10:30 - 10:45	Break
10:45 - 11:45	"Domestic and International Lobbying on Business Policy" Carmencita N. Whonder (Policy Director, Brownstein Hyatt Farber Schreck, LLP; Founder, Of Whonder; Member of the Board, Humanity in Action)
11:45 - 12:00	Break
12:00 - 13:00	"Pluralism, Conservatism, and Where the West is Headed" Andrew Quinn (Research Assistant, American Enterprise Institute)
13:00 - 14:00	Lunch
14:00 - 15:30	Tour of the House of Representatives Corinne Cath and Ryan Gayman (Humanity in Action Senior Fellows)

Location: Public Citizen (215 Pennsylvania Avenue SE)

16:30 - 17:30	"International Trade Negotiations and Domestic Labor Unions" Lori Wallach (Director, Public Citizen's Global Trade Watch)
17:30 - 18:30	Group discussion

Location: Mellow Mushroom (2436 18th Street NW)

19:30	Group dinner
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>> SATURDAY, MAY 31

Free morning
Check out

Departure from Washington to Paris at 21:30.

Program Schedule

>> SUNDAY, JUNE 1

Fellows arrive in Paris, France

Location: Apartment of Amaya Bloch-Lainé

18:00 - 21:00 Cocktails and dinner with the Humanity in Action community in Paris

>> MONDAY, JUNE 2: NEW AND NON-TRADITIONAL ACTORS IN INTERNATIONAL AFFAIRS

Location: Maison des Ingénieurs (15 rue Cortambert, 75116 Paris)

9:00 - 10:00 Group discussion

10:00 - 11:30 "Civil Society and Track II Diplomacy: Case Studies on the Impact of Non-governmental Organizations on International Negotiations"
Charles Tenenbaum (Associate Professor of Political Science, Sciences Po Lille; Lecturer in International Mediation, Sciences Po Paris.)

11:30 - 11:45 Break

11:45 - 13:00 "Overseas Voting among Arab Migrants in the European Union"
Thibaut Jaulin (Professor, Sciences Po Centre d'Etudes et de Recherches Internationales)

13:00 - 14:00 Lunch

14:00 - 15:00 "Role of Multinational Corporations in International Affairs"
Jacques Beltran (Head of Business Development and Sales, Alstom)

15:00 - 15:15 Break

15:15 - 16:15 "Qatar's Diplomatic Agenda: Micro-State, Macro-Strategy"
Olivier Da Lage (Journalist, Radio France Internationale)

>> TUESDAY, JUNE 3: MEDIA GROUPS AND FOREIGN POLICY

Location: Maison des Ingénieurs (15 rue Cortambert, 75116 Paris)

9:00 - 10:30 "Journalism, Citizens and Political Power"
Christine Ockrent (Journalist, France Culture)
Alain Frachon (Editorial Director, *Le Monde*)

10:30 - 10:45 Break

10:45 - 12:00 "Media and Diversity in France"
Ahmed El Keiy (Head of News, France 24 - on leave; Senior Strategic Communications Consultant, Glover Park Group)

12:00 - 13:00 Group discussion

13:00 Lunch

Program Schedule

Location: Agence France-Presse (11 Place de la Bourse, 75002 Paris)

14:30 - 16:00 "State Influence through Press Agencies and e-diplomacy"
Emmanuel Marcovitch (Deputy Director, Agence France-Presse)
Philippe Onillon (Deputy Director for News, Agence France Presse)

Location: UNESCO (125 Avenue de Suffren, 75015 Paris)

18:30 - 20:00 "Learning from the Past: The U.S. Coalition of Cities Against Racism"
William Bell (Mayor of Birmingham, Alabama; American Coalition of Cities Against Racism)

>> WEDNESDAY, JUNE 4: INFLUENCE OF EUROPEAN INSTITUTIONS IN INTERNATIONAL AFFAIRS

Location: French Ministry of Foreign Affairs, Centre d'analyse de Prévision et de Stratégie (1 rue Robert Esnault-Pelterie, 75007 Paris)

9:30 - 10:15 "The European Union as a Foreign Policy Actor: Institutions and Challenges"
Bertrand Buchwalter (Analyst, Centre d'analyse de Prévision et de Stratégie, French Ministry of Foreign Affairs)

10:15 - 11:00 "The European Union, the United States and the Transatlantic Trade Investment Partnership: Defining the World of Tomorrow?"
Celia Belin (Special Adviser, Centre d'analyse de Prévision et de Stratégie, French Ministry of Foreign Affairs)

11:00 - 11:45 "Where the European Union Stands in its Relations with Africa: French Interventions in Mali and Central African Republic"
Representative of the Centre d'analyse de Prévision et de Stratégie, French Ministry of Foreign Affairs

11:45 - 12:30 "Moving toward Multilateralism: The Evolution of Transatlantic Diplomatic Relations since the Obama Administration"
David Cvach (Deputy Director, Centre d'analyse de Prévision et de Stratégie, French Ministry of Foreign Affairs)

12:30 Lunch

Location: European Union Institute of Security Studies (100 avenue de Suffren)

15:00 - 15:15 Welcome coffee, Presentation of the Institute and overview of its work
Philip Worré (Documentation and Research Officer, European Union Institute for Security Studies)

15:15 - 16:00 "Common Security and Defence Policy (CSDP)"
Eva Gross (Senior Analyst, European Union Institute for Security Studies)

16:00 - 16:45 "European Union-United Nations Relations"
Thierry Tardy (Senior Analyst, European Union Institute for Security Studies)

Program Schedule

>> THURSDAY, JUNE 5: VISIT TO BRUSSELS: THE EUROPEAN UNION

Travel to Brussels:

Meeting in the hotel lobby: 6:00 (am)

Train 9409 from Paris Gare du Nord to Bruxelles Midi

Departure time: 7:25; arrival time: 8:47

Location: German Marshall Fund of the United States (Rue de la Loi 155, Brussels)

- 10:00 – 11:00 “Central and Eastern European Members States in EU Foreign Policy”
Ivo Vajgl (Slovenian Member of European Parliament)
Tomasz Orłowski (Head of the Foreign Policy and External Action Section, Permanent Representation of Poland to the European Union)
Michael Leigh (Consultant and Senior Advisor, German Marshall Fund of the United States)

11:00 – 11:15 Break

11:15 – 12:15 “Why Statehood Matters: Kosovo’s Diplomacy in Brussels”
Mimoza Ahmetaj (Ambassador in Brussels, Republic of Kosovo)

12:15 – 13:00 Lunch session: “Transatlantic Perspectives on Peacekeeping and Peacebuilding”
Fernando Andresen Guimarães (Head of Division for U.S. and Canada, European External Action Service)

13:15 – 14:15 “Influencing Europe: Lobbies and Advocacy in European Policy-making”
Frank Schwalba-Hoth (Consultant and networker; former Member of the European Parliament)

Location: European External Action Service (Rond Point Schuman 9, Brussels)

15:00 – 16:30 “Multiculturalism and Religion in European Union foreign policy”
Merete Bilde (Policy Advisor, European External Action Service)
Jean-Bernard Bolvin (Policy Officer Middle-East on Freedom of religion and belief and Intercultural Dialogue, Human Rights and Multilateral Diplomacy Unit, European External Action Service)

Location: The European Parliament’s Visitor’s Centre (Rue Wiertz 60, Brussels)

17:00 – 18:00 Group Visit to the “Parlamentarium”

Location: Aloft Brussels (Place Jean Rey 3, Brussels)

18:15 – 19:45 Happy Hour with Brussels-based Humanity in Action Senior Fellows

Travel to Paris:

Meeting point in front of the bar: 19:45

Train 9388 from Bruxelles Midi to Paris Gare du Nord

Departure time: 21:13; arrival time : 22:35

>> FRIDAY, JUNE 6: DIVERSITY POLICIES AND INITIATIVES

Location: Maison des Ingénieurs (15 rue Cortambert, 75116 Paris)

10:00 – 11:30 “The Power of Diversity”
Scott E. Page (Collegiate Professor of Complex Systems, Political Science and Economics, University of Michigan)

11:30 – 11:45 Break

11:45 – 13:00 “Security Sector Reform (SSR): Diversity in the Armed Forces”
El Yamine Settoul (Professor, Sciences Po)

Program Schedule

- 13:15 Lunch session: "National and European Diversity: Integration Policies"
Thomas Huddleston (Policy Analyst, Migration Policy Group; Humanity in Action Senior Fellow)
- 14:30 - 15:30 "Preventing and Responding to Hate Crime"
Larry Olomofe (Advisor for Combating Racism and Xenophobia/Training Co-ordinator, Organization for Security and Co-operation in Europe Office for Democratic Institutions and Human Rights (OSCE, ODIHR))
- 15:30 - 15:45 Break
- 15:45 - 17:00 Group discussion
- Location: Café A (148 Rue du Faubourg Saint-Martin, 75010 Paris)*
- 18:30 Happy Hour with Paris-based Humanity in Action Senior Fellows

>> SATURDAY, JUNE 7

Location: Musée du Quai Branly (37 Quai Branly, 75007 Paris)

9:30 - 11:30 Visit to the Quai Branly Museum

Location: Institut du Monde Arabe (1 Rue des Fossés Saint-Bernard, 75005 Paris)

14:00 - 15:30 Optional: Visit to the Arab World Institute's exhibition "Hajj - the Pilgrimage to Mecca"

Location: Cité de la Musique (221 Avenue Jean Jaurès, 75019 Paris)

14:00 - 15:30 Optional: Visit to the exhibition "Great Black Music"

Location: Cinema l'Arlequin (76 rue de Rennes, 75006 Paris)

19:00 Nollywood Film Festival: film screening of Half of a Yellow Sun (2013; Biyi Bandele)
Introduction by Shari Hammond (Co-founder, Nollywood Week Paris)

>> SUNDAY, JUNE 8

Location: Marina Arsenal facing 50 Boulevard de Bastille

9:30 - 12:00 Cruise of Old Paris on Saint Martin Canal from the Paris Arsenal Marina to the Parc de la Villette.

Location: Barbès Rochechouart - meeting in front of Le Louxor (170 boulevard de Magenta, 75010 Paris)

15:45 - 17:30 Walking tour: Immigration and Parisian diversity in the Goutte d'Or

Location: Restaurant Pooja (91 Passage Brady, 75010 Paris)

19:30 Group dinner

>> MONDAY, JUNE 9 (BANK HOLIDAY)

Location: Mémorial de la Shoah (17 Rue Geoffroy l'Asnier, 75004 Paris)

13:30 - 15:00 Visit to the Mémorial de la Shoah

15:00 - 16:00 Discussion with Jacques Fredj (Director, Memorial de la Shoah)

Program Schedule

>> TUESDAY, JUNE 10: TRANSNATIONAL STRATEGIES FOR PEACE AND SECURITY

Location: Maison des Ingénieurs (15 rue Cortambert, 75116 Paris)

- | | |
|---------------|---|
| 9:00 - 10:30 | "Multilateral Cooperation, Border Security and Terrorism"
Ronald Noble (Secretary General, Interpol) |
| 10:30 - 10:45 | Break |
| 10:45 - 12:15 | "The Dynamics of Religious Groups and Political Change in the Modern Middle East"
Ardavan Amir-Aslani (Lawyer, Ngo Cohen Amir-Aslani & Associés) |
| 12:15 - 12:30 | Break |
| 12:30 - 13:45 | Lunch session: "Training European 'Jihadists' in Syria"
Peter Neumann (Professor of Security Studies, King's College London; Director and Founder, International Centre for the Study of Radicalization) |
| 13:45 - 14:00 | Break |
| 14:00 - 15:15 | "Perspectives on the Crisis in Ukraine"
Kadri Liik (Senior Policy Fellow, European Council on Foreign Relations) |
| 15:15 - 15:30 | Break |
| 15:30 - 16:45 | "What's Left of Western Influence in Middle East Conflicts?"
Daniel Levy (Director of Middle East and North Africa Programme, European Council on Foreign Relations) |
| 16:45 - 17:00 | Break |
| 17:00 - 18:30 | "Perspectives on the Syrian Conflict"
Éric Chevallier (French Ambassador for Syria) |

>> WEDNESDAY, JUNE 11: NEW TECHNOLOGIES AND THE SOCIAL GOOD

Location: TheFamily - Startup Incubator (25 rue du petit musc, 75011 Paris)

- | | |
|---------------|--|
| 9:00 - 10:30 | "The Data-Driven Economy and its New Geopolitical Balance"
Nicolas Colin, (Co-Founder and Partner of TheFamily) |
| 10:30 - 10:45 | Break |
| 10:45 - 12:00 | "The United States National Security Agency: Privacy and Transatlantic Trust"
Frédéric Douzet (Professor, Institut Français de Géopolitique) |
| 12:00 - 12:15 | Break |
| 12:15 - 13:15 | "The Power of Intermediation and the Geopolitical Challenge"
Stéphane Grumbach (Senior Scientist, French Institute for Research in Computer Science and Automation) |
| 13:15 - 14:15 | Lunch |
| 14:30 - 15:30 | Discussion on French Tech |
| 15:30 - 15:45 | Break |

Program Schedule

- 15:45 – 17:15 “Success Story: When Business Meets Values and Diversity”
Duc Ha Duong (Founder and CEO, Officience)
- 17:15 – 17:30 Break
- 17:30 – 18:30 Group discussion

>> THURSDAY, JUNE 12: MIGRATION IN EUROPE

Location: Maison des Ingénieurs (15 rue Cortambert, 75116 Paris)

- 9:00 – 10:30 “History of Migration Waves in Europe”
Catherine Wihtol De Wenden (Senior Research Fellow, French National Center for Scientific Research)
- 10:30 – 10:45 Break
- 10:45 – 12:00 “Roma Issues in Europe”
Olivier Peyroux (Sociologist, specializing in Roma communities)
- 12:00 – 13:00 “Refugees in Europe: Current Trends and Challenges”
Helène Soupios-David (Project Officer, European Council on Refugees and Exiles; Humanity in Action Senior Fellow)
- 13:00 – 14:15 Lunch
- 14:30 – 15:30 “Citizenship and Diversity Issues in Comparative Perspective”
Patrick Weil (Historian; Senior Research Fellow, French National Center for Scientific Research, University of Paris 1 Pantheon-Sorbonne; Visiting Professor of Law, Yale Law School; President, Bibliothèques Sans Frontières/Libraries Without Borders)
- 15:30 – 15:45 Break
- 15:45 – 17:00 “Egypt at a Crossroads”
Florence Gaub (Senior Analyst, European Union Institute for Security Studies)
- 17:00 – 18:00 Fellows prepare for article presentations

Location: Restaurant Hotel du Nord (102 Quai de Jemmapes, 75010 Paris)

- 20:00 Group dinner

Program Schedule

>> FRIDAY, JUNE 13: CONCLUSION OF PROGRAM

Location: Maison des Ingénieurs (15 rue Cortambert, 75116 Paris)

9:00 - 11:30 Presentations of articles by the Fellows

11:30 - 11:45 Break

11:45 - 12:45 "Transatlantic Perspectives on Iran, Saudi Arabia and Israel: Future Trends"
Bruno Tertrais (Senior Research Fellow, Fondation pour la Recherche Stratégique)

13:00 - 13:45 Lunch

14:00 - 15:00 "Unity in Diversity: Migrations and Pluralism in the European Union"
Rainer Münz (Head of Research & Knowledge Center, Erste Group; Non-Resident Fellow, Migration Policy Institute)

15:00 - 15:30 Break

15:30 - 16:30 "Perspectives on the Developing World"
Pascal Lamy (Former Director, World Trade Organization)

16:30 - 17:30 Program closing discussion

18:00 Closing party

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Article Progress Updates Diplomacy and Diversity Fellowship 2014 Fellows

Development and Business

Jessie Landerman

Women's Inclusion in Information and Communication Technology for Development Programs

CASE STUDY: Colombia

Background and Purpose

The Internet and mobile technology are among today's most powerful tools for economic empowerment, social inclusion and political advancement—yet their benefits are not shared equally between the sexes. The Internet gender gap reflects and exacerbates inequalities between men and women, particularly in the developing world, where nearly 25 percent fewer women have access to the Internet than men. International actors such as the World Bank, Inter-American Development Bank, and international NGOs promote the dissemination and adoption of ICTs in development, with and without specific mandates for gender inclusion.

Currently, only one in-depth study exists which analyzes the scope, causes and potential solutions to the Internet gender gap in the developing world. Closing this gap requires a better understanding of women's needs and behaviors regarding information and communication technology, and a focused effort to apply a gender lens to current and future ICT initiatives.

My summer position with the Colombian national government's Ministry of Information and Communication Technology (MinTIC) will provide me with access to collect new information for a case study of ICT implementation programs and how the attempt to include women and girls.

Work Plan

Working with a team of behavioral economists from Universidad de los Andes, I will examine existing data from (1) public surveys in Colombia, (2) MinTIC projects, and (3) collaborations between the University and Engineers Without Borders-Colombia to determine gender variations in behaviors, attitudes and outcomes with regards to Internet and mobile technology projects.

In addition to analyzing existing gender-aggregated data, I will conduct a brief field study and observation of a government-sponsored Internet access point on Guasca, Colombia. I will calculate how women and men utilized the center differently, and conduct brief interviews to better understand the reasons underlying gender-variant behaviors.

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I will then conduct interviews with key government staff from the Internet access point project, and analyze the literature and mission statements distributed by MinTIC regarding its goals and assumptions for the project with regards to gender.

Research Questions

I will seek to answer the following research questions:

- A. What were the intended outcomes of the various stakeholders of this program? (Colombian government, implementing partners, users)
- B. Is it correct to assume that dissemination of technology will have the impact that is sought?
- C. Is it having the intended impact?
- D. How are technology dissemination projects narrowing or widening gender and socio-economic gaps in Colombia? What factors contribute to whether a project reduces or exacerbates existing inequality?

I expect to find that the differences in power and interests of the various stakeholders will complicate the program's ability to achieve its aims. In addition, it is likely that exclusion of women and local actors in the design and implementation phases will hinder the program's ability to succeed.

Notes to Anthony, Chloe and Judy

I've spent one week so far working at MinTIC. The agency is huge, and I could spend years trying to understand it! As a result, I'm planning to focus narrowly on Internet access centers in rural Colombia, because I believe of all the Ministry's projects, this is the one that most directly targets Colombia's poorest and vulnerable citizens, and those with the least access to technology. I was fortunate to be placed with a University team with more than a year's experience working in the community of Guasca, a rural town a few hours outside Bogota. This will become the location of my pilot study.

Fabiana Sofia Perera

Tied together: Qatar's foreign policy

If Qatar follows through and hosts the World Cup in 2022, it will become the smallest country in the event's almost century-old history to do so. Moreover, it will join the ranks of rapidly growing economies –South Africa, Brazil, Russia- that have signed up to host the Cup. Hosting the World Cup is seen as an opportunity for the country to show off its recent success. When Rio submitted its bid to host the Olympics in 2016, then president Lula Da Silva said “all we need is an opportunity to show what a great nation we are. Rio deserves this. Brazil deserves it. The people of Brazil deserve it.” Surely Qatar feels the same way about hosting the Cup.

Qatar's ambitions far surpass its size if not its riches. Qatar's small population (just around two million) and landmass (around 11,000 square kilometers) make it the smallest in the Middle East and one of the smallest in the world. Yet the country's influence far surpasses its size. When Hamad bin Khalifa Al Thani seized power from his father in June 1995, The New York times wrote less than a hundred words

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on the event, stating only that the Gulf Cooperation Council recognized him as the leader of the country one day after the United States recognized him. In contrast, when Sheik Hamad bin Khalifa Al Thani abdicated in favor of his son in June 2013, the story received extensive coverage in the Times, which referenced the departing emir's "high-profile interventionist policy."

This paper will investigate Qatar's foreign policy during the reign of Hamad bin Khalifa Al Thani. It will trace the country's involvement in international affairs and argue that Qatar increased both its involvement outside of its borders as well as foreign participation in the country in an effort to gain support from foreign countries to maintain its security in an unstable neighborhood. The paper will focus on two principal aspects of Qatar's "high-profile" policy: economic expansion expressed through outward FDI flows and outward remittance flows and Qatar's political influence expressed through participation in multilateral organizations and international events.

The paper is informed by discussions in Paris and Washington, DC and is directed at a professional audience interested in foreign affairs and foreign policy. I will use academic journals, newspaper articles and World Bank databases to inform my research on the topic.

UPDATE:

I started to review the literature on the determinants of foreign direct investment. I also started looking into databases of foreign direct investment and trade data. I have not yet had the opportunity to begin writing the literature review section, but hope to do so this week.

Michael Hayes

In this short paper, I will assess the role of the African Union (AU), the African Development Bank Group (AfDB) and explore how they can positively affect economic development through their respective infrastructures. This paper will also attempt to address larger questions such as: What mandates exists within these organizations that help to promote economic development and what barriers of economic development existed in the past? Additionally, I will provide recommendations briefly describing ways these organizations can work together to ensure economic development for African people.

On the 9th day of September 1999 the African Union was established. Its mission and sole purpose, "to accelerate the process of integration in the [African] continent to enable it to play its rightful role in the global economy while addressing multifaceted social, economic and political problems," was not a new idea, but rather a restructuring of priorities. The Organization of African Unity (OAU) preceded the African Union and contained similar goals; however the main focus of the OAU was a unified voice in the struggle for independence and other 'continental concerns.' Established in 1963, the OAU through its Coordinating Committee for the Liberation of Africa galvanized support and resources for the pursuit of independence and the fight against apartheid.

In 2002, the African Union replaced the OAU as the main authority on African Affairs in the global arena. The 'Vision of the African Union' explains the shift from a reactive organization focused on the

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challenges faced by African countries to a proactive organization concerned with integration and economic development. The Constitutive Act of the African Union, effectively its constitution, states: "The African Union has shifted its focus from supporting liberation movements in the erstwhile African territories under colonialism and apartheid, as envisaged by the OAU since 1963 and the Constitutive Act, to an organization spear-heading Africa's development and integration."

Furthermore, the document established bylaws highlighting the structure, powers, principles and objectives of the African Union. This process was a creative effort focused on maintaining African values while putting the continent on a path to increase its voice in the global arena.

The AU has multiple components to its called 'organs.' These range from the Assembly, the supreme organ composed of Heads of State, to the Peace and Security Council. Each component is essential to the vision of the AU and plays a pivotal role in its multifaceted structure. Perhaps the most visible and active organ is the AU Commission.

The Commission is the 'key organ' handling all of the day-to-day management and operations of the African Union. Members of the commission include: the Chairperson, Deputy Chairperson, Eight Commissioners, and staff members. These individuals play a pivotal role in organizing the actions of the AU and keeping the organization involved with all African affairs.

The African Union has over 13 mandates; however chief amongst these is its focus on: African people, community, and the sovereignty of member states. The chief mandate within the AU is to 'achieve greater unity and solidarity between African countries its people.' This is very significant because it implies there has been a disconnect between African institutions and the African people. This is one of the restraints inherently in the AU's structure and rooted deep in the history of racism and colonization.

Daphné Joseph-Gabriel

Thematic: Corporations, Corporate Responsibility and Diplomacy - How are these notions intertwined?

Corporate Diplomacy: the deepening links of business and diplomacy

This article intends to look into the intrinsic deepening links between the economic and foreign policy agendas of States, (specifically when operating in the developing world). Multiple actors are now embodying the face of foreign relations: policymakers (traditional State diplomats) for one, but also increasingly corporations (corporate diplomats) are engaging in foreign relation dialogues with States and their counterparts. What responsibilities are then entailed for corporations vis-à-vis the populations and States concerned? How must Foreign Direct Investment and Corporate Social Responsibility be thought conjointly (specifically in weak and failing States)?

I believe, and more voices advocate this stance, that a business case exists for a company to act in a social and environmental responsible fashion. A set of points, listed here forth, comfort the business case discourse of CSR: Reputation management, Risk management, Employee satisfaction Investor

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relations and access to capital, Competitiveness and market positioning, Operational efficiency, Maintaining the license to operate etc.

However, even more so, I would like to show that the responsible tenure of businesses (Corporate Responsibility) are also in the interests of a State's foreign policy (Corporate Diplomacy), and the pursue of it's diplomatic agenda. How can Corporate Responsibility be a 'Corporate Diplomacy' in tune with the interests of the home country? Multinational corporations (MNC) can be seen as representatives of their respective home country and mirror images of its culture. Thus, it must be in the interest of the home countries that 'their' MNCs (if identifiable as such...), as business ambassadors abroad, act accordingly. Unethical business practices, environmental destruction or even conflicts with the law may not only fall back on the MNC itself, but also on its home country's image abroad. A backlash detrimental to foreign relations, diplomacy and the States interests in general.

* * *

1. I would like to develop ideas through specific corporate cases and analyse them, how do they interplay with diplomatic relations (below some cases that could be looked into)
 - a. Early June, Indian officials order a Coca-Cola plant to close for using too much water. The plant was at the centre of protests, accused of extracting too much groundwater and releasing amounts of pollutants above authorised limits. The bottling plant, one of 58 that Atlanta-based Coca-Cola has in India, has created water shortages through excessive extraction of water and accused of polluting groundwater and soil. What consequence, if any, on the foreign relations between the US and India?
 - b. Bangladesh's Rana Plaza factory collapse (2013) finger-pointed the Swedish H&M company. More than 1,100 workers died and about 2,500 were injured on April 24, 2013, when the dangerously built eight-storey Dhaka-area building collapsed, the worst garment industry accident in history. That attention on the poor working conditions in Bangladesh, where much of the world's big brands make their clothes, has led to some unprecedented change. New laws passed in Bangladesh allow workers to create unions. Monthly wages nearly doubled to \$68. About 700 garment factories — about 15 per cent of the country's 5,000 — have been inspected for safety issues. Initial compensation for the Rana Plaza collapse has been doled out to survivors and the families of the deceased. How have these developments influenced the stance of foreign relations?
 - c. In the light of the recent BNP Paribas case, - where The United States has imposed a record fine on the largest French bank because of its trade relations with Cuba and other countries under U.S. embargo-, how do the actions of the bank undermine, play on, and interfere with the diplomatic relations between France and the United States? What is the bank's 'corporate responsibility' in this case?

Some may argue this is a flagrant violation of international law and the sovereignty of the French nation. From the perspective of French legislation as well as international law, BNP Paribas has committed absolutely no irregularity. The financial institution is a French bank and therefore, not subject to U.S. law. The non-extraterritoriality of laws is a fundamental principle of international law. U.S. legislation may only be applied within that country and cannot cross borders. Moreover, the

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transactions challenged by Washington took place in subsidiaries of the BNP Paribas in Europe, not in the United States.

How does this affect Franco-American relations? Does this situation strain the current undergoing free trade negotiations talks?

Finally, could a possible reversal of the idea be thought?! i.e. responsible businesses pushing for more human valued diplomatic relations between States? or also question the legitimacy of certain policies and laws (e.g. PNB ParisBas case and the US economic embargo on Cuba) Could responsible international private actors enlighten the tenure of international public actors and diplomacy towards more human-valued focused goals?

- The two sectors, public and private, in modern and deemed to be "democratic" States, need to work hands in gloves, pushing forward the Human Rights ideal. One feeding the other, mutually completing and fueling one another (an irresponsible action can off set the latter, be detrimental). The one needing the latter. Foreign relations may well only be sustainable in the long term if both actors are at par with people-oriented humanistic values.

Examples of innovative corporations built on CSR issues that I would like to develop:

FairPhone for conflict minerals (fairphone.com)

PhoneBlocs for product life-cycle, recycling, waste management (www.phonebloks.com)

Possible interviews (incomplete):

Jacques Beltran (Alstom)

Olivier Da Lage (RFI)

Eric Chevallier (HE Ambassador to Syria)

Duc Ha Duong (Officience)

References (incomplete):

>> Dašić, David. "Global Corporations and Diplomacy." International Journal of Economics & Law, 19.1 (2011): 21-26. Online.

<http://ekonomijapravo.org/fajlovi/Vol1/03.%20Dasic%20D..pdf>

>> "Corporate Responsibility as Business Diplomacy"

By Dr. Matthias Fifka: Lecturer in International Business and Politics, Friedrich-Alexander-University, Germany - The Magazine for International Business and Diplomacy, September 2010

>> GG2022 - Diplomatic Business: Engaging Corporations in Global Policy

Whitney Haring-Smith - 22nd February 2013

<http://www.globalpolicyjournal.com/blog/22/02/2013/gg2022-diplomatic-business-engaging-corporations-global-policy>

Pending questions:

- Focus on developing countries or not? Weak States? If yes, a specific continent, country, area?

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- Should I focus on a specific business market?
 - MNCs or corporations (whatever the size)?
 - MNCs are de facto not 'nation' based, even though an identity may stay attached to them. Ex Alstom and France.
 - Smaller sized companies in this big picture?
-

History and International Relations

Jake Nelson

For a Postcolonial Ecocritical Approach to International Relations

In the study of international relations, critical theories such as Marxism, feminism, and postcolonialism have served as innovative lenses through which historical and current global interactions can be viewed, providing historians and analysts with new ways to understand the world. By re-reading the American occupation of Japan through a critical feminist lens, for example, or the 2013 French intervention in the Central African Republic through a post colonial one, commonly accepted and official histories are complemented with new detail or subverted altogether. This article will define yet another theory through which international relations can be understood and argue for its application both in describing historical situations and informing future policies. As a general note, given my background in French literature and history, the examples in this paper will focus exclusively on French and French-language sources; however, I argue that the theory can be applied more broadly to other national contexts.

Defining Postcolonial Ecocriticism—and Understanding its Limits

Ecocriticism can be generally understood as paying increased attention to the role of the earth in people's conceptions of the world. Traditionally, in part because of its ideological connection to the broader green and ecological movements, it has focused on the 'greenest' parts of the earth, such as trees and flowers, while neglecting to focus on some of the areas of more direct political importance, such as mineral and energy reserves, bodies of water, zones of transit, and national borders. Ecocriticism has in some instances been deployed to argue for environmental conservation or against irresponsible industrialization. In many ways, however, ecocriticism as a critical theory is an untapped resource: it has in large part only been applied systematically to canonic works of Anglophone literature, such as Shakespeare, with a few writers beginning to apply similar methods to African and Caribbean Anglophone literature as well as some Francophone literatures. But it is clear that a deeper focus on the ways in which colonized peoples write about their lived environments can provide a fuller picture not only of colonized peoples but also of colonized spaces, for ecocriticism is at its heart a shift in focus to space as more than just setting.

Shifting the emphasis to postcolonial literatures, however, requires a shift in the way land must be understood, given the centrality and contestation of land in the colonial project and the de-colonial struggle. For colonized peoples, the restitution of land ownership has been a consistent and core theme,

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as Edward Said explains in *Nationalism, Colonialism, and Literature*: “For the native, the history of his or her colonial servitude is inaugurated by the loss to an outsider of the local place, whose concrete geographical identity must thereafter be searched for and somehow restored” (77). Similarly, Frantz Fanon describes decolonization in *The Wretched of the Earth* as stripping away the explicitly Western imperial markings of colonial presence on colonized land to “mark out the lines on which a decolonized society will be reorganized” (38). Acts of anti-colonial resistance, then, whether the fighting of postcolonial wars or the writing of postcolonial fictions, directly engage with the questions of land and its meaning to the colonial and postcolonial subject. We can expect, then, that focusing on the ways in which colonial and postcolonial authors write their lived environments can reveal certain aspects of the colonial experience.

Constructing a Theory through Literary Cases

Much in the style of Said’s *Orientalism* or *Nationalism, Colonialism, and Literature*, this section will construct a theory of postcolonial ecocriticism through the analysis of literary texts. Given the limited space, this section will address two cases and, accordingly, two sub-theories: the theory of the chaotic zone of translation will address West African representations of the Middle East, while the theory of the subterranean communion with nature will address North African representations of the earth.

The ‘chaotic zone of translation’ can be understood generally as a space constructed to make sense of a third space. I have noticed in West African literature that representations of the Maghreb and Middle East are often used as a way to make sense of France or to make sense of Africa for a French audience—for example, in Ferdinando Oyono’s *Une Vie de boy*, a former *tirailleur sénégalais* remembers his time fighting alongside French soldiers in Algeria, interacting for the first time with white men in a way that was only possible in the colonial Maghreb (89-90). For authors like Oyono, the Orient (represented often as North Africa) is not only a space in which France and Africa interact but also a space through which France and Africa interact, a mediating space that translates Africanity into terms that the French can understand and whiteness into terms that Africans can understand. To expand this theory, I plan to draw particularly on the novels *Mirages de Paris* by Ousmane Socé and *Le Devoir de violence* by Yambo Ouologuem. Understanding the ways in which writers deploy third spaces can shed light on the colonial condition of deracination and the often-felt need to qualify one’s identity in the colonizer’s terms.

The ‘subterranean communion with nature’ is in some ways a response to the feelings of deracination and illegibility that arise from the colonial condition. In studying the works of Albert Camus and Boualem Sansal, both writers from Algeria, I argue for a new framing of the colonial connection to the land, one based on a subterranean communion with nature that occurs most explicitly when one’s body decomposes into the soil. This process transcends national boundaries and exclusionary conceptions of citizenship by creating a land-based, transnational identity that only requires one to have a special connection to a piece of land. This desire for an identity that transcends the aboveground human world is a direct response not only to the stripping of identity at the core of the civilizing mission but also the (post)colonial destruction of the earth through war and industrialization. To support this theory, I want to draw particularly from Camus’ *Tipasa* dyad (“*Noces à Tipasa*” and “*Retour à Tipasa*”) and Sansal’s *The German Mujahid*.

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Applying the Theory to Historical Cases

With the blueprints for a theory put out on the drafting table, the next step is to engage in postcolonial ecocritical readings of official histories, in order to show the value that the theory has in complementing assumed notions of persons' connections to their surrounding environment. To do so, I plan to look at the following cases:

1. The importance of colonial borders and their continued contestation cannot be understated, and by looking at either the Sykes-Picot Agreement or the Berlin Conference/Scramble for Africa through a postcolonial ecocritical lens, it can be understood how the West imposed a specific reading of the Oriental landscape upon colonized peoples that had little connection to their own individual or collective understandings.
2. An ecocritical framing of the Great War, with specific attention to the use of colonial soldiers (tirailleurs sénégalais), builds on previous readings of the war as the first industrialized total war and understands the destruction of the war in the context of the ongoing colonial projects. French propaganda arguing that it was fighting to keep its colonies free from German rule, for example, connects the war to French conceptions of race-based hierarchy and can be seen as sowing the seeds for more the explicit race-based policies developed on the continent during the interwar period.
3. Negritude, one of the more successful attempts to craft a transnational identity based on connection to a piece of land, was introduced in Aimé Césaire's 1939 poem "Cahier d'un retour au pays natal." Césaire, a Martiniquais educated in France, feels a strong attachment to the African land on which he has never set foot, and his understanding of his home island is mediated by a coming to consciousness around his own blackness and Africanity during his time in Paris.

Creating Postcolonial Ecocritical Foreign Policy

While I will have hopefully argued for the value of postcolonial ecocriticism as a descriptive tool, it is less clear how it functions as a prescriptive framework for policy. At the moment, this is the least developed section and will require significant thought and planning, perhaps by focusing on a few contemporary policy questions as cases. The frequent discussions of the relevance of colonial border drawing to contemporary conflicts (the ongoing crises in Syria/Iraq or in Ukraine being perhaps the most obvious examples) reassert the significance of focusing attention on imposed cartographies on colonized peoples. Other potential issues policy areas could be: the committing of crimes of desecration against cultural objects and spaces (such as the destruction of the Mostar Bridge in 1990 or the more recent smashing of Sufi temples in Mali by Salafist violent extremists); the role of multinational corporations in propagating a new sort of mercanto-colonialism; or any number of secession movements. The main motivating question will be: how does a postcolonially informed focus on space and land affect the way in which we create policies?

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Etienne Mashuli and Tsione Wolde-Michael

The end of the Cold War presented a new opportunity for reshaping U.S. policy. On the continent of Africa, the shift was long overdue considering the more than four decades of western support for dictatorships since the end of European colonialism. It is in this context that in 1997, during a speech in the capital of Ghana, President Clinton proclaimed the beginning of "African renaissance" that was to be based on a "new generation" of African leaders. While not mentioned explicitly, it is widely acknowledged that these new breed of leaders included Mr. Meles Zenawi of Ethiopia, Mr. Yoweri Museveni of Uganda, Isaias Afewerki of Eritrea and Paul Kagame of Rwanda who at the time enjoyed widespread Western support. More than two decades after the Cold War, it is now evident, as several critics had presciently warned, that these new leaders have become a "new generation of African strong men."

The policy shift by President Clinton was not without strong merits. The new breed of leaders took power at a critical moment on the continent. They inherited states that were widely ravaged by economic stagnation, ineffective political systems and widespread civil wars. While none of them gained power through democratic means, this was easy to overlook given the intractable contexts in which they operated. In Uganda, the memories of the murderous Idi Amin were still palpable when Museveni took up power in 1986. In Ethiopia, Zenawi took helm after the catastrophic communist led "Red Terror" that left thousands dead and drove millions into exile. Rwanda's case was even more disturbing considering the impotence of the Clinton administration during the 1994 genocide that killed over half a million Tutsi and moderate Hutu civilians. This gave moral legitimacy to the rise of Kagame who was regarded as a stabilizing factor. The two other reasons for the rise of these leaders are security collaborations and economic partnerships. Collectively, they formed a strong counter against the government of Sudan and increasingly Somalia, which were then regarded as key exporters of Islamic terrorism. Lastly, these "strong men" were viewed as reformists who would initiate President Clinton's Partnership for Economic Growth and Opportunity and the African Growth and Opportunity Act.

Since the 1990's, the U.S. and E.U. foreign policy narrative on Africa has only become more positive due to rapid economic development, high population growth rates, perceived increased political stability, and burgeoning urbanization on the continent. Indeed, half of the world's fastest growing economies are in Africa, and the continent has been lauded as the world's newest "frontier" for international trade and investment.

While this discourse suggests a period of great optimism, we argue that this popularized narrative of contemporary African progress credited in part to Zenawi, Museveni, Afewerki, and Kagame is challenged by a new brand of "Afro-pessimism" on the ground. More specifically, it is marked by the profound disparities that have only worsened on the macro level and the increasingly bleak perspectives shared by those Africans who must live out these realities in their everyday lives. From a widening gap in wealth and poverty, to repressive regimes clinging to power, illegitimate elections persisting, human rights infractions growing, and resource conflict expanding, the challenges that test African democracy are great.

This paper explores these challenges from the late 1990's to the present day and proposes potential policy solutions by examining U.S. and E.U. foreign policy in Africa with a specific emphasis on Ethiopia, Rwanda, and Uganda. These three countries were selected for study as they are all key

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western allies in the region with country profiles that seem to reinforce the dominant narrative on African development. However, while their governments remain extremely authoritarian, they continue to receive unwavering support from the U.S. and E.U.

This paper argues that the “new leaders” model has accomplished its purpose but failed to transform the political reality in the region. The “mission accomplished” is most obvious on two counts. (1) The secession of Southern Sudan greatly reduced Sudan’s capacity to destabilize the region through terrorism, and (2) the economies of the region have been growing steadily over the last two decades. However, the region remains extremely volatile and as previously mentioned the “new leaders” have monopolized political power and conveniently failed to install mechanisms that would allow for the peaceful transfer of power. Moreover, these leaders have been consistently characterized by flagrant violations of human rights and the near demise of civil liberties.

Consequently, we also argue that in most cases, the root of the aforementioned challenges in Africa is political representation that is increasingly monopolized by a handful of pro-western factions. Perhaps ironically, most of these African governments are tightly controlled by leaders deemed to be benevolent and democratic by the U.S. and E.U. While we approach this debate from a liberal-democratic perspective, we acknowledge that states have an obligation to protect and promote their interests both domestically and abroad. Still, we argue that the desire to support undemocratic leadership in these African countries is not only avoidable but also detrimental to the long-term policy interests of western nations.

As such, it is important that western policy makers de-personalize foreign policy and focus more on institutional support. With the rising presence of China, India, and Gulf States on the continent, there is even greater need for the U.S. and E.U. to reaffirm their commitments to democratic principles so as to have a lasting positive influence. Effectively doing so would represent the fourth wave of democracy.

Terrol Graham and Sorine Rasmussen

Danish participation in the Atlantic slave trade and its colonial past

“I cannot see what’s right about people who have had nothing to do with slavery apologising to people who have not experienced slavery.” Niels Helveg Petersen (Danish Minister of Foreign Affairs, 1998).

Introduction

The two of us independently were inspired by some of the talks that were given that touched on the Atlantic Slave Trade and slavery in the USA. The notion of writing a joint paper was sparked by a conversation that we had where Sorine was uninformed of Denmark’s stint as a colonial power and owner of slaves in the Western Hemisphere; we ended up talking about Denmark’s national memory ignoring this part of the nation’s history. We left that conversation without any concrete plans. However upon another conversation we realized that the both of us had been thinking about writing on this topic. Our aim is to explore how Denmark treats this episode of its history and how it aligns with its the national narrative that it purports. Our goal is not to engage in the bashing of Denmark as a former

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colonial power. Instead we would like for this endeavor to be a starting point where this part of the Danish past will be confronted and engaged with in all Danish public and private secondary schools as part of the history curriculum.

We conceive of this paper being carried out in three parts: first there will be a historiography of the literature in terms of what has been published on Denmark's colonial and slaveholding past, then there will be a second section informed by what we find at the national archives then juxtapose these against interviews of individuals about their educational experience in relations to learning about the aforementioned part of Danish history. We are going to also try to conduct interviews with officials from the ministry of education and a few politicians. The final portion will incorporate our recommendations on using this topic to engage racial and ethnic minorities living in Danish society; on the international front we will argue that Denmark has a pretext for increased partnership with certain African countries and the Caribbean region on both the cultural and economic fronts.

This comes at a time when the European Union has made significant cuts to its development programme to the Caribbean. Moreover, according to many commentators, there is growing momentum for reparations being secured by Caribbean countries from former Colonial powers:

After a two-day, closed-door meeting last month, representatives from CARICOM emerged with a unanimous agreement on a ten-point program for reparations for "native genocide and slavery." If all goes according to plan, high-ranking representatives from the Caribbean nations and the Netherlands, the United Kingdom, and France (and perhaps also Denmark, Norway, Portugal, Spain, and Sweden) will gather at a mid-year conference to discuss how to move forward with reparations. If the former colonial powers refuse that invitation, the Caribbean nations intend to pursue legal remedy under the United Nations Convention on the Elimination of All Forms of Racial Discrimination. CARICOM has already retained counsel in preparation for a negative response from Europe.[1]

Denmark has the opportunity to be assertive on this issue and pursue a path that burnishes its international reputation while pursuing a strategy that is both politically feasible and mutually beneficial to Denmark and the Caribbean. Diplomacy comes in different forms, shapes and actions. In the case of Denmark, and as a result of its alienation to the previous colonies, the inability to publicly apologise due to international law obstacles with the US, as well as the previous and current ignorance of involvement in slave trade, it is proposed that Denmark applies a different method of soft yet powerful diplomatic tool, namely education.

The History of Danish Slave Trade (Sørine)

Despite the humble size, 718.000 people in 1735, which included Norway (Gyldendahl 2014), Denmark was the seventh largest actor in the transatlantic slave trade. Denmark occupied the three islands, Saint Thomas in 1666-1671, Saint John in 1718, and Saint Croix in 1733, in the West Indies. The three islands were used to grow sugar, tobacco and smaller amounts of cotton. As the natives of the islands were deemed unfit for the hard labour in the fields and the Danish state was unable to persuade Danish citizens to move to the West Indies, Denmark initiated its involvement in the slave trade.

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During the period of 1673- 1802, Denmark was responsible for enslaving and forcibly transporting over 100,000 people from Africa to the former West Indies. There is no evidence of any slaves being transported to Denmark, as the work requiring labourers was in the agricultural sector on the West Indies. There was a disproportionate amount of slaves and free individuals on all three islands, which

Education in Denmark versus the Caribbean region in regards to the slave trade (Sørine and Terrol)

Based on school books used in Danish public schools and high schools, we will argue that the Danish participation in the slave trade is not acknowledged and follows the narrative of previous Foreign Minister, Niels Helveg Petersen in 1998, dismissing a public apology as there are no relevant or current grounds that act as incentives. Apart from dismissing the apology, it indirectly denies informing the Danish population of learning about and comprehending that the Danish wealth originating from the 17th and 18th century were built upon slave trade and work. Furthermore, the limited information about Danish slave trade focuses on Denmark being the first country to officially ban buying slaves, despite this being a glorification of history.

Policy Prescriptions

We'll advocate for Denmark taking two courses of action, one on the domestic front and the other on the international front. Danish education at the primary and secondary levels should incorporate a module on Denmark's role in the Atlantic Slave Trade into their curriculum. The international component is the establishment of partnerships between Danish government, businesses, universities and their counterparts in the Caribbean. There should be a special a bilateral agreement that tackles renewable energy, climate change, agriculture and trade, public health and medicine and the creation of student exchange and scholarship program. The bilateral relationship as envisioned will be the first of its kind, that embodies the clarion call for reparations emitting from the countries of the Caribbean for European nations to address their participation in the slave trade but in a politically feasible and mutually beneficial manner.

Policy prescriptions to be applied by the respective governments, businesses and higher education institutions.

Establishing a bilateral relationship between the Caribbean region and Denmark on:

1. Energy (renewable energy) (Sørine)
2. Climate Change (green cities, recycling and battling climate change threats) (Sørine and Terrol)
3. Agriculture and Trade (Terrol)
4. Public Health and Medicine (Terrol)
5. Student Exchange and Scholarship Program (Danish government scholarships) (Sørine)

Bastiaan Bouwman

Protecting human rights defenders abroad

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Since World War II, the promotion of human rights has become an important foreign policy objective of Western states. Especially from the mid-1970s on, which saw rapid advances in the international law, the rise of a global human rights movement, and the integration of the phrase into foreign policy, human rights have risen to become a political lingua franca. It is essential to recognize, however, that the evolution of the phrase's use has followed no single path, nor has it been determined by any single cause. New iterations of human rights in foreign policy or otherwise have never been the result of the unfurling of any inherent moral logic or a manifestation of inevitable progress. Rather, contemporary usage of the term must be understood as the product of a long genealogy of contingent, often discontinuous and polycentric developments, as various actors have incorporated it to suit their preexisting purposes or reshaped their moral imagination in accordance with its precepts.

What, then, drives the recent rise of policies focusing on assisting and protecting individual human rights defenders? In 1999, the United Nations adopted its Declaration on Human Rights Defenders, and in 2004, the EU adopted its Guidelines on Human Rights Defenders. The United States has expressed its support for the UN Declaration, and has participated in establishing the Lifeline fund for embattled civil society organizations (CSOs) in 2011. The Dutch government actively supports the Shelter City program, executed by the non-governmental organization Justice and Peace Netherlands since 2012, which relocates threatened human rights defenders to the Netherlands for three months. In my article, I will explore how governments on either side of the Atlantic work to support human rights defenders abroad. A comparative perspective, starting with the Netherlands and the United States, will help to sharpen the profile for each case as well as establish causal links that would otherwise remain hidden.

First, I will establish whether or not there is indeed a rise in attention for individual human rights defenders, in both absolute and relative terms. During the 1970s, Soviet dissidents as well as Eastern European movements such as Charta 77 were in close contact with Western actors, including states. In the 1990s, the European Union engaged in extensive political and economic reform programs in the newly independent countries of Eastern Europe. My hypothesis is, however, that the human rights defenders protection policies of the past fifteen years or so are distinct, in that they combine a conditional understanding of state sovereignty with a reluctance of both military intervention and systematic economic or political pressure.

In other words, it would seem that human rights defenders protection policies are attractive on account of their relatively noninvasive, peaceful and politically neutral nature, while still fulfilling the desire to promote human rights abroad. In order to gauge the motivations behind and the relative importance of these policies, I will place them in the broader context of human rights and democracy promotion., from the extreme measure of military intervention and nation-building to other means such as the provision of aid under political conditions.

The distinction between human rights work and democracy promotion seems to be viewed quite differently on either side of the Atlantic, at least when taking the Dutch-American comparison. On the American side, democracy promotion and human rights work are mentioned in the same breath. For instance, the State Department describes its sponsorship of the Lifeline fund, a collaboration between fifteen governments and seven NGOs, as working to further democracy by safeguarding human rights. The Dutch Ministry of Foreign Affairs, on the other hand, maintains a clear line between the two, barring diplomats from engaging in democracy promotion. For example, Dutch diplomats in Cairo in

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2012 could not support members of the April 6th movement - only after those activists had helped bring about revolution, the Dutch embassy could sponsor trainings in democratic transition. I will explore the distinction between human rights work and democracy promotion further in the coming weeks, and seek to establish to what extent this is a transatlantic difference. Research on EU discussions and policies will be instrumental in establishing whether the Dutch reticence towards democracy promotion is shared by other European states.

Interviewees:

Daniel Mahanty, U.S. State Department, Bureau of Democracy, Human Rights and Labor [confirmed]

Emily Stanfield, U.S. State Department, Bureau of Democracy, Human Rights and Labor [confirmed]

Carolyn Zander, U.S. State Department, Bureau of Democracy, Human Rights and Labor [interviewed 19 June 2014]

Sophie Kammerer, Task manager for the European Instrument for Democracy and Human Rights, European Commission

Sebastiaan van der Zwaan, Director, Justice and Peace Netherlands

Victor Scheffers, Senior Advisor, Justice and Peace Netherlands [confirmed]

Brian Dooley, Human Rights First [confirmed]

Sanne Stevens, Program Officer, Digital Defenders Project

Frank Huisinigh, Program Officer Human Rights Defenders, Dutch Ministry of Foreign Affairs

Dewi van de Weerd, Deputy Head Human Rights Division, Dutch Ministry of Foreign Affairs

Meline Arakelian, Policy Officer at DG Western Hemisphere, Dutch Ministry of Foreign Affairs [interviewed 24 June 2014]

Gender Issues and International Relations

Johannes Gartner

Email update: In regard to an update, I have made relatively little 'tangible' progress as I have mainly done literature research and looked up persons I could interview. Among the steps I have taken: I have written to asylum shelters in Berlin and Vienna, I have talked to Nivedita Prasad who recommended me to get in touch with a professor at Humboldt University, which coincidentally is the professor who supervised my Master thesis and who I will be meeting for an interview in two weeks. I have also been writing to Noufel, the last speaker at the Annual Conference, to get input on creative writing. I have written to a student-run asylum rights initiative in Berlin-Hellersdorf about getting involved as a volunteer, partly out of personal interest and partly to get a closer connection to the field and persons I

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could interview. I have furthermore been thinking a lot about how to best approach the writing of such a piece and have noted down several ideas, such as the initial setting of the story being the courtroom rather than the journey, yet without the reader knowing it as it could be a witness statement in court. My plan is to spend two weeks to read up more LGBTQ asylum claims and the journey of African migrants towards Europe. To this end, I have an appointment today at the HU African Studies library to take out two books. I have ordered Lord Jim, the classic which Judy has recommended me to read in DC. During the next two to three weeks I need to foster my knowledge and get a better understanding of the subject. Only then will I approach the persons I would like to interview. Much of the story's hard facts (country of origin and destination of the asylum seeker, etc.) will be dependent on the personalities I encounter and the interviews I manage to organise.

Idea:

Short Story: about a homosexual African black asylum seeker and his journey to and life in Europe – from the post-colonial departure setting, via the heavily policed borders to the fortress of Europe, to the problematic of having a hetero-normative male white judge assess and adjudicate on his right to stay.

The story begins in an African country where the government has recently reinstated a European colonial anti-homosexuality law [story narrative to be based on historical research on anti-homosexuality legislation as products of colonialism]. Its main protagonist is a homosexual black fictional character who has for his lifetime already been living in 'exile' within his own national borders: namely in an exile from the hetero-normativity and socio-cultural performance that his country's master narratives had imposed on him [to be based on witness testimonies & legal and socio-political research on LGBTQ discrimination in chosen country].

His belonging to the marginalised queer community has recently transformed from mere societal discrimination to a threat to his physical integrity. Though initially as a result of the passing of anti-homosexuality legislation, his situation deteriorated further when the British government announced plans to cut its bilateral development aid and when the World Bank decided to withhold a large loan for infrastructure projects in direct response to the law [interview: Fabrice Houdart, World Bank]. Such policymaking, though perhaps well-intended, has had ambiguous effects on the local LGBTQ populations: it ultimately serves the government as a powerful rhetorical tool to portray homosexuality as a Western invention and resulted in increased hostility by the country's majority population against homosexuals, which are now seen to not only be acting immorally, but are also portrayed to be the sole culprits for hindered economic development and its effects on the overall welfare of the country. [interview with local LGBTQ activist].

As his every-day life becomes ever harder to bear, the protagonist embarks on a journey towards Europe [this part of the story seeks to convey the migrants' unprivileged narratives, which tend to be systematically ignored by Western media. It will draw from the comprehensive publication 'Long Journeys. African Migrants on the Road', edited by Alessandro Triulzi, Università di Napoli-L'Orientale and Robert McKenzie, School of Oriental and African Studies, London]. The protagonist manages to arrive - via the increasingly deadly Mediterranean sea – on Italian mainland [critiques on the European Union (/countries') incoherent immigration policy (/policies). Interview: Thomas Huddleston, Migration Policy Group].

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Against the backdrop of Italy's economic situation, the protagonist moves further north in hope of economic opportunities and to seek asylum on the basis of his sexual orientation. He arrives in France (or any other 'Western' European country, tbd), where he manages to initiate asylum proceedings. His illusion of Western democracies as democratic (and gay-friendly) places soon starts to fade away as he faces (his) Western reality. During the lengthy time his claim for asylum is being processed by the authorities (commonly taking several years to finally reach a decision), he experiences life as a black homosexual man in France [Interview: academic and performance artist Oreet Ashery]. As part of this life, he on several occasions is subject to racial profiling by the French police [interviews with black persons living in France] and becomes the victim of a racially motivated hate crime, which fuels his distrust in the French authorities as the law enforcement officers' handling of his case makes apparent a certain complicity with racist ideology [interview: Larry Olomore, OESCE].

The story's ending will deal with the ambivalent situation gay asylum seekers in Europe are facing. Though sexual orientation is now an accepted ground for asylum, judges - in their assessment of the situation of LGBTQ people's lives in the claimants' countries of origin - often rely on limited, inaccurate and euro-centric depictions of the situations in post-colonial cultures. There furthermore exists an increasing trend towards not believing a claimant's sexuality, which indirectly forces claimants to rely on evidence that portrays them as individuals who fit a white heterosexual man's (i.e. the judge's) stereotype-conformant conception of a Western homosexual (the pinker, the better). LGBTQ asylum law thus leads to non-normative social groups to implicitly reaffirm hetero-normativity in the European legal system. (...to quote Lord Roger's legal opinion in a recent case delivered by the UK Supreme Court: '(...) just as male heterosexuals are free to enjoy themselves playing rugby, drinking beer and talking about girls with their mates, so male homosexuals are to be free to enjoy themselves going to Kylie concerts, drinking exotically coloured cocktails and talking about boys with their straight female mates. - Mutatis mutandis— and in many cases the adaptations would obviously be great—the same must apply to other societies. In other words, gay men are to be as free as their straight equivalents in the society concerned to live their lives in the way that is natural to them as gay men, without fear of persecution')

Persons to be interviewed:

Oreet Ashery, London-based Performance Artist & Academic

Matteo Bonini-Baraldi, Legal Programme Manager, European Fundamental Rights Agency (former colleague)

So-Rim Jung, Jouanna Hassoun, Duygu Keskin, Lesben- und Schwulenverband Berlin-Brandenburg, Project Center for Gay and Lesbian Migrants Berlin (MILES)

Fabrice Houdart (or Phil Crest), World Bank

Thomas Huddleston, Migration Policy Group

LGBTQ asylum seeker in host country

LGBTQ activists of chosen country of origin

Lisa McMunn, UNHCR Consultant, former colleague

Larry Olomore, OESCE

Proposed Bibliography: vast amounts of research and scholarship opinions exist on most elements the story deals with. If approved, bibliography yet to be determined.

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Audrey Hsieh

Following Dr. Settoul's lecture on diversity in the French military, I felt particularly challenged to think of other sidelined voices in the US military and found that I have never heard the story of a female Arab-American soldier. This idea appealed to me particularly because I felt (and continue to feel, particularly after reinforcement by Dr. Settoul) that for many immigrant and children of immigrant soldiers in the military, the female experience in the military supersedes in difficulty the immigrant experience in the military. Naturally, this should be, at the very least, anecdotally challenged through interviews with female Arab soldiers within the American and potentially even the French military. Such a story would examine the intersection of identity and public service and dissect the complicated notion of "homecoming" – returning to a country that perpetually views the main character as an "outsider", particularly when returning from a combat environment where war is often delineated via racial lines (e.g. calling the enemy "hajji"). How did this woman adjust to a combat environment during her deployment? More importantly, how does she now view the Middle East after ostensibly fighting for the "outside" force? Did she feel a kinship for those that looked more like her? What if a soldier in her unit was killed in action? Would she feel a stronger empathy for the fallen soldier or for the Iraqi civilians killed as "collateral damage" during one of her unit's combat raids? What did she tell her family about her experiences in war?

This story blends my experiences as a female in the US army with the Arab-American experience to assist in narrating the story of Staff Sergeant Leila Al-Juneid, a Lebanese-American Civil Affairs soldier returning from Iraq. SSG Al-Juneid believes in American patriotism but returns to the United States conflicted by her experience. Far from feeling "home" in the Middle East, she found that her Lebanese accent was confusing to the Iraqis and that her social upbringing was holistically different from the typical Iraqi woman. Beyond this, she finds the feminine experience in a combat environment altogether difficult: maintaining a balance between serving as a hardened tool of violence for the United States and a feminine human being posed constant stress.

The story begins with Leila on the C-17 aircraft flying home after her first deployment. She mentally flashes back to her first ramp ceremony, a somber event honoring a fallen service member. During this ceremony, all available service members line up in two straight columns extending past the aircraft's ramp and salute the casket as six comrades act as interim pallbearers carrying the remains to the bird. The memory is bookended by her contemporary setting in the aircraft as she reflects on her overall deployment experience.

Here's the opening:
Baghdad, Iraq 2006

As the C-17 aircraft cleared Iraqi air space, Leila heaved her Individual Ballistic Armor vest over her head and slowly rubbed the indents on both shoulders. At over thirty pounds, the vest – a systematic arrangement of kevlar protection, rifle magazines filled with ammunition and other gear – had duly served as both protection as well as an inseparable extension of her body. As a result, no matter how often Leila donned her vest, each time she took it off, she felt significantly more petite. Most times, she preferred her mobility and fluid freedom. However, there were occasions even within the secure confines of the Forward Operating Base that she was grateful for her hardened shell. It provided the

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convenient, albeit deceptive, semblance of mass- almost akin to an owl or a cat that puffs itself up immediately after perceiving a threat. In Leila's situation, her vest ensconced a perpetual bundle of nerves and aggression. She was not unsorry to remove the heavy vest's weight for the final time during this tour, but she also felt a bizarre sense of loss as the aircraft began its journey home. When she walked around "kitted up" with her vest, rifle, helmet and eye specs, she felt tough as hell. She felt herself exuding this aura of toughness in missions outside the wire when she interfaced with the local civilians. Even when she removed her helmet, the locals perceived her as a "tough" soldier, not quite a woman, and certainly not an Arab. Removing the vest reminded her that in spite of all her hardened battle equipment that she was, indeed, just a human. And at 5'3" and 120 lbs, a small one at that.

Home. One would imagine the word "home" to elicit feelings of excitement, spur the adrenaline. But as she looked at her teammates sitting to her left and right, she observed only exhaustion collected across each face, her own undoubtedly included. Even now, roughly half an hour into the flight, she realized that she was one of the few passengers still conscious.

Leila recalled her last telephone conversation with her family. Her mom, nearly skipping in place from excitement, had asked Leila how excited she was to come home. Naturally Leila quickly relayed her excitement to return home, but she also realized with a discomfiting start that she was more excited by the imminent creature comforts of home – a private shower with as much blisteringly hot or polar cold water as she wanted, a soft bed without lumps, a solid eight hours of sleep without blaring air horns warning of incoming artillery and mortars, walking on the ground without stepping perpetually onto small pernicious grains of sand. The last bit sounded mundanely trivial but underscored how Iraqi sand infiltrated everywhere, particularly during the brutal summer sandstorms. To most Americans, to include those in this story's aircraft, home was the doting and faithful wife, cooing kids, yappy dog. Leila didn't know what her version of home was. Her parents lived five states away from (a ten hour drive) and she had no significant other to speak of. Right now, "home" was a collection of inanimate objects, but that suited her quite fine.

During the same phone conversation, when her mom asked her what she missed most about home, Leila answered,

"Mehshee warak enab wkoosa". Lebanese grape leaves.

"What? You're in the Middle East and you miss mehshee warak enab wkoosa?? What are you eating out there?" Her mom had responded. Leila didn't quite have the heart to tell her mother that Camp Victory served its all-American boys and girls Western food, complete with mealy steak and rubbery lobster every other Friday, an unusual deployment perk.

Miya Cain

Research shows that vulnerability to sexual assault increases during and after a disaster, man-made or natural. In these circumstances, women are most affected by sexual violence, though men are also impacted. Because of the loss of control and lowered self-esteem that often occurs after assault, psychologists recommend techniques that help women regain a sense of control and security. In parallel, community empowerment is also a key component of recovery after a disaster, and some practitioners argue it is the best way to tap into the natural resources of a community and help them rebuild economically. Currently, disaster relief efforts are disorganized, adhoc, and top down and there

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is little focus on specific ways to assist women after disaster. I am interested in exploring ways to improve the way countries deal with increased sexual violence against women after disaster.

I will explore the standard procedures - what are governments currently doing, what is law enforcement doing, what are medical professionals doing? Then, I will draw on innovative and promising community-based approaches – such as community-based work in Chile after the 2010 earthquake and in Somalia to empower women after rape in war.

Interviews:

1. Harvard has a study group on the global movement to end violence against women. This could help us start to structure our research in the field. I've emailed the two fellows leading the study group for informational interviews. <http://www.hks.harvard.edu/centers/carr/programs/sexuality,-gender-human-rights/programs/ending-violence-on-women-study-group>

2. Professor Tim McCarthy
3. Abigail Moy (Namati)
4. Beth Goldberg
5. Fabrice Houdart (World Bank)

Readings:

Week 2: Whose Liberty? Rethinking Rape Law and the Status of Women as Victims in the Criminal Justice System

- "Beyond the Myths: Equality, Impartiality and Justice," Claire L'Heureux-Dube, Journal of Social Distress and the Homeless, Vol. 10, No. 1, 2001.
- "Constructing Sexual Aggression and Vulnerability: further thoughts on the body politics of rape," Helen Moffett, African Gender Institute, University of Cape Town, South Africa, July 2003.

Week 3: The Status of Violence Against Women, Laws in Place and Campaigns Carried Out to Create Awareness in Sri Lanka

- "Prevention of Domestic Violence Act," Gazette of the Democratic Socialist Republic of Sri Lanka, October 07, 2005.

Week 6: The Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention) is the first legally-binding instrument in Europe in this field, and in terms of scope, the most far reaching international treaty to tackle this serious violation of human rights.

- "Crime Against Women," Parliament Library Reference Research Documentation and Information Service.

Najma Ahmed Hussein

Reducing gender-based violence through legal empowerment.

In most countries legal aid is a fundamental constitutional right, but in practice it is hampered by the poor quality of existing services available to poor communities.

Procedures to access legal aid are complicated and often socially humiliating, for underprivileged and marginalized categories of the population, especially women who continue to be exposed to vulnerability risks.

The term legal empowerment was coined by Professor Stephen Golub in 2001, articulating the concept as “putting community-driven and rights-based development into effect by offering concrete mechanisms, involving but not limited to legal services, that alleviate poverty, advance the rights of the disadvantaged, and make the rule of law more of a reality for them”.

Legal empowerment is an emerging theme of the discussions surrounding the international development agenda. It is currently the object of an intense advocacy from civil society to include it among the 2015 Millennium Development Goals.

Its practices find ground in the reforming legal aid systems of underdeveloped and developing countries. Over the past few years, they focused on improving the legal literacy of marginalized segments of the population and operated a shift from top down approaches to bottom up approaches, highlighting the essential and primary role of communities in facilitating this process.

On the African continent, declarative texts (not legally binding but expressing desirable trajectories) such as the Declaration of Kampala on Community Paralegals of 2012 have stressed the need for governments to put an emphasis on the use of paralegals to navigate their plural legal systems, and deliver cheap and accessible legal services.

Legal empowerment programs are designed to give a voice to the marginalized. Women constitute an essential, if not the core part of beneficiaries of these programs.

Targeting women especially, our article will study the impact of these initiatives on the reduction of gender-based violence, and will rely on case studies of East African countries. As I garnered work experience in the field in Djibouti, the complexity of its legal system mixing modern law, Sharia law and customary laws (surviving legal traditions) makes it a good case study. Women there are confronted to a various range of legal issues, including Personal Status issues (regarding alimony, child support and divorce) but also domestic violence and honor crimes.

This article will demonstrate how legal assistance helps women have access to common standards of security by allowing them to assert their own rights under the law. It is undeniable to say that by educating and transmitting basic legal knowledge to women and provide guarantees to their defendant rights during all stages of procedures, their rights will remain respected.

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Several elements will be addressed in this paper, the crucial role of understanding the sociological, cultural and religious contexts of societies in which legal empowerment practices are initiated, but also how they influence the state of the legal aid reform.

We will also explore the outcomes of the intersection of different actors, ranging from civil society, judicial institutions, philanthropy and international organizations.

Furthermore this paper will analyze how to improve access to justice services supported by community-driven implementation based on demand-side priorities of poor communities.

Kyle Rohrich

WWLGBT

The greatest stand-off between Russia and the West since the end of the Cold War is not about the economy, geopolitics, or energy. Rather, the conflict in Ukraine is only a battle an emerging and rampant ideological war between the West and “the rest” that is all about the gays. Persuasive point (to be modified): If the war is really about the status of LGBT individuals, then the West must adjust its strategy to destroy this link between LGBT rights and the West, especially in countries that it cannot effectively coerce through diplomatic or economic means. The fate of [insert number here] depend on it.

While the United States and European Union have ramped up their international promotion of LGBT equality, Russian President Vladimir Putin has constructed his own parallel ideology to stir populist sentiments throughout the world against Western association. As the West threw their support to Ukrainian protestors in May 2014, Putin referred to the group as “gay Nazis.” Russian media outlets referred to the Maidan Square, the scene of the protests, as the “Gayeuromaidan,” reinforcing the popularly-held notion that “LGBT” is an entirely Western construct.[1] While President Obama and European leaders consider themselves human rights defenders, President Putin has assumed a parallel position as a “defender of traditional values” in World War LGBT. One man’s LGBT freedom fighter is another man’s cultural imperialist.

The victims and the victors of this conflict are LGBT individuals themselves. In Kosovo and Serbia, the EU has been able to use positive conditionality to motivate these polities to reform laws to implement constitutionally-guaranteed protections for LGBT individuals. The results have been beneficial: an LGBT individual has more constitutional safeguards in Kosovo than an LGBT individual in Nebraska, and Kosovar LGBT organization the Center for Social Emancipation (QESH) believes LGBT rights in Kosovo are moving in a positive direction.[2]

However, LGBT individuals in countries that lay outside the clear influence of the European Union have seen a sudden backlash in the local LGBT rights movements. In 2013, 50 LGBT individuals

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partaking in a pride parade in the Republic of Georgia barely escaped the wrath of thousands of anti-LGBT protestors led by Orthodox priests. In May 2014, Kazakhstan's first (illegal) same-sex marriage between Kristina Chernyshova and "Karolina" resulted in anti-LGBT protestors building a brick wall in front of a gay nightclub in Almaty. The marriage ended in tragedy shortly thereafter when Kristina was brutally murdered and the police apprehended her surviving partner as a suspect.[3][4][5]

The year 2014 proved a landmark year in the advancement or regression in the global LGBT rights movement, depending on geography. In the United States, courts from Oklahoma to Michigan continued to strike down gay marriage bans. Northern Cyprus removed same-sex relations from its criminal code, and Scotland approved gay marriage. Meanwhile, the Supreme Court of India reinstated the criminalization of homosexuality, a colonial-era law that had been ruled unconstitutional in 2009.[6] Uganda and Nigeria both enacted laws criminalizing same-sex relations with punishments ranging from ten-year imprisonment to death.

In reaction to these advancements or regressions (depending on one's perspective), countries have ramped up their involvement in promoting their respective viewpoints. Denouncing the Ugandan anti-homosexuality law, World Bank President John Kim Yong warned that restricting sexual rights "can hurt a country's competitiveness" as the World Bank postponed a \$90M loan to improve health services in Uganda.[7] Foreign affairs ministries of the United States and Europe have stepped up criticism of governments that restrict the rights of individuals. From one vantage point, Western countries are using diplomacy to reverse the results of their own colonization of Africa and Asia, where they first implemented many of the existing anti-LGBT laws in the first place. Meanwhile, in Eurasia, lawmakers from Lithuania to Kyrgyzstan proposed anti-LGBT propaganda legislation.[8]

Countries in the "pro-LGBT" and "anti-LGBT" (or pro/anti-"traditional values") can be classified also in the frames of Western and non-Western. This article examines the battle for Eurasia in WWLGBT between the EU-US axis and the Russian Federation. First, the article identifies the status of LGBT rights in fourteen Eurasian countries: Russia, Belarus, Ukraine, Moldova, Montenegro, Serbia, Kosovo*, Albania, Turkey, Armenia, Azerbaijan, Georgia, Kazakhstan, and Kyrgyzstan.[9] This article then examines the existing policies used by international actors by measuring these actors' involvement in promotion of LGBT rights or "traditional values" abroad by analyzing actors' use of nine different operational tools: country strategies; LGBT rights monitoring; Heads of Mission reports; démarches and public statements; individual cases; court hearings and prison visits; political dialogues; efforts to support civil society; and international mechanisms. Lastly, this article draws upon research and interviews to establish the necessary criteria for success in the promotion of LGBT rights/traditional values to understand why LGBT rights are advancing in some countries and regressing in others.

In this article, I take a position in favor of the improvement of the lives of millions of LGBT individuals that live within this geographic region. By using empirical data collected from academic literature and personal interviews, I aim to establish recommendations for how international actors may do their part to improve the lives of LGBT individuals throughout Eurasia.

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Diversity in Policymaking

Kia Hall

Re-imagining the Three Ds (Diplomacy, Defense, Development) in a Global Context

For four weeks this summer, I had the opportunity to participate in the inaugural year of Humanity in Action's Diplomacy & Diversity Fellowship program. With a longstanding interest in diplomacy and diversity, this paper explores my idea for a cultural diplomacy "experiment." While diplomacy is often understood within the formal bodies of national governments (e.g. embassies), this paper explores the potential of "diplomacy without borders." Not only does this paper build upon the notion of shared security, in lieu of national security. It also encourages cross-cultural engagement of young people from diverse backgrounds to develop solutions to some of our most entrenched global policy issues. The experiment ultimately encourages middle and high school aged youth to tackle problems that are not being effectively addressed by elite adults.

In this introductory paper, I briefly discuss the major sections to be included in the final document. In the first section, I talk about the idea of a "diplomacy without borders" that can be engaged by any global citizen. Next, I discuss how such a global notion of diplomacy can be extended to issues of development and defense, maintaining a parallel to the way in which the United States government conceptualizes the "3 Ds" of development, diplomacy and defense as an interrelated triad. Then, I describe the details of the youth innovation project (YIP) I plan to launch. Utilizing the very rich resources of the summer fellowship, the final section responds to the feedback and guidance provided by the experts consulted for this paper.

Diplomacy Without Borders

Diplomacy is typically understood in the context of formal relations between the governments of two or more states, or in terms of international relations. When issues of diplomacy and diversity are considered, people will often look to the formal bodies that engage in diplomatic work, including ambassadors and foreign policy analysts. However, we can think of diplomacy in much broader terms. The Fulbright U.S. Student Program—the largest exchange program for students and young professionals in the US—promotes the idea that anyone can be a cultural ambassador. As a former Fulbrighter (2011 – 2012) and a 2014 Fulbright Alumni Ambassador, I was selected to promote cross-cultural exchange and understanding. During my research in Honduras, I provided educational consulting and web development services to members of the community that was the focus of my research. Later, as an Alumni Ambassador, I have written blog articles and provided mentorship to students who are interested in similar cultural exchanges. What these personal experiences highlight is that diplomacy is not simply about the work of diplomatic officials. Rather it is the work of everyday citizens and students that have the opportunity to promote cultural understanding. How then can we understand this broader notion of diplomacy in relation to global issues of concern, such as internationally defined human rights? It is useful to understand cultural diplomacy as it relates to the shared security of all the world's citizens and innovative approaches to development that transcend national boundaries.

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The 3 Ds (Diplomacy, Defense, Development) in a Global Context

The United States government understands diplomacy as related to both national defense and development initiatives (especially foreign aid), which work together in the service of the country's national interests. This paper argues that rather than understanding the 3 Ds in the context of the national interests of particular states, it may be useful to re-envision such concepts in a global context that transcends the limitation of a state-centered analysis. Instead of being guided by national law and culture, this global context would be informed by social justice objectives and human rights law. Below, I diagram the conceptual shift.

	National Context	Global Context
Diplomacy	Also known as soft power, the goal of diplomatic relations is ultimately to facilitate economic and political relations between states.	Rooted in cosmopolitanism ideals, individuals who identify primarily as global citizens seek to promote cross-cultural understanding in a global context.
Defense	Rooted in the geopolitical strategy of specific states, the goal is to protect national sovereignty through the use or threat of military force.	Advanced by Quaker pacifists, "shared security" makes reference to a global community and an interdependent world, seeking cooperative solutions among and across states.
Development	Often offered as a carrot (or reward) for allies, the goal is to provide economic assistance to states that do not pose any threat to national interests of the state.	The goal is to provide universal access to human rights, regardless of citizenship or the political interests and conflicts of specific states.

From a School in the Cloud to Youth Innovation Project (YIP)

If you want to hear about some of the most innovative projects around the world, TED (short for Technology, Entertainment and Design) is a good place to look. Since 1984, TED conferences have provided a platform for interesting, exciting, and innovative ideas. Every year, one person is awarded a TED prize of 1 million dollars to try to make his or her dream a reality. In 2013, Sugata Mitra won the TED Prize for his idea about building a "school in the cloud." The school in the cloud essentially allows young people to explore and learn from each other, with occasional resources and mentoring provided by online facilitators (or grannies in the cloud). This global development concept has inspired my own youth innovation project (YIP).

YIP will be based on the idea, convincingly argued by Sugata Mitra, that young students are able to learn about and solve complex problems with relatively little assistance from adults. Instead of being a resource in the cloud, I will be working with a diverse group of young students to analyze the impact of migration policies on young lives and to develop innovative solutions. I will not develop a curriculum

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for students. Rather, I will simply pose questions and help students to access requested resources required for problem analysis and solution development. I will be conducting this project from a Quaker-run refugee guesthouse, where I will be working in the coming year. This work environment provides access to a diverse set of experiences with national policies that have compelled or forced migration. Scholars such as Scott Page have demonstrated the value of diverse perspectives in solving complex problems.

Engaging Experts and Youth

In the preparation of this paper and design of the Mexico City YIP, I will consult experts on diversity, as well as young people who have experience with migration and/or diversity. My first interview was with Egyptian-born French journalist Ahmed El Keiy, who has pioneered the “Toutes les Frances” program to showcase diverse perspectives in France. He advised that I should be prepared to be surprised by the young people. I look forward to interviewing several young people in the development of this paper, and incorporating their feedback along that of the other experts.

Ava Morgenstern

INTRODUCTION: ROUGH DRAFT

Does judicial diversity matter in international human rights law? This link is understudied but important to explore.

Diversity matters in many countries’ judiciaries. Multiple facets of diversity among judges – especially gender, race[1], and prior professional experience – often affect decisions. Diversity does not guarantee specific outcomes. However, opposed to a less diverse judiciary of mainly white men, the presence of women and minorities may bring important benefits. A more diverse judiciary may be more socially representative and thus more accepted as legitimate by heterogeneous populations. Arguably, there are also tangible impacts on decision making. Women and minority judges might in some instances have different perspectives from white male judges, and might be able to better consider nuances of some cases involving gender and race. Furthermore, judges with a diversity of professional experience can bring a greater range of relevant perspectives to bear on cases.

For asylum decisions specifically, diversity in all three of these facets (gender, race, and professional background) might be relevant, but more cross-national research is needed. This relationship between diversity and asylum cases may have broader implications for other areas of international human rights law.

In this article I will explore the connection between judicial diversity and asylum and refugee law. First I will explain why asylum and refugee law is important as part of international human rights law, since most countries participate at least minimally in this system which strives to protect people at risk of persecution. Switching gears, I will then address why diversity, especially of race and gender, is relevant for the system of law in general and for the judiciary in particular. This section will include

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several parts. I will summarize available data on diversity in the courts of several countries in North America and Europe. I will review arguments for and against a specific attention to promoting judicial diversity. The difference between these arguments hinges on whether law can or cannot be understood independently of social forces such as judges' demographic characteristics and life experiences. Focusing on the favorable arguments for diversity, I will then consider the normative (symbolic) and practical benefits of diversity. An explanation of recent debates about racial and gender diversity on the United States Supreme Court, particularly with the appointment of Justice Sonia Sotomayor, will illustrate this discussion.

Next, I will review cross-national empirical research on whether women and minorities make a difference in judging. Most available research is from North America and focuses on cases other than immigration and asylum law, though a few studies have treated the latter and have found some effects of race, gender, or both, in addition to other characteristics such as professional experience. Due to the overrepresentation of white males in judiciaries, including those for immigration and asylum/refugee law, I will emphasize the potential value of diversity in asylum law. Some women and minority judges might help to improve the atmosphere and process for some refugees and asylum claimants. At the same time, due to limited research, we know little about the impact of underrepresented judges in asylum systems across countries. Furthermore we cannot rely on stereotypes to predict how women or minorities judge.

I will conclude with several points. I will make suggestions as to where more research is needed to better understand the effect of judicial diversity on refugee and asylum law cross-nationally. Additionally I will summarize policy ideas for improving judicial diversity. Finally I will consider implications of judicial diversity for human rights law more broadly, such as in international courts.

Logistical question:

What interviews should I aim for?

- It is unclear to me what gaps I need to fill with information that I could realistically get from interviews.
- I am not expecting to be able to talk with judges about their actual decision-making processes or cases, due to the sensitivity/confidentiality/politics of this subject.
- I could ask people for their opinions on judicial diversity, but many people who have something to say about this topic, have already published their views in sources that I can access.

OUTLINE

Introduction

- Does judicial diversity matter in international human rights law?
 - o Answer:
 - § Diversity matters in many countries' judiciaries. Multiple facets of diversity (especially gender, race, and professional experience) often affect judicial decisions.

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- Diversity does not guarantee specific outcomes but might improve the public legitimacy and decision-making process of a judiciary, as opposed to a less diverse judiciary (e.g., of white men).
- § For asylum decisions specifically, diversity might be relevant, but more research is needed.
- § Broadly, judicial diversity is worth studying, to understand what might shape international human rights law and how it might be improved.
- Summary of article outline
- Why asylum law?
 - Why does asylum/refugee law matter for human rights?
 - o Most countries have signed onto the UN instruments for refugee protection, and have at least minimal support for refugee protection and asylum claims in their domestic legal systems
 - § Signatories: <http://www.unhcr.org/3d9abel177.html> and <http://www.unhcr.org/4dac37d79.html>
 - § Feller 2001: importance of international refugee protection regime
 - § UNHCR website
 - § <http://www.ijrcenter.org/refugee-law/>
 - o All asylum systems could be improved; here is one way to do it
 - o Asylum systems are within domestic judiciaries, which have had more research on judicial diversity than have international judiciaries
- Why diversity?
 - Why does judicial diversity matter for law?
 - o Illustrative example of judicial diversity: US Supreme Court
 - § (in addition to scholarly articles: illustrate with media (videos, personal stories, news))
 - § On Sonia Sotomayor:
 - (Sotomayor, 2002) – value of judicial diversity
 - (Mauro, 2013) (BLT) 2013
 - (Uhrich, 2013) (TheProgressive): value of life experiences and diversity
 - § On other female justices:
 - (Kenney, 2010): O'Connor and Ginsburg on gender
 - § On Clarence Thomas:
 - (Minow, 1992)
 - o Overview of countries' judicial diversity (or lack thereof)
 - § (Böcker & de Groot-van Leeuwen, 2007): ethnic and gender diversity in the judiciaries in Netherlands, Germany, France, England, Canada, US
 - § (Torres-Spelliscy, Chase, & Greenman, 2010) (Brennan Center for Justice): limited race and gender diversity in US state courts
 - § (Center for American Progress, 2013): diversity in US federal judiciary
 - § (Institute for Inclusion in the Legal Profession, 2012): US women and minorities in law incl. judges (p17)
 - § (Schultz & Shaw, 2003): women in law cross-nationally

Diversity: Normative considerations

- o Arguments for promoting diversity in law

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§ What is law?

- Law and society (sociology of law) literature: law is socially constructed, not objective
 - o Ex. (Abel, 1995): Tension between insular legal scholarship (the abstract authority and impartiality of law) and interdisciplinary legal scholarship (social influences on law)
- Critical race theory (CRT) and feminist theory in law
 - o (Johnson & Fuentes-Rohwer, 2004) - overview of CRT and feminist perspectives on judges
 - o (Kenney, 2010): more feminist perspectives

§ Major arguments for diversity

- General
 - o (Wald, 2011): What is diversity? Why does it matter in law? (normative reasons more critical than utilitarian ones; participation more important than just representation)
 - o (Scherer, 2011): Summary of pro views
 - o Dimensions: “symbolic” (social legitimacy) and “practical” (the perspective of nontraditional judges) (Boyd, Epstein, & Martin, 2010)
- Symbolic / normative dimensions of diversity
 - o Legitimacy of judiciary as socially representative
 - § (Chen, 2003) (p134-142) – diversity as symbolic
 - § (Scherer, 2011): in favor of diversity and legitimacy, strategizing how to convince whites that diversity benefits them
 - § (Munyan, 2013) (Brennan Center for Justice) (demographic representation of immigrants in the judiciary is also positive for a country’s image abroad)
 - o Remediating discrimination in the legal profession
 - o Introducing underrepresented experiences and perspectives of women and minorities as legal professionals (feminist, CRT literature)
- Practical dimensions of diversity
 - o General
 - § (Chen, 2003) (p134-142) – supports diversity for quality of decisions
 - § (Johnson & Fuentes-Rohwer, 2004) (supports diversity for improved decision making and impartiality)
 - § (Schultz & Shaw, 2003): supports diversity but finds mixed practical effect
 - o Specific empirical studies summarized below
- Caveats
 - o Diversity is not guaranteed to bring certain outcomes
 - o Need to avoid essentialism (e.g., all women judge a certain way)
- o Arguments against promoting diversity in law
 - § General

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- (Scherer, 2011): Summary of con views
- § Law as already value-neutral, fair, etc.
- § Opposition to affirmative action
- § Other arguments
 - (Legomsky, 2007) (opposes efforts for more consistency in asylum decisions, such as with judicial diversity, on grounds that judicial independence and thus fundamental inconsistency should not be compromised)
 - o On gender: p433, 457 (but see footnote 191 for his distinction between this argument and opposition to affirmative action)
 - o Problem with argument: belief in judicial independence (from gender etc) despite white male majority in the judiciary. Inconsistency is not some unfortunate random byproduct of the universe but reflects systemic social patterns.

Diversity: Empirical considerations

- Empirical impact of diversity in judiciary
 - o General
 - § Scott Page (Page, 2007) – diversity improves group decision-making under certain conditions
 - o Law specifically:
 - § Generally in judiciary: effect of gender and/or race (and other characteristics) on decisions
 - Why does gender matter?
 - o (Boyd et al., 2010): effect of female judges (individually and in panels) on cases of sex discrimination specifically. The authors did not examine immigration etc.
 - o (Davis, Haire, & Songer, 1993): in some types of cases (employment discrimination, criminal), women decide cases differently, but this is a small difference
 - o (Peresie, 2005): effect of female judges (in panels) on gender-relevant decisions for plaintiffs; proposes explanations for female judges' effect on male judges
 - o (Ramji-Nogales, Schoenholtz, & Schrag, 2007)- p343-344: summarizes the literature on gender differences in judging – ex. do female judges bring useful characteristics to asylum cases based on their own experiences w/ discrimination and their less-adversarial stances toward trauma survivors
 - o (Rehaag, 2011) – some gender effects in Canadian asylum system (not women judges alone, but more complex context: women judges + women's rights professional experience + female claimant + gender persecution claim à more favorable to claimant)
 - o (Rehaag, 2012)– mixed gender effect in Canadian refugee determination system (less pronounced than in US)
 - o (Schultz & Shaw, 2003): differing opinions on whether gender matters

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- Why does race matter?
 - o (Cox & Miles, 2008): minority judges (individually or in panels) more likely to favor minority plaintiffs in Voting Rights Act cases
 - o (Kastellec, 2013): influence of black judges (on panels) in support for affirmative action, via several mechanisms of influence on colleagues
 - o (Scherer, 2004): importance of black judges for descriptively (symbolically) and substantively representing black constituents; black judges vote differently from whites on criminal cases
- Gender + race
 - o (Collins & Moyer, 2008)– intersectionality of gender and race: minority female judges more likely to support criminal defendants
 - o (Schoenholtz, Schrag, & Ramji-Nogales, 2014): ebook [see link below in Ramji-Nogales email]. Note this is not about immigration judges but DHS asylum officers.
 - § Ch10: Ethnicity and gender of asylum officers. Gender not significant. Ethnicity had mixed effects depending on the interaction variables (p80-84). The chapter also includes other identity variables (education, marital status, region of birth, prior work experience). Legal education (JD vs. not) significant.
- Some other characteristics
 - o (Ramji-Nogales et al., 2007) - professional experience as a component of diversity. The judiciary is stacked against claimants when a majority of immigration judges have worked for DHS or other gov't agencies.
 - o (Glynn & Sen, 2014) – empathy and life experience (specifically, having daughters) affecting decisions of conservative male judges on women's issues
 - o (Keith, Holmes, & Miller, 2013) – influence of immigration judges' political ideologies, national interests, and human rights norms (the combination differs by judge), on asylum decisions
 - o See Rehaag 2011 above for intersectionality of gender with other variables
 - o Other literature on judges' political identifications (citations in Rehaag 2012, p13)
- § Specifically in US asylum law[2]: effect of gender on decisions
 - (Ramji-Nogales et al., 2007) - (independent variables affecting asylum court decisions: which region and court, variables of the asylum seeker, personal variables of the judge (gender, prior professional experience). "Female judges grant asylum at a rate that is 44% higher than that of their male colleagues." (377) Other IVs not significant. Race was not mentioned.)

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- o Data: <http://www.law.georgetown.edu/academics/centers-institutes/human-rights-institute/refugee-roulette.cfm> . No race data.
- o (6/25 personal correspondence from Ramji-Nogales: "To the best of my knowledge, there is no research about associations between immigration judge's race and asylum decisions, because the government does not track information on judges' race. My new co-authored book, following on from Refugee Roulette, studies asylum officers' race and asylum decisions. You can find the book here: <http://www.amazon.com/Lives-Balance-Adjudication-Department-Homeland/dp/0814708765> [Schoenholtz et al 2014: ebook thru MLibr is at http://dl2af5jf3e.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info:sid/summon.serialssolutions.com&rft_val_fmt=info:ofi/fmt:kev:mtx:book&rft.genre=book&rft.title=Lives+in+the+Balance&rft.au=Schoenholtz%2C+Andrew+I&rft.au=Ramji-Nogales%2C+Jaya&rft.au=Schrag%2C+Philip+G&rft.date=2014-01-01&rft.pub=NYU+Press&rft.isbn=9780814708767&rft.externalDocID=10814564]
- o Sean Rehaag has published a few articles looking at the impact of judge gender in immigration courts in Canada. I'm not aware of any studies looking at race and gender in any other countries -- I know researchers have tried but have had a hard time getting their hands on the data.")

Conclusion

- Summary: potential value of diversity in asylum judiciary
 - o Remedying overrepresentation of white males as immigration judges (faced with female and/or nonwhite asylum claimants in particular)
 - o Gender diversity of immigration judges in asylum cases: potentially better process and outcomes for some asylum seekers (in particular, attention to trauma, torture, gender persecution issues)
 - o But:
 - § Not enough research on this link
 - § Gender usually is correlated with other IVs, especially professional experience, which affect the outcome too
 - § Apparently no research on race or other identity diversity of immigration judges in asylum cases, due to data limitations
 - § Most research is based in US
- How might diversity be improved in this profession?
 - o Proposals for increasing diversity
 - § (mention how this applies to US asylum system in terms of federal and state courts)

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- § (Cavendish & Schulman, 2012) (Appleseed) (p19-24): improving US judicial diversity (by pre-judicial professional experience, and gender)
- § (Torres-Spelliscy et al., 2010) (Brennan Center for Justice): improving judicial diversity in US state courts
- § (Ramji-Nogales et al., 2007) (p380-389): policy recommendations for improving fairness of decisions in the US asylum system (though not relevant to changing judicial diversity)
- § (Reddick, Nelson, & Caufield, 2009) – improving diversity on US state courts
- § (Böcker & de Groot-van Leeuwen, 2007)– improving judicial diversity in various countries
- § (Schultz & Shaw, 2003) – improving gender diversity in various countries
- Areas for further research
 - o Generally, more qualitative and quantitative research on asylum decisions:
 - § Gender outside of the US context
 - (data may be an obstacle – see Ramji-Nogales email)
 - § Race across countries (plus methodological challenges ex. in France)
 - (data may be an obstacle in US and elsewhere – see Ramji-Nogales email)
 - § Diversity beyond race and gender: Other identity variables of judges, like professional experience
 - (Voeten, 2008): effect of judge’s independent variables (nationality and the country’s legal culture, career experience, etc) on the decisions of ECHR judges
 - Apparently no research on sexual orientation of judges – which might be relevant to cases of sexual minority persecution claimants
 - o (this is because few judges are openly gay) (ex. on the few US openly gay federal judges: <http://thinkprogress.org/justice/2012/03/15/445622/president-obama-has-now-quadrupled-the-number-of-openly-gay-judges-on-the-federal-bench/>)
 - o Diversity in other areas of international human rights law, and in specific courts (ECHR, ICC, etc.)
- Broader implications
 - o Potential value of judicial diversity in international human rights law

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(need to set up in a style that includes clickable links for all references with URLs – see EndNote for URLs). Note that changing away from current style (APA) might remove references in the text

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[1] I use the US convention in which the word "race" refers to ethnic groups as often categorized in the contemporary US (i.e., African-American, Latino, Asian-American, Native American, Caucasian, etc.). Where this word does not apply to a European context, the reader should instead consider local terminology for people of minority ethnic or immigrant backgrounds who are underrepresented in positions of power such as judiciaries.

[2] Related sources: TRAC Immigration database on individual US immigration judges (<http://trac.syr.edu/immigration/reports/judgereports/>) (doesn't use demographic variables, only city and name);

ICPSR database (<http://www.icpsr.umich.edu/icpsrweb/ICPSR/studies/6796>) (database includes judges' gender, race, and ethnicity. I may not have access to it, but other researchers can use it if I give the link)

Jessica Wamala

Reshaping the Affirmative Action Debate: Diversifying the Diplomatic Corps in a Transatlantic Perspective

Scholarship suggests that diversity, especially women and non-whites, in diplomatic leadership roles makes dramatic and measurable improvements by providing additional perspectives and increasing the interests represented to enhance opportunities for mutual understanding and achieving and maintaining peace. The democratic goals of pluralism, equality, and peace cannot be achieved without active participation from all minorities. However, the entrenched elite in the United States and France has historically excluded minorities, especially racial, ethnic, and gender minorities. With histories of slavery and colonialism, American and French non-whites have been an integral part of each country's narrative, but not dominating in positions of power. The diplomatic corps has instead been an overrepresentation of the affluent, white, ivy-league educated, man. Since these countries both hold equality and equal opportunity as fundamental values, this paper will investigate the necessity of a

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diverse diplomatic corps and evaluate the implications of the efforts that have been made to address this issue.

The United States' State Department and the French Ministry of Foreign Affairs house the official diplomatic corps of the United States and France, respectively. While each agency is responsible for the external representation of its government, there is and has been an inconsistency and contradiction between the composition of individuals that compose the diplomatic corps as a reflection of the composition of the society. The recognition of diversity as a necessity will frame the theoretical foundation of this article. In order for the claim that the US and France need to prioritize diversifying their respective diplomatic corps to stand, I will argue for the necessity of diversity. The literature offers an understanding of the importance of diversity and changing the established contradiction, which will provide the basis of my critique of the efforts made by the US and France.

Through an evaluation of the historical and contemporary efforts to increase diversity in the diplomatic corps, I will begin by outlining the similarities and differences of each country's efforts and how the strategy, focus and attention given to prioritizing this issue has shifted throughout time. Some of these efforts include recruiting, changing the entry process, political appointees and quotas. Next, I will evaluate the measurable effects of these approaches. It is evident that the US and France have used different approaches and place different value on the necessity, priority, and methods for actively diversifying the representation of the diplomatic corp. Parsing out these differences will be fundamental to understanding the effectiveness of diversify the diplomatic corps.

Lastly, this paper will explore if there has been a shift in attitude in the internal culture of the organization, through informal and formal channels as well as the recruitment process, especially places that are not forbidden by law. The United States has shifted faster than the French in seeing a difference in representation, formally and informally. This begs the question why and what is the United States doing differently in its efforts to implement changing this contradiction of representation. I will investigate why the United States has taken a different approach to prioritizing the diversity of its diplomatic corps and if this same approach is possible from the perspective of France. Informally from the view of most senior officials at the State Department, it is clear that there has been a departure from the "PMY: Pale, Male and Yale" attitude both in terms of as an aspect of the organization's culture, where speakers identify a clear shift in acceptance.

However, the French model for recognizing a lack of diversity in its diplomatic corps has not formally sparked the same course of action. There are clear constitutional limitations in France, which would prevent large-scale affirmative action efforts similar to the United States, which indicates a difference and possible explanation for differing viewpoints on the necessity and priority of diversification.

The comparison of the US and France is necessary to begin to place more emphasis on how the decision-making process is affected by diversity. The diversity of ideas needs to come from a diversity of people, which requires the active inclusion of women and non-whites. Using data from each government, but more strategically in France (for the lack of official minority statistics), I hope to establish that diversity matters at the highest decision-making levels, and to what extent is a country responsible for leading these actions of intentional inclusion.

Wendell Adjetev

"Policing Bias": A Comparative Analysis of Racial Profiling in New York City and Toronto

Central argument:

I posit that in settler colonial societies like Canada and the United States, policing remains an essential part of an ongoing colonial project that is firmly rooted in preserving a racial hierarchy. As the state attempts to resolve the exclusion of some of its racialized members due to subaltern schools, residential segregation, and lack of access into labour markets, policing becomes integral to managing these groups, lest they express their disenchantment with (perceived) force or continued disregard for societal norms. Constant surveillance and arbitrary use of force thus leads to further alienation and increased encounters between police and marginalized members.

It is worth noting, however, that in non-settler colonial societies like England and France, racial bias remains evident in policing practices. This persistence of bias strongly gestures to notions of race and criminality given the extensive role that both countries played in constructing offshore colonial societies based on white supremacy and racial hierarchy.

This article will unfold in three sections:

First section:

- Historical roots of surveillance and policing in settler colonial societies

Second section:

- Responsibilities of the state where personal liberties, discrimination, and illegal searches and detainment are concerned
- Overview of Canada, the US, and EU (England and France)

Third section:

- Economic implications of unjust discrimination of racialized minorities (citations required)

Conclusion:

- Underscore parallels between policing bias in Canada and the US, and England and France
-

Conflict and Post-Conflict Societies

Jasmin Hasic

2. "EUROPEANIZATION" AS A CONCEPTUAL FRAMEWORK: SCOPE AND LIMITS

2.1. DEFINING THE CONCEPT

Europeanization is a very broad term and there is an overabundance of literature which deals with definitions of this concept.[3] One of the very first authors to provide a comprehensive and widely acknowledged definition of Europeanization was Robert Ladrech.[4] He defines it as the process that

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led to changing trends and characteristics of policies to such an extent that the political and economic sphere of the EC/EU becomes a part of the organizational structure, policies and processes of decision-making in the national states (Ladrech, 2002:392).[5]

This definition is further developed by Radaelli and Blumer. In their view, process of Europeanization denotes not only a mere norm diffusion into organizational structures and policies of the individual Member States, but also a process consisting of (a) forming, (b) expanding and (c) institutionalization of formal and informal rules, procedures, policy, paradigms, styles, and shared values, which are first defined and consolidated at the EU level, and then incorporated into the policies of domestic discourse, identities, political structures and public policies (Radaelli 2004:3; Bulmer and Radaelli 2005:340). According to this definition, the process of Europeanization influences domestic politics in all its spheres, i.e. polity, politics and policy, not only in the EU member states, but also in the (potential) candidate countries, for instance Serbia, FYROM, Montenegro or Bosnia and Herzegovina; or countries which, for whatever reason, do not participate in the EU integration process, such as Norway or Switzerland.[6]

Overall, Europeanization implies an application of set of rules, for example on regulation and distribution in specific policy areas or on administrative and judicial process, set-up and competencies of the state and its sub-units, and so on. In particular, these can include association of the EU standards and practices into national laws and even setting up formal institutions and procedures that would be in line with these standards (Schimmelfennig and Sedelmeier, 2005:7).

Christoph Knill (2008:73-74) offered an outline of several criticisms to the existing definitions of the Europeanization concept. The first is the sheer extravagance in the number of existing definitions; there are almost as many definitions as there are authors writing about Europeanization. This ultimately leads to different insights into this process and terminology logical confusion. Another problem is the inconsistency in the observations made by different authors; while some authors consider only actors in the EU member or candidate states, others consider the process of Europeanization in all countries of the European continent, or even countries outside the Europe.[7]

2.2. EUROPEANIZATION OF THE NON-EU COUNTRIES: AN ASYMMETRIC RELATIONSHIP

Many scholars of the European studies have observed that the relationship between the EU and the (potential) candidate countries is asymmetric. The asymmetry of the relationship is evident in the fact that giving benefits or applying penalties for non-complying with the EU accession process scheme is always solely carried out by the EU. Obviously, after the accession process is completed, the asymmetry is replaced with another form of diminished capacity and weakened sovereignty in taking internal and foreign policy decisions.

The existing literature on the Europeanization of non-European countries focuses on the areas where the EU has engaged the most in promoting its values and principles, inter alia (1) regionalism (2) model of neoliberal economics (single market and economic liberalization) and (3) the norm standards - human rights, rule of law or democracy (Schimmelfennig, 2012:19).

Over the years, the EU has employed various approaches of Europeanization in the non-EU countries. Heather Grabbe (2003:312-317) lists five of the most common used: (1) transfer of the existing EU legal norms; (2) providing financial and technical assistance for the successful implementation of the

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institutional capacity building; (3) providing examples of best possible practices (benchmarking) and the creation of regular evaluation reports (monitoring); (4) providing advice to enable secondment of civil (twinning); (5) ensuring the prospect of accession through negotiations (gate -keeping).

According to Fabbrini and Donà (2002:37) these political process can often have a misbalancing effect within the administrative and organizational structures of the executive as well. The complexity of the issues is connected to the creation of a supranational polity of the technical nature, which increases the separation between ministerial staff and the bureaucracy.

The most comprehensive overview of the Europeanization mechanisms is offered by Schimmelfening (2012:8).

Mechanisms of the EU impact beyond the member-states

	Intergovernmental		Transnational	
	Direct	Indirect	Direct	Indirect
Logic of consequences	(1) Conditionality[8] Intergovernmental incentives Compulsory impact Compliance	(2) Externalization[9] Competition Negative externality	(3) Transnational[10] incentives Connective impact	(4) Transnational externalization Competition
Logic of appropriateness	(5) Socialization[11] Intergovernmental social learning Constructive impact Communication	(6) Imitation Lesson-drawing Enabling impact Unilateral emulation	(7) Transnational socialization Transnational social learning	(8) Societal imitation Enabling impact

Source: Schimmelfening (2012: 8).

In the following chapters, I will turn to the empirical part of the work and the analysis of the effects of the Europeanization process in Bosnia and Herzegovina.

Giselle Lopez

Reflecting on the Responsibility to Protect – Humanitarian Intervention after Libya

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One of the main themes we have explored in the scope of this program is the importance of diversity in decision-making processes, particularly with regard to transnational peace and security. This article will highlight the relevance of diversity in foreign policy decision-making processes with regard to humanitarian interventions. Foreign policy decisions in the U.S. and other countries are often made in a context that does not allow space for dissent or alternate views, preventing an understanding of long-term consequences of action or inaction. In the case of humanitarian intervention, it is critical for decision-makers to put aside short-term strategic interests to consider perspectives of those familiar with local conflict dynamics and the potential long-term consequences of intervention.

Humanitarian intervention is characterized by the use of armed forces to protect a population from large-scale human rights abuses by a regime. Although it is legal under certain provisions by the UN Charter and supported by the principle of the Responsibility to Protect (R2P), humanitarian intervention has generated a great deal of controversy. As articulated in a report by the International Commission on Intervention and State Sovereignty (ICISS), R2P is characterized by a three-tiered distribution of responsibility: the state has a primary responsibility to protect its people; if the state fails, the responsibility falls to domestic authorities in partnership with outside authorities; if authorities fail, the responsibility falls to the international community. Under R2P, armed intervention must be a last resort, have a humanitarian motive, use proportional force, and bring more good than harm. In reality, the requirements are difficult to ensure and intervention often rewards militants, creating a moral hazard. Humanitarian intervention is thus rightly a controversial response to violations of human rights.

UN Security Council Resolution 1973, which paved the way for NATO's intervention in Libya in 2011, marks the first time that the doctrine of the Responsibility to Protect was officially invoked. While the intervention was hailed as a success in the months following the fall of Gaddafi, the disintegration of security and stability in postwar Libya has led many to question the intervention itself and particularly the limited continued involvement of the international community. Today, Libya is plagued by weak state institutions, escalating violence, powerful militias, strikes on oil ports that have crippled the economy, and regional claims for autonomy. Since 2011, the east of the country has become a stronghold for jihadists and has seen numerous attacks and assassinations of public officials, including judges, police, politicians, and military leaders. On September 11, 2012, An attack on the U.S. consulate in Benghazi led to the death of Ambassador Chris Stevens and three of his colleagues, raising new questions about the security situation in Libya and the decision to intervene in the country in 2011. More recently, on June 25, 2014, the day of the country's general election, prominent female human rights activist and lawyer Salwa Bugaighis was shot dead by unknown assailants in her home. Libya's deteriorating security situation has important implications for U.S. national security interests in North Africa, including combating regional terrorist networks, preventing the flow of weapons throughout the broader region, and avoiding a humanitarian crisis. Libya urgently needs support from the international community in its political transition, which is critical for security and stability in Libya and throughout the region.

In this paper, I will argue that global norm of the Responsibility to Protect has been compromised with the humanitarian intervention in Libya and the limited involvement of the international community in Libya's post-conflict transition. I plan to interview speakers and individuals with whom I have interacted over the course of the Diplomacy and Diversity Fellowship as well as other experts in the field.

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The key questions I wish to address over the course of my research are:

Background – R2P and Libya Intervention:

R2P

- What is R2P? – Basic tenets and framework, acceptance as a global norm
- How has R2P been shaped by former humanitarian crises and interventions?

Libya

Decision to intervene

- What was the context in which the decision was made to intervene?
- Who was primarily responsible for the decision to intervene? Who opposed it?
- Who intervened? What were their apparent interests in Libya?
- Who else might/should have been consulted in the decision?

Intervention

- What were the actions taken by NATO and partner nations?
- Is it clear that the actions taken in the scope of the intervention went beyond the mandate of the UN Security Council to protect civilians?
- What were the short-term vs. long-term costs of intervention?
- What are the implications for R2P?

Aftermath

- Why is Libya today plagued by violence and instability?
- Does this imply that NATO should not have intervened/intervened differently?
- What are the incentives for intervening countries to support post-conflict transitions?

Questions to support overall argument:

Diversity and decision-making

- What are the most important considerations for decision-makers in assessing options for humanitarian intervention?
- Who should be involved in the decision-making process of whether to stage a humanitarian intervention?
- Is R2P applicable as an international legal principle in its current form? Should it be changed?

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- What are the consequences of the Libya intervention for Syria and other crises?
Marginalization of conflict prevention and post-conflict stabilization in R2P
- How and why have key tenets of the Responsibility to Protect – namely, the Responsibility to Prevent and Rebuild – been marginalized in the discourse of R2P?
- If these elements were established in the R2P framework, would this facilitate long-term view of prevention and intervention that is necessary to ensure peace and stability in the post-conflict societies or would it discourage intervention?
Update: Meeting this week with Kristina Hook, who works on the Atrocity Prevention Board at the U.S. State Department's Bureau of Conflict and Stabilization Operations (CSO) – connected with her through Jason Lewis-Berry, who attended the CFR Dinner. Also meeting with Mark Quarterman of the Enough Project. I hope to incorporate interviews with both into the research.

Goleen Samari

Working Title – Syrian Refugee Women's Health Needs: Promising Practices

Draft Introduction

The UN has declared the Syrian crisis the worst humanitarian crisis of the 21st century. Since 2011, there are an estimated 2,893,177 million Syrian refugees to neighboring countries, primarily Lebanon, Jordan, and Turkey. Importantly, these refugees are not just Syrian in origin as Syria was host to several hundred thousand Palestinian refugees. Of all the refugees from Syria, 50.5% are women and 49.5% are men. Lebanon, Jordan, and Turkey hosting capacities are overstretched, thus transforming to the Syrian crisis into a regional and global crisis. Syrian refugees put pressure on the economy and health care systems of hosting countries, and there is an urgent need to make sure their needs are met. The three most impacted countries have all approached the refugee crisis in different ways, resulting in a diverse array of social and health issues. Beyond general health issues, due to lack of services, prioritizing other family members, gender dynamics, and fear of seeking services, Syrian women's health and reproductive health has disproportionately suffered. While reports from international NGOs document the humanitarian crisis in general, there is a lack of literature about approaches to Syrian refugee women's health in the different contexts of Lebanon, Jordan, and Turkey. Addressing refugee women's health and well being is a diplomatic and humanitarian effort. This paper will explore how Lebanon, Jordan, and Turkey responded to Syrian refugee health needs and promising practices and policies for women's health service provision for Syrian refugees moving forward.

Turkey, Lebanon, and Jordan have all approached the refugees in different ways. In Turkey, there are 789,678 Syrian refugees. In Turkey, the model consists of local hosting or working with refugee integration without assimilation. This creates camps that are in contrast to the local community. Turkey has refused additional help from UNHCR, and is handling the situation internally. Turkey has already spent \$1.5 billion for Syrian refugees, and there is an increased burden on the health care system.

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In contrast to Turkey, in Lebanon, the model of working with refugees is highly integrative. In Lebanon, there are 1,117,095 Syrian refugees, which amounts to one quarter of the entire Lebanese population. This approach creates other issues like competition for jobs and education. Lebanon has only recently emerged from sectarian civil war and struggles to provide services for refugees even with help from the international community and NGOs. In Lebanon, primary and secondary health services are available, but Syrians have to pay out of pocket, which is often beyond their means. UNHCR covers a portion of the expenses for certain types of medical care.

In Jordan, there are an estimated 599,461 Syrian refugees. Syrians and Jordanians are vastly different, which has created some social problems. Syrian women are sometimes seen as being willing to accept a smaller dowry in order to marry a Jordanian man who maybe cannot provide quite as much. This results in resentment towards the Syrian women. The Zaatari camp in northern Jordan has so many inhabitants that it is the fifth largest city in Jordan. In Jordan, refugees access health-care services within camps, but the hundreds of thousands who live in cities face the same costs as Jordanians. In both Lebanon and Jordan, the pressure on domestic health systems is widespread. For example, there are bed shortages because of the strain on the Jordanian health system.

In general, the living conditions for Syrian refugees are very poor, as many have lost their homes and families. While some refugees are in urban centers, most in Turkey, Lebanon, and Jordan are in camps. Refugee camps are socially unstable as all structures and community norms that existed are no longer available. Being away from home and facing uncertainty about the future affects Syrian refugees psychologically, socially, and physically. Syria, prior to the crisis, was a patriarchal society. In refugee camps, there is a shift in social structure like less work for men. The changing social nature of the refugee crisis challenges the gendered identity of individuals and is often associated with the proliferation of violence in relationships. Impact assessments show high levels of sexual and gender-based violence including rape, assault, harassment, and intimate partner violence, early marriage, early age at pregnancy, frequent UTIs, complications during pregnancy, and prostitution among refugees. Gender-based violence and sexual exploitation are of primary concern. Women fear that if they report the violence, their husbands would send them back to Syria.

Creating health programs and policies for Syrian women refugees' health requires operating at the intersection of diversity, diplomacy, and democracy. Refugees bring diversity to a new location, and there is often tension between local populations and refugees. To address the needs of displaced Syrians, there needs to be a complete emergency plan for the economic, social, health, education, and relief domains. This has to be done in cooperation with civil society organizations and municipalities. The health and humanitarian response to the crisis is hampered by a lack of coordination and funding. This cannot just be remedied with more international aid. Based on an assessment of the current refugee situations in Turkey, Lebanon, and Jordan and lessons learned, best practices can guide how to best address Syrian refugee women's health needs moving forward. This paper aims to address the following research questions: 1) How have Jordan, Lebanon, and Turkey responded to health needs of Syrian refugees? 2) What are the implications of each approach for meeting Syrian women's health needs? 3) What are promising practices for addressing Syrian women refugee health needs?

Grazyna Baranowska

HUMANITY IN ACTION

The role of intercommunal dialogue in revealing the fate of disappearances and missing persons – cases of Kosovo and Cyprus

One of the many effects of the conflicts in Kosovo (1999) and Cyprus (1974), were disappeared persons on both sites. The majority of those persons were young men, who were last seen in effective control of the other side's armed forces. After the end of the violence, their fate was deliberately not revealed, which caused tension in both communities.

Because of the importance the missing have in the societies, revealing the fate of disappeared persons is a major precondition for sustainable peace in the region. This poses both opportunities and challenges for the negotiations and eventually revealing their fate. On one side, the disappeared can become a symbol used for political reasons against the other side of involved in the conflict. In such a situation, revealing the truth might be impossible, because it requires cooperation with the other community. On the other side the families of the missing persons can sympathize with the families of the disappeared persons of the other community and – in the effect – facilitate dialogue. The relations between the two communities can benefit from such a solution.

After the disappearances in Cyprus (1964-1974) revealing the truth has been impossible because of the political climate. The very fact of disappeared persons in the other community was ignored in the official discourse. The state-created and state-sponsored victim organizations (Turkish Cypriots: Şehit Aileleri ve Malûl Gaziler Derneği, Greek Cypriots: Pancyprian Organisation of the Relatives of Undeclared Prisoners and Missing Persons) are highly supportive of state policies. This did not change after the Committee on Missing Persons in Cyprus (CMP) was created in 1981. The CMP has not been able to deal effectively with the issue until its resumption of work in 2004. During this period the attitude towards missing persons in both communities started to change. One of examples for the change is the first organization representing both Greek and Turkish Bi-communal Initiative of Relatives of Missing Persons and Victims of Massacres and War, established in 2005.

In Kosovo the disappearances happened during the war in 1999. The states narrative were very similar, for example the first definition of a missing person proposed in Kosovo, excluded the vast majority Serbian victims. Also the victim organizations are mono-ethnic – both in Kosovo and in Serbia. Still, the families of the missing are much more successful in carrying on negotiations and meetings, even when other intercommunal dialogue was frozen. The involvement of the families in the negotiations influenced – in a constructive way – how revealing the truth and returning the remains was handled between Kosovo and Serbia.

In this paper I am going to analyze the role of intercommunal dialogue in revealing the fate of disappearances and missing persons in post-conflict Cyprus and Kosovo. I am going to look for reasons that influenced the different approaches of the families in both situations. The change of attitude in the Cypriot community in the early XXI (although they did not affect all parts of society) are also going to be analyzed. A number UN officials were both assisting the Kosovo dialog and the CMP; their expertise is going to be included in the paper. I want to find out, whether any procedures and solutions were transferred from one context to the other.

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Potentials interviews:

- Paul-Henri Arni (Committee on Missing Persons in Cyprus; third member)
- Sevgül Uludağ (journalist, co-founder of Bi-communal Initiative of Relatives of Missing Persons and Victims of Massacres and War)
- Oleg Egorov (UNDPA officer, long-term assistant to the third member of the CMP)

I also am going to use interviews that I carried out in Cyprus in 2012.

CFR Response
bRAH Email

JM

From: James M. Lindsay JLindsay@cfr.org
Subject: RE: Robina Foundation Report: Expanded Diversity Initiative in Foreign Policy: CFR Activities
Date: November 10, 2014 at 5:49 PM
To: Penny Hunt pennhunt@gmail.com
Cc: Gordy Aamoth gaamoth@msn.com, Steve Lewis s.r.lewis.jr@comcast.net, Susan Berresford berresu43@gmail.com, Nancy Gilberg ngilberg@robinafoundation.org

Hi Penny,

I had a chance to consult with my colleagues. The answers to the questions you asked are below.

Best,

Jim

7
OK
w/
AIA?
1. Timing of Report: CFR will happily comply with whatever grant schedule meets the Robina Foundation's needs. That said, the schedule that would work best for us is an annual grant report due early August. CFR's fiscal year runs July through June, so a reporting period that lines up with our fiscal year would simplify reporting on our end. This would be consistent with the timing of CFR's annual progress report to the Robina Foundation for the International Institutions and Global Governance Program.

✓
2. Franklin Williams Internship: Yes, CFR's Human Resources department keeps records and tracks changes in the number of applicants. We can say with great confidence that the expanded presence at career fairs at colleges and universities with significant minority populations has led to the increased number of applicants. Human Resources staff use these fairs as an opportunity to encourage students to apply for the Franklin Williams internship.

In terms of the current report, two of the four Franklin Williams interns reported on in our November grant report were placed with CFR's global communications and media relations team. One interned in the spring and one in the summer. This had to do with the preferences that interns express, their experience, and the needs within CFR. Of the six Franklin Williams interns that CFR hosted during fiscal year--that is, summer 2013, fall 2013, and spring 2014--three were part of the David Rockefeller Studies Program and three interned in CFR's communications, corporate, and publications departments. All internships at CFR -- whether they are housed in the think tank or in departments with a focus on programming, editorial, or administration--enable the intern to contribute to CFR's mission to be a resource on foreign policy. All CFR interns participate in CFR's Intern Professional Development Program, which seeks to further develop the knowledge and career skills of interns as a foundation for possible future work in the foreign policy arena. As compared to other CFR interns, Franklin Williams interns receive the same training, programming, and opportunities.

CFR's Human Resources staff stays in contact with former Franklin Williams interns. As part of our one-year check-in, Human Resources staff follow up with each Franklin William intern to find out where they are working and what they are doing now, to reflect on their overall experience at CFR one year later, and whether their time at CFR helped prepare them for their next steps. Almost all of the Franklin Williams interns report that their CFR internship helped prepare them for their next steps. Both current and former Franklin Williams interns are invited to attend the annual Conference on Diversity in International Affairs. If needed, CFR covers travel costs for the intern.

3. **Career Fairs:** CFR has no plans to cut back the number of career fairs Human Resources and staff attend. Human Resources staff find these career fairs invaluable, in particular the ability to meet with students face-to-face. Rather than participating in only the most promising fairs identified so far, Human Resources staff will replace those career fairs not as promising in identifying the recruitment of underrepresented students with new career fairs.

4. **Diversity Coordinator:** We would be happy to arrange for a meeting for Shira with Robina staff. In light of the complexity of the many relationships involved as part of managing the Expanded Diversity Initiative in Foreign Policy and its additional activities, CFR elevated the position to the deputy director level following Kate Collin's departure for graduate school. At CFR, deputy director is part of CFR's senior management whereas coordinator is part of CFR's mid-management. The change in title does not reflect decreased responsibilities. In fact, it reflects additional responsibilities. For example, Shira will participate in CFR's ongoing work with other organizations and initiatives that seek to foster diversity in the foreign policy field, including the Think Tank Diversity Consortium (TTDC), with CFR's vice president for human resources and administration. The TTDC aims to increase recruitment, retention, and advancement of people of diverse backgrounds, and to strengthen diversity and inclusion best practices within the think tank community

From: Penny Hunt [pennhunt@gmail.com]

Sent: Thursday, November 06, 2014 4:43 PM

To: James M. Lindsay

Cc: Gordy Aamoth; Steve Lewis; Susan Berresford; Nancy Gilberg

Subject: Robina Foundation Report: Expanded Diversity Initiative in Foreign Policy: CFR Activities

Hi Jim,

We're gearing up for next week's Robina Board Meeting, so we've been busy. You know how that is!

Thanks very much for providing reports on CFR's diversity activities supported by the Robina Foundation. Separate reports for CFR activities and CFR - Humanity in Action activities help clarify the varied nature of the work being undertaken.

A few comments / questions about the report on CFR Activities:

Timing of report: Last spring you and I discussed the timing of reports to Robina, in part because the timing of the May report resulted in coverage of two Conferences on Diversity. I don't think we ever landed on a better reporting schedule. This report raised the timing question again for me, but this time I realized that we should probably skip the six month report and focus on an annual report in August or November. I may be making this more confusing rather than less, so would love to talk with you about this.

Franklin Williams Internship: The number of applicants for the program is quite impressive! Does CFR's HR department have records that track changes in the number of applicants over the years? I wonder if CFR's expanded activity at career fairs has increased the number of applicants since the career fairs seem to be effective recruiting tools, along with marketing on the website.

From: Penny Hunt pennhunt@gmail.com
Subject: Robina Foundation Report: Expanded Diversity Initiative in Foreign Policy: CFR Activities
Date: November 6, 2014 at 3:43 PM
To: James M. Lindsay JLindsay@cfre.org
Cc: Gordy Aamoth gaamoth@msn.com, Steve Lewis s.r.lewis.jr@comcast.net, Susan Berresford berresu43@gmail.com, Nancy Gilberg ngilberg@robinafoundation.org



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The current report indicates that two of the four 2014 Franklin Williams interns were placed in CFR's global communications and media relations team, while one was placed in the David Rockefeller Studies program and one was an Interdepartmental Intern. Is there a reason that interns often work in communications? I think that has been the case in the past as well as this year. Is it personal preference or does CFR's experience indicate that communications is the best place for internships? I assumed that most students interested in CFR would be drawn to the substantive research work of CFR rather than to the communications work of the organization. Regardless of where they were placed, the 2014 Franklin Williams interns have very impressive resumés. Since CFR has a number of non-Franklin Williams Interns, does CFR organize activities for all interns? How do FW interns relate to other interns?

Does CFR stay in contact with former Franklin Williams Interns — e.g. by providing term memberships, inviting to events? Do your records include information on the careers they undertake after their time at CFR?

Career Fairs: I was interested to learn that CFR's expanded participation in career fairs with support from Robina has helped CFR identify which fairs provide the most highly productive use of time and resources and the best opportunities for recruitment of underrepresented students. Do you anticipate cutting back the number of fairs you attend to focus on those that are the most helpful? It was nice to learn that increased participation at career fairs has enriched CFR's relationships with professors at key colleges and universities and that your relationship with a Morehouse professor led to the hiring of Clifford Hunt. Those relationships will undoubtedly lead to more hiring opportunities. It will be interesting to learn how outside reviewers assess this activity.

Diversity Coordinator

I'm eager to meet CFR's new diversity coordinator! Shira's background recruiting and supporting participants in Teach For America and developing strategies for hiring senior leaders seems like an excellent fit with work on CFR's diversity initiatives. Is there a reason that Shira's title is different

from Kate's title? Does the change in title reflect different or decreased responsibilities?

I think that's it at this point. The Robina Board Meeting is November 13, so any information you can provide before then would be greatly appreciated. I will email you and Judith questions and comments on the report covering CFR-HIA Diversity Activities. In addition, I will get back to you shortly after next week's board meeting to discuss the late January meetings we have scheduled and the outside review of CFR's Expanded Diversity Activities.

Warm regards,
Penny

Penny A. Hunt
Executive Director

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phunt@robinafoundation.org
pennhunt@gmail.com

From: Susan Berresford berresu43@gmail.com
Subject: Re: CFR Diversity Grant Reports
Date: November 5, 2014 at 8:30 AM
To: Penny Hunt pennhunt@gmail.com
Cc: Gordy Aamoth gaamoth@msn.com, Steve Lewis s.r.lewis.jr@comcast.net, Nancy Gilberg ngilberg@robinafoundation.org

SB

Thanks for these, Penny. I have just finished reading them.

An overall impression from the reports -- the Humanity in Action report makes clear the huge intellectual investment CFR/HIA is making in these young people. The report is laced with content about international affairs issues, distinguished speakers, the work of the young people etc. It gives the impression of the intellectual content that is tailored for the group and designed to develop their knowledge of and attraction to the field. By contrast, the CFR report describes what CFR did but seems to have little content. It says here and there something like: the young people were encouraged to engage with the issues CFR works on, and we offered workshops on business etiquette etc but that is a fairly tepid description, and the Franklin Williams Fellows seem not to be engaged in work assignments far beyond media and a few other areas. This may simply be a reporting issue, not a content one, but it is hard to learn from CFR's report what intellectual learning the young people could have taken away. I wonder if it reflects a shallower engagement overall -- I don't know.

I wish there had been some feedback from the actual participants about their likes and dislikes in what they experienced. I thought they both were polling the young people, so I was surprised to see very little information of this kind.

I would like to have seen a table presenting the ethnicity/race of the various fellows. It would help us and them understand where the pools are deep and shallow.

CFR: We may want to learn more about the Diversity Coordinator role. I note that the title of the replacement for Kate seems to describe a lesser role than Kate played. If the title is "less", why is that?

The effort to go to career fairs and recruit at various schools is impressive but I don't understand how they evaluate the effectiveness of this work. Are they tracking the participants activities or what? It seems like an admirable outreach program but what are the results?

HIA: I was surprised and impressed by the continual engagement of HIA with its alums. That makes a lot of sense and increases the chances of careers in international affairs over the long term. The various conferences make up a lot of this effort - - how are they evaluated?

Hope these questions are what you were looking for. S

On Nov 4, 2014, at 11:07 AM, Penny Hunt wrote:

| <CFR-HIA Grant Report_Expanded Diversity Initiative in Foreign Policy.pdf>

From: s.r.lewis.jr@comcast.net
Subject: Re: CFR Diversity Grant Reports
Date: November 5, 2014 at 1:08 PM
To: Hunt, Penny pennhunt@gmail.com
Cc: Aamoth, Gordy gaamoth@msn.com, Susan Berresford berresu43@gmail.com, Gilberg, Nancy ngilberg@robinafoundation.org

SL

Penny--

As my friends in the commonwealth countries used to say in meetings, "I'd like to associate myself with the comments of my colleague" Susan in all respects, and I'll not repeat points or questions she made/raised with which I agree in all cases, especially the issue of how to evaluate the effectiveness of the various parts of the effort.

The CFR parts of the reports seem to be much thinner in content, and quite repetitious. I've noted before how the Franklin Williams interns don't seem to be engaged in substantive work, only PR. They clearly get lots of applicants, so there must be interest, and I don't know what the payoff is on this kind of expenditure, especially relative to other ways of spending money and effort to attract people to, and keep them in, the international affairs fields.

I was not around at the beginnings of these initiatives, but it does not seem to me from the prose that CFR has much skin in the game, nor commitment to do these things if they were not funded by restricted grants.

I don't have anything further at this point, but I think the issues of the charge to and selection of whatever group is asked to evaluate both pieces of the CFR grant should get a lot of our attention.

Steve

Stephen R. Lewis, Jr.
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From: "Hunt, Penny" <pennhunt@gmail.com>
To: "Aamoth, Gordy" <gaamoth@msn.com>, "Steve Lewis" <s.r.lewis.jr@comcast.net>, "Susan Berresford" <berresu43@gmail.com>
Cc: "Gilberg, Nancy" <ngilberg@robinafoundation.org>
Sent: Tuesday, November 4, 2014 10:07:13 AM
Subject: CFR Diversity Grant Reports

Greetings,

I've attached electronic versions of CFR reports on programs funded by Robina. The first describes CFR activities; the second provides updates on CFR-HIA activities. (I

From: Penny Hunt pennhunt@gmail.com
Subject: Robina Foundation / CFR-HIA Expanded Diversity Initiatives
Date: November 10, 2014 at 11:57 AM
To: James M. Lindsay JLindsay@cfri.org, Judith Goldstein j.goldstein@humanityinaction.org
Cc: Gordy Aamoth gaamoth@msn.com, Steve Lewis s.r.lewis.jr@comcast.net, Susan Berresford berresu43@gmail.com, Nancy Gilberg ngilberg@robinafoundation.org



Hello Judith and Jim,

We're in the midst of this winter's first snow storm here as we prepare for Thursday's meeting of the Robina Board of Directors. It's a good thing this is a conference call meeting rather than an in-person meeting in Minneapolis!

Thank you for providing your report on your activities during the past six months. I have raised the question with Jim of the timing of reports on your work and the need for reports every six months. We welcome your suggestions on the best timing for your reports — timing that permits you to provide the most thorough reports at a time that fits into your schedules.

With respect to the current report, I have a few comments and questions:

Although I believe that participants in the various activities and programs (CFR-HIA conferences, HIA Fellowship program and Diplomacy and Diversity Fellowship program) are asked to evaluate the programs and their participation in the programs, the report includes very little information about their evaluation, suggestions for changes, etc. Is this due to the timing of the Robina report or the nature of the questions we asked you to address? This information is of great interest to the Robina board and will undoubtedly be important to the outside reviewers who will evaluate the programs. Do you undertake a separate evaluation of conferences?

While the report includes demographic information on the program applicants, I don't believe that information was provided for the actual participants. A simple table could probably describe that information easily and help all of us understand where the pools are deep and shallow.

I was interested to learn more about HIA's follow-up with fellows, including the new mentorship program, and the various opportunities provided for continued participation, attendance at meetings, study trips, etc. This seems particularly important. You may have other ideas of how to keep fellows engaged in foreign affairs.

I think that's it. I apologize for asking these questions so close to the Robina Board Meeting. Any additional information you can provide before the meeting would be greatly appreciated, but I understand if it is not possible for you to respond so quickly. I know you are both busy!

Warm regards,
Penny

Penny A. Hunt
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From: Penny Hunt pennhunt@gmail.com
Subject: Re: Further Information on Robina-Supported Humanity in Action Activities
Date: November 12, 2014 at 7:05 PM
To: Anthony Chase a.chase@humanityinaction.org

HIA Response
to PAH email



Thanks so much, Anthony! Lots of information to absorb! HIA does a magnificent job of evaluating the impact of its programs!

Penny

On Nov 12, 2014, at 4:44 PM, Anthony Chase <a.chase@humanityinaction.org> wrote:

Dear Penny:

My apologies for my delay in sharing this information concerning Robina-funded Humanity in Action programs.

I have divided this information into the following sections: evaluations, demographic information about participants and post-program involvement in foreign affairs. I have also attached a number of supporting attachments.

The majority of this information was included in our initial reporting materials. It is possible, however, that some of the files were not included in the final report. We are happy to elaborate on all points here.

1. Evaluations

Humanity in Action conducts internal evaluations for all of its programs. The format and scope of these evaluations vary by program.

A. The Diplomacy and Diversity Fellowship

We conducted two written, web-based evaluations of the Diplomacy and Diversity Fellowship. In addition, we held two "feedback discussions" during the program in which the Fellows shared ideas for program improvements. In both types of evaluations, we asked the Fellows to be constructive in their criticism so that they would include both positive and negative views.

We have included a compilation of the written evaluation statements from the Diplomacy and Diversity Fellows. Please find this compilation in the "Diplomacy 2014 Program Evaluation Statements" attachment.

Overall, the feedback was quite positive. The Fellows gave the program an average score of 8 out of 10.

Many Fellows wrote that, while rich in content, the program schedule was too full. They suggested that we reduce the number of speakers and sessions. They also requested more time for group discussion and for individual interactions with speakers and workshop facilitators. We plan to design the program accordingly next year and will seek to reduce the number of speakers and sessions.

B. The orientation in Washington, DC at the Council on Foreign Relations and the U.S. Holocaust Memorial Museum

We conducted one written, web-based evaluation of the orientation program for the 2014 Humanity in Action Fellows in Washington, DC.

Generally, the feedback was extremely positive. The new Fellows were eager to meet one another and Humanity in Action staff and Senior Fellows. They also relished the opportunity to spend time

and Humanity in Action staff and senior fellows. They also relished the opportunity to spend time at the Council on Foreign Relations and to meet some of CFR's staff, fellows and members. The Fellows found CFR's session about career advice to be particularly valuable.

Several Fellows asked Humanity in Action and CFR to recruit more female speakers for future orientation programs. Others suggested that we spend time at a third location in Washington; specific suggestions included the National Museum of the American Indian, the National Mall or Washington-based international and humanitarian NGOs.

We have included a compilation of the Fellows' evaluation comments as an attachment to this email.

C. The Humanity in Action Fellowship programs

We evaluate the five Humanity in Action Fellowship programs in Amsterdam, Berlin, Copenhagen, Paris and Warsaw in two different ways. First, each program director conducts weekly or biweekly written evaluations in which the Fellows share feedback about individual speakers, sessions, meals and logistical details. These are often hand-written.

The second and more substantial form of evaluation comes after the programs conclude. We ask each Fellow to write a letter evaluating the program and reflecting on his or her experience and personal growth. The Fellows address these letters to the members of our Board of Directors.

We have included the evaluation letters for each of the Robina-supported 2014 Humanity in Action Fellows.

D. The Humanity in Action International Conference

We also evaluate the annual Humanity in Action International Conference using a written, web-based evaluation. This year's conference explored the theme of national borders and took place in Sønderborg, Denmark, on the Danish-German border. Conference participants included 2014 Humanity in Action Fellows, some 2014 Diplomacy and Diversity Fellows, Senior Fellows, staff members, speakers, invited guests and supporters.

We have included a compilation of the evaluation comments from the 2014 International Conference as an attachment to this email.

2. Demographic Information about Participants

We have attached two spreadsheets with demographic information for the 2014 Diplomacy and Diversity Fellows and the Robina-supported 2014 Humanity in Action Fellows.

3. Post-program Involvement in Foreign Affairs

Yes, you are very right that we see follow-up activities to be increasingly important. We have been able to engage all of the 2014 American Humanity in Action Fellows in our Action Project mentorship program. The starting point for the mentorship conversations are the Action Projects, but we find that the conversations often extend beyond their project plans to more personal connections and to professional and academic advice. These conversations are incredibly valuable and they will help the new class of Fellows retain a connection to the Humanity in Action community and an interest in future careers in foreign affairs.

I am also pleased to share some numbers about participation in other recent post-program activities and opportunities.

- Twenty-seven Humanity in Action Fellows from the past two years of 2013-2014 attended in the New York Conference last month.
- Five out of the six 2015 Lantos-Humanity in Action Congressional Fellows are recent Fellows from 2012-2014. Two out of the six are Robina-supported Fellows.

- from 2012-2014. Two out of the six are Robina-supported fellows.
- One Diplomacy and Diversity Fellow and the Diplomacy and Diversity program intern attended the 2014 Berlin study trip last month.
 - Four Diplomacy and Diversity Fellows attended the optional International Conference in Denmark in June 2014.

In addition to these numbers, with which we are quite happy, I would also point toward some less quantifiable data. The following quotation comes from a message we received just today from a Diplomacy and Diversity Fellow:

I'm sure you'll also be pleased to hear that the Diversity and Diplomacy community is going strong! Fabi and I attended Jake's flag day at State (he got his top pick of Algeria), I just spoke to Goleen and Miya yesterday, and I'm meeting with Gigi today after work. I had a get together with Audrey and Terrol before he left DC and I'm emailing with Najwa, Kat, Kia, Wendell and Johannes regularly. It has been great to expand my HIA community and to keep the spirit of the D&D program going after this summer. Thanks again for the opportunity, and I hope to stay in touch!

I hope that these details and the attached documents help to answer your questions. Should you have any additional questions, please do not hesitate to be in touch and I will be more than happy to elaborate.

As always, thank you very much for your support for our programs.

With best wishes,
Anthony

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Anthony Chase

Director of Programs | Humanity in Action

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<2014 CFR Orientation Evaluation Statements.docx>

<2014 Diplomacy Fellows Demographic Data.xlsx>

<2014 Diplomacy Program Evaluation Statements.docx>

<2014 International Conference Evaluation Statements.docx>

<2014 Robina Supported HIA Fellows Demographic Data.xlsx>

<Letters to Board - 2014 Robina Supported Fellows .docx>

University of Minnesota Law School

**Annual Report to the Robina Foundation on
The Robina Scholarship Match Program
Update on Robina Scholarship Donations and Scholarship Awards
July 1, 2013 – June 30, 2014**

The Robina Scholarship Match program has proven highly successful in helping the Law School attract new donors and persuade existing donors to give at higher levels.

During this reporting period the Law School received \$120,000 in new commitments to the Robina full scholarship program from two different donors, who each pledged \$60,000 over three years. Since the inception of the program in May 2011, we have received \$360,089 in commitments from six different donors at this level.

During this reporting period the Law School also received \$150,000 in new commitments to the Robina partial scholarship program from ten different donors who pledged \$15,000 over three years. Since the inception of the program in May 2011, we have received commitments totaling \$592,553 (including company matches) from thirty-six donors at the \$5,000 per year threshold.

Thus, a total of \$952,642 has been paid or committed for Robina matching scholarships. This leaves a balance of \$297,358 in the fund created in 2011 with a gift from the Robina Foundation of \$1.25 million.

During this reporting period, four students received Robina full scholarships, while 25 students received Robina partial scholarships.

This matching gift program continues to appeal to donors and remains a strong incentive for giving that supports students at the Law School. Robina scholarships are primary talking points for fundraising staff; they are an important motivator for gift prospects; and the Robina Scholarship Program is featured in our reunion giving appeals. In addition, all of our fundraising volunteers have been trained to promote the Robina Scholarship Program in their peer-to-peer fundraising efforts.

Students receiving Robina full scholarship awards write a letter of appreciation directly to their benefactor. Students receiving Robina partial scholarships are profiled in a group letter from Dean Wippman that is sent to all the fund's donors. In addition, scholarship recipients are encouraged to visit the Robina Foundation website to learn more about James H. Binger's remarkable life and legacy. It is common for students to proudly display this scholarship on their resumes. In short, the program has been enormously helpful in our general fundraising efforts.

An income and expense statement for the past year is attached.

Appendix I

ROBINA SCHOLARSHIP FUND Reporting Period 7/01/2013 - 6/30/2014

	FY2014 Class of 2016 Actual
Full Scholarships (8612)	
Class of 2014	40,000
Class of 2015	40,000
Partial Scholarships (8611)	
Class of 2014	85,000
Class of 2015	40,000
Class of 2016	10,000
Subtotal	215,000
ROBINA MATCH (8659)	215,000
SCHOLARSHIP IMPACT	430,000

University of Minnesota Law School

Report to the Robina Foundation on
The Robina Institute of Criminal Law and Criminal Justice
October 29, 2014

Annual Report: Year 3 (2013-14)

Program Area I: Criminal Justice Policy

Goals and Objectives.

The work in this Program Area aims to contribute to a major rethinking and restructuring of the American criminal justice system, with particular emphasis on reduction of the mass incarceration that has produced an American imprisonment rate approaching 800 per 100,000 population, eight times higher than the average of other developed countries. The roles the scholarly community can best play in these processes are to advise policy makers, distill current knowledge, from which any evidence-based solutions must arise, and test possible effects of policy proposals.

Activities.

The following activities and projects comprise our work in this Program Area.

1. *Race, Ethnicity, Immigration, and the Criminal Justice System.* The aim of this project was to produce an authoritative summary of knowledge of the ~~fortured~~ interactions among race and crime, ethnicity and crime, and immigration and crime in the United States and other developed countries. In Year 2, thirty-three survey articles were commissioned from leading scholars in the United States and elsewhere. This year, in early 2014, those papers were published by the Oxford University Press as *The Oxford Handbook on Ethnicity, Crime, and Immigration*, edited by Sandra Bucerius and Michael Tonry. A conference on "Race and Crime in America, 1950-2025" was held in Minneapolis in May 2014. Attendees included many of America's leading black and Hispanic scholars engaged in the study of disparities and discrimination in the justice system. Harvard University Press will publish the book that results.

2. *Explaining Declining Crime Rates in Western Countries.* Crime rates have been falling in the United States and other developed Western countries since the early 1990s. Crime rates also fell in Western countries for which reliable data are available between 1830 and 1950, and rose in all between the 1960s and 1990s. This exploratory project, to our knowledge the only one of its kind anywhere, is attempting to document and explain those patterns. The culmination of this project is a book to be published by the University of Chicago Press, *Why Crime Rates Fall and Why They Don't*, edited by Michael Tonry, in October 2014. Related to this project, articles were commissioned for an October 2014 conference on characteristics of and changes in sentencing and sanctioning policies in 10 Western countries. The resulting book will be published early in 2016 by the University of Chicago Press.

3. *National Academy of Sciences Committee on the Causes and Consequences of High Rates of Incarceration.* Michael Tonry actively participated in the work of the National

Academy of Sciences Panel on Causes and Consequences of High Rates of Incarceration and was primary author of several chapters of the panel's final report, *The Growth of Incarceration in the United States: Exploring Causes and Consequences* (National Academy Press 2014). The report, which is available online (http://www.nap.edu/catalog.php?record_id=18613) makes the case that the United States has gone far past the point where the numbers of people in prison can be justified by social benefits and has reached a level where these high rates of incarceration themselves constitute a source of injustice and social harm.

4. *Reinventing American Criminal Justice Systems*. Looking forward to Year 4, papers have been commissioned for a planned conference tentatively entitled *Reinventing American Criminal Justice Systems*. Each paper will offer concrete, research-based sets of law reform proposals in areas such as drug abuse policy, mental health and crime, and juvenile justice. Drafts will be discussed at a Minneapolis conference in May 2015, and the resulting papers will be published by the University of Chicago Press.

Program Area 2: Sentencing Law and Policy (SLP)

Goals and Objectives.

The SLP seeks to influence and promote large-scale, systemic improvements in sentencing law and policy in two ways: by providing assistance directly to individual jurisdictions and law reform organizations; and by producing, encouraging, collecting, and disseminating policy-relevant research about the operations and effects of sentencing systems in the United States and elsewhere, and the effects of these systems on public safety, sentencing proportionality, racial and ethnic disparities, and imprisonment rates. Additionally, this area received an enhancement grant to fund four multi-state law-reform projects: the Criminal History Project, the Sentencing Guidelines Repository Project, the Probation Revocation Project, and the Parole Release and Revocation Project. The common goal for each of these projects is to promote the reduction of unnecessary incarceration and the more efficient and effective use of corrections resources without compromising public safety.

Activities.

The following activities and projects comprise our work in this Program Area.

1. *Model Penal Code*. The third volume in the Model Penal Code: Sentencing Project was approved at American Institute Annual Meeting in May 2014. The theme of the volume is "Offenders in the Community." Subjects include pre-charge diversion, deferred adjudication, probation, postrelease supervision, economic sanctions (including costs, fees, and assessments, which the ALI recommends should be abolished), collateral consequences of conviction, and both probation and parole revocations.

The Institute's stamp on the MPC has been unmistakable. Kevin Reitz is the Reporter for the Project; SLP External Co-Director Cecelia Klingele is the Associate Reporter. Richard Frase, Ronald, Corbett, Edward Rhine, and Julian Roberts—all affiliated with the Institute—were appointed by the ALI to serve on the Advisers' group to the MPC Project. Conceptual planning for the third volume began at a conference supported by the Robina Institute in December 2011, *Future Directions of the Model Penal Code: Offenders in the Community*. The scope and quality

of the volume were enriched by the *Future Directions* conference, and the MPC has also been influenced by ongoing work in the Probation Revocation Project and the Parole Release and Revocation Project.

Intensive work on the fourth and final volume in the MPC Sentencing Project has also begun, slated for approval in May 2016. Reporters Reitz and Klingele produced a 248-page first draft of the final installment over the spring and summer of 2014, titled "Preliminary Draft No. 10." Its contents include: statutory controls on sentence proportionality, a proposed framework for victims' rights throughout the sentencing process, procedural requirements at presentence and sentencing proceedings, judicial modification of sentences, victim restitution as an economic sanction, the use of criminal history as a sentencing factor, sentences for multiple convictions, appellate review of sentences, and administrative mechanisms to control prison and jail overcrowding—expanded to address overcrowding in probation and parole populations. Finally, the Institute has begun to lay groundwork for a new proposed ALI project on the regulation of conditions of confinement in prisons and jails. The ALI has made a commitment to give careful consideration to such a proposal—but has given no assurances the project will be approved.

2. *American Exceptionalism Edited Volume.* The Institute's 2013 Annual Conference was devoted to the subject of "American Exceptionalism in Crime and Punishment." In both serious crime rates and severity of punishment, the U.S. is an outlier when compared with other developed democracies. The conference was devoted to documenting these facts more thoroughly than before, for example, by focusing on punitiveness in probation and parole along with more familiar subjects such as incarceration and the death penalty. It is generally well known that the U.S. is the world leader in incarceration rates. New research suggests the U.S. is also the world leader in probation and parole supervision rates (at about 7 times the equivalent rates in Europe, for example). Ten papers solicited for the 2013 Conference will be collected in a volume edited by Kevin Reitz, under publication contract with Oxford University Press. Editorial work is well underway, and the manuscript is due to the publisher by year end 2014.

3. *Minnesota Law Review Symposium.* The Minnesota Law Review's 2014 Symposium on "Offenders in the Community: Reshaping Sentencing and Supervision," was co-sponsored by the Institute, and was organized jointly by the Law Review and the Probation Project team. The Symposium included a full-day conference at the Law School (October 31, 2014), and will culminate in a published volume of the Law Review in early 2015. The second meeting of the Probation Project Advisory Board was held in conjunction with the Law Review conference—and the first major publication of the Probation Project was timed to coincide with the event.

The symposium's subject matters include innovative practices in probation supervision, incentives for compliance, and sanctions short of revocation. Three articles will be focused on the Model Penal Code's new economic sanctions provisions and a final panel on collateral consequences of conviction that impede ex-offenders' success when returning to the community. Among 10 contributing authors are Institute principals Cecilia Klingele (one side of a Keynote Debate with Mark Kleiman), Ronald Corbett, and Kevin Reitz. To our knowledge, this is the first-ever law review symposium to be held on the subject of community corrections, despite the fact that the vast majority of sentenced offenders are on probation or postrelease supervision for

all or some of their sentences. As of this writing, pre-registration for the event is at record levels for the Law Review's annual symposium.

4. *Visiting Scholar*: The Institute hosted Elizabeth Brown, a Professor in Sociology from the University of Massachusetts Boston in April 2014. While in residence, Professor Brown was able to discuss and obtain input on her paper, *Disaggregating Mass Incarceration*, which examines relationships between crime, economic, demographic, social welfare, political, and determinate sentencing variables and patterns of incarceration rates that vary between and among U.S. states over time. Professor Brown also participated with Professor Frase and Professor Reitz in presenting an installment of the Robina *In Conversation Series*, focusing on mass incarceration, and demonstrating how states with a combination of determinate sentencing and mandatory sentencing guidelines have done a better job of keeping the growth of incarceration in check than states with indeterminate sentencing and/or advisory guidelines.

5. *Planning for Robina Institute Annual Conference 2015*. Planning has already gotten underway for the Institute's 2015 Annual Conference, which will focus on issues growing out of the Probation and Parole Projects. Set for May 1, 2015, the conference will be titled "Divergent Worlds, Converging Worlds? In Community Supervision." The theme of the event will be the gulf between the legal and official frameworks of probation and parole and the actual life conditions of the human beings who are regulated by these systems. Keynote Speaker Alice Goffman (University of Wisconsin) will be central to much of the conference. Her recent book, "On the Run: Fugitive Life in an American City," the result of seven years of study as an embedded ethnographer in a distressed Philadelphia neighborhood, is the leading work of urban sociology of the past several years. The overall goals of the Conference are to evaluate and supplement the "Goffman critique" of the dysfunctions of legal supervision of ex-offenders, spur reform proposals for better aligning the practices of probation and parole with the realities of life of those who are supervised, and publicize the ongoing work of the Probation and Parole Projects.

6. *SLP Enhancement Grant Projects*. The following activities comprise our work in the SLP Enhancement Grant Projects.

a. Criminal History Project.

The near-term goals of this project are to conduct a comprehensive survey of criminal history sentence-enhancement provisions found in state and federal guidelines systems, and to report the findings of this survey in a Sourcebook aimed at policy makers and their research staff. Building on this data base and report, the project's longer-term goals are to identify and work with guidelines commissions interested in studying and improving this central aspect of their sentencing systems. We expect a number of states to be receptive given the substantial fiscal and human costs of criminal history enhancements. Another longer-term goal is to encourage criminologists and other researchers to study this important but neglected topic.

The project team consists of founder and co-director, Professor Richard Frase, who was joined in January 2014 by Professor Julian Roberts as co-director. In March, Robina Executive Director Kelly Mitchell began work on this project and in June post-doctoral fellow Rhys Hester,

an expert on sentencing data, arrived. Part-time staff includes two law student research assistants and an outside consultant (a Ph.D. candidate supervised by Professor Roberts), who was hired to compile several bibliographies related to criminal history enhancements. We decided that it was more cost-effective to hire part-time consultants in lieu of the research staff position budgeted for this and the Criminal History projects, and we will probably hire additional consultants.

The comprehensive survey of guidelines criminal history provisions is complete (having benefitted greatly from the materials collected for the Repository Project), and an initial draft of the sourcebook should be finished by the end of December. Two of the chapters in the book will summarize research on particularly challenging aspects of these enhancements, namely, their ¹contested relationship to punishment purposes and ²their tendency to have a strong disparate impact on non-white offenders. However, most of the chapters address a particular feature found in some but not all criminal history scoring formulas (for example: rules specifying that prior convictions are no longer counted if they are more than a certain number of years old). These chapters provide an overview of the widely differing approaches guidelines take to that aspect of criminal history scoring, the policy implications of each approach, and a comprehensive catalogue of the specific rules used in each guidelines jurisdiction. The completed sourcebook draft will be circulated to our contacts in each guidelines system (drawing again on the Institute's close relationship with NASC, noted above), to ensure accuracy and obtain feedback from these important potential users of the book. Following final content revisions and layout design work, we expect the sourcebook will be ready for publication by late March 2015. Once completed, the sourcebook will be the first publication of its kind.

In addition to development of the sourcebook, we have been collecting and analyzing available sentencing and corrections data from guidelines states. Using that data, the sourcebook and other survey results, and our analyses of this rich data base, we will identify states in which reform of prior-record enhancements seems most likely to be welcomed and beneficial. We will meet with interested officials and staff and develop research plans for those states, while also conducting more detailed assessments of how their enhancements actually work, and how they are affected by repeat-offender statutes and other jurisdiction-specific factors.

We will also continue to promote the project and encourage attention to these issues, both by guidelines commission members and their staffs, and by criminologists studying risk assessment and criminal careers (whose work bears directly on, but has rarely been applied to, a better understanding how well criminal history scores predict and help manage offender risk). Outreach to sentencing commission members and staff began several years ago, and it is now greatly facilitated by having NASC President Kelly Mitchell on the project team. Professor Frase's keynote address at the 2014 NASC annual meeting focused on this topic, and promoted the Institute's Criminal History Project. In November, Rhys Hester and Professor Frase will present a paper on race and prior record enhancements at the American Society of Criminology annual meeting. The results of our comprehensive survey will be presented next March at the annual meeting of the other major association of criminologists, the Academy of Criminal Justice Sciences. In 2016, outreach to academics will further be fostered when Oxford University Press publishes a book on this topic to be authored by Professors Roberts and Frase.

b. Sentencing Guidelines Repository Project.

The first-stage goal of this project is to create and steadily expand an on-line database of existing primary and secondary materials on sentencing guidelines systems, along with original, expert-drafted background materials designed to help Repository users understand and make maximum use of the collection. The longer-term goal is to encourage states to adopt, maintain, and improve sentencing guidelines reforms. In the history of American sentencing law and policy, no approach has proved more successful than the best state guidelines systems in balancing the competing values of rule versus discretion, avoiding uncontrolled growth in prison populations, and using available correctional resources to effectively and efficiently promote public safety.

No database of this kind has ever existed, nor are there analogous resources to use as models, so considerable effort went into identifying the potential users of the Repository and their needs, and assembling a project team capable of producing a web site to meet those needs. Brian Reilly, our internal web designer- manager, was hired in December 2013; Kelly Mitchell joined the team as project co-director in March 2014, followed by post-doctoral fellow Rhys Hester in June. The project team also includes three law student research assistants. In lieu of hiring the full time research staffer envisioned in the project budget we plan to hire outside consultants for specific tasks, as needed.

Project founder and co-director, Professor Richard Frase, had begun consultation with representatives of state sentencing commissions (the primary audience for the Repository) in the year before augmented funding for this project was obtained. That process has continued and expanded in the past year, and it is greatly facilitated by Ms. Mitchell's past and current roles as former Executive Director of the Minnesota Sentencing Guidelines Commission, member of the Executive Committee of the National Association of Sentencing Commissions (NASC) since 2011, and President of that organization since August of this year. The Robina Institute continues to enjoy a close relationship with NASC and its member commissions, which will greatly facilitate the launch, build-out, and promotion of the Repository. The Institute co-hosted the 2013 NASC annual meeting in Minneapolis, and three members of the Repository team (Frase, Mitchell, and Hester) attended the 2014 meeting. Professor Frase was honored by being asked to give the keynote address, which is described more fully below in the Criminal History Project report. He and that project's co-director, Julian Roberts, were also on a panel addressing the various roles that sentencing commissions have played or could play. That session provided an opportunity for a wider audience of NASC members to learn about the Repository project, and the ways in which it will help them learn from the experiences of other commissions.

The focus of recent project work has been on the steps needed for the initial launch of the Repository, expected in December. Completed and near-completed tasks include: obtaining approvals from commissions to post primary materials on the Repository, and then obtaining those materials; drafting state-specific profiles, key-features lists, and case law summaries and obtaining in-state reviews to ensure accuracy; compiling comprehensive sentencing guidelines bibliographies for state systems and for the federal guidelines; and finalizing software to support the website's internal structure and main features. We are currently working with an outside firm on the front-end (user-interface) design of the Repository, a process that could not take

place until most of the prior steps were complete. After the launch we will aggressively promote the Repository to various potential user groups and seek their feedback on what works well and what needs improvement. We will also turn our attention to the next round of project tasks: repeating the state-by-state processes above for the next set of guidelines jurisdictions to be added to the Repository; adding additional, non-core materials as we identify and obtain them; making definitive plans for obtaining less-readily available materials from the guidelines states; and launching the project's research and policy blog.

c. Probation Revocation Project.

Project goals are to work with state and local jurisdictions throughout the country to generate agendas for reform of the law, policy, and practice of probation revocation, to effectuate and document those reforms in several sites, and to disseminate the Project's work broadly so it may influence additional jurisdictions. The full Project team was assembled in 2013-14, including successful completion of three national searches. Under the guidance of Project Director Ronald Corbett, a Project Advisory Board was formed and has met twice with the Project team.

Direct and exploratory work has begun in several jurisdictions. A Project team traveled to California in April 2014 for a preliminary site visit. The purpose was to learn from radical reforms to the law and practice of community supervision and revocation in California, and to explore the possibility of collaboration with one or more counties.

Work with three Alpha sites (study sites) is underway. Site visits are nearly complete in Ramsey County, MN and Bell County, TX, with a first site visit to Wharton County, TX scheduled in December 2014. Approval for Alpha site investigations are pending in Hennepin County, MN and the Minnesota Department of Corrections (which would give the Project access to several rural counties). The Institute has initiated the IRB approval process to allow us to interview probationers in some Alpha sites.

Bell County has indicated strong interest in moving to the "Beta" (reform) phase of the project, with particular interest in changing the system of costs and fees imposed on probationers, and diminishing revocations for nonpayment. (A recent NPR series highlighted the importance of these issues nationwide.) The State of Massachusetts has also expressed interest in joining the Beta phase. The Minnesota Association of Community Corrections Act Counties has agreed to pursue a Beta project focused on reducing lengths of probation terms in Minnesota, which are significantly longer than in many other states.

The Project team continues to recruit both Alpha and Beta sites, on a rolling basis, with present intentions of working in California and Pennsylvania. One surprise has been the speed with which jurisdictions interested in the Beta phase have come forward. Earlier, the Alpha phase was seen as an essential fact finding and recruitment stage. The Project team is reconsidering the original plan, and may rebalance its efforts to give higher priority to Beta jurisdictions and while cutting back the scope of the Alpha phase.

The Project's first major publication was completed in October 2014. The 100-page report, "Profiles in Probation Revocation: Examining the Legal Framework in 21 States," is

aimed at an audience of policymakers and practitioners. Produced with research and drafting assistance from a team of six law students, the report collects comparative information on the forms and purposes of probation, maximum probation terms, early termination or extension of terms, modes of supervision, the intensity of authorized conditions and provisions for their modification, violations procedures, substantive standards for revocation, breadth of sanctioning options less severe than revocation, and appeals from revocation decisions.

d. Parole Release and Revocation Project.

Edward Rhine was hired as Project Director effective January 1, 2014, and project planning sessions began the same month. Except for the Project Director, the Project team overlaps with the Probation Project, and was assembled in 2013-14. Director Rhine formed a Parole Advisory Council in the Spring of 2014, which held its first meeting in September. The goals of the Parole Project are to generate agendas for reform of parole-release decision making ("in-out" decisions) and the parole revocation process ("out-in" decisions), tailor and implement reform proposals through direct and collaborative work with several states, and disseminate the work of the Project broadly to national and international audiences of policy makers and practitioners. Work is proceeding on three fronts.

First, with the endorsement of the Association of Paroling Authorities International (APAI), the Institute is preparing to launch a National Survey of Paroling and Postrelease Supervision Agencies. The Survey instrument has been in development over the summer and fall of 2014, and will be pretested and administered in early 2015. The Survey is the Parole Project's "Alpha" phase, intended to build close ties with state agencies nationwide, establish credibility for the Project, develop a rich information base on actual practices of parole release and revocation across the U.S., and identify issues and areas of concern most likely to yield positive results through law and policy reform. The Survey and data analysis will be completed by the spring or summer of 2015, and publication of results will follow soon afterward.

Second, beginning early 2014, a legal research team of four law students has been amassing material for state-by-state legal profiles of the law of parole release and revocation—profiles that will be roughly twice as extensive as for the Probation Project (because release decisions are covered in addition to revocations). The state profiles will be published online as they are finished, with hard-copy publication to await the completion of a critical mass of states. Priority will be given to states that are in the queue, or appear to be good prospects, for the Beta (law-reform) phase of the Project.

Third and ahead of schedule, preliminary discussions with potential Beta states has begun. Negotiations are now underway in Pennsylvania, including the state's parole board and sentencing commission as possible collaborators. Officials in Utah have also expressed interest in exploring a Beta initiative.

Closely related to Project activities, the leading journal *Crime & Justice* has solicited an article to be co-authored by Edward Rhine, Joan Petersilia, and Kevin Reitz, to lay out a forward-looking reform agenda for parole releasing agencies over the next 10-15 years. The article will make use of, and will publicize, the ongoing work of the Project.

Program Area 3: Criminal Law Theory

Goals and Objectives.

We have continued to pursue the two approaches, outlined in previous reports, towards a better understanding of the proper aims, role and limits of the criminal law—an understanding that will help to guide the work both of scholars and of practitioners and policy makers seeking to reform our criminal law. One route lies through the realm of normative theory—theory that must locate the criminal law in a larger account of the political structure of a democratic state, and develop a properly grounded conception of its role in such a state. Another route begins from specific, concrete problems that face our existing systems of criminal law: by thinking more thoroughly about such problems, and about their roots, we can hope to work towards a better understanding of the values, principles and aims that can point the way towards their solution. In both cases, it is also important to look beyond the realm of domestic criminal law and domestic theory: to look at developments in other countries and in international criminal law, and to engage with scholars from different traditions of legal thought and practice. These aims have guided our activities in 2013-14, and will continue to do so. A further aim is reflected in the number of collaborations listed below: to find suitable partner institutions with whom we can develop and pursue projects.

Activities.

The following activities and projects comprise our work in this Program Area.

1. *“Crimmigration” and Human Rights*. Following up on the Crimmigration workshop from 2013, which examined the intersections of criminal and immigration law in a comparative context, the Institute funded a research visit to the UK in Summer 2014 by University of Minnesota Professor Stephen Meili to pursue a project on comparative approaches to the detention of asylum-seekers. This research will result in a paper to be published along with other papers from the workshop.

2. *Reviving Transnational Criminal Law Conversations* (Zurich, December 2013). This was an exploratory workshop, organized by Professor Antony Duff and University of Minnesota Professor Neha Jain with Professor Frank Meyer of Zurich: it was mainly funded by the Swiss National Science Foundation, but co-sponsored by the Institute. Its aim was to explore ways of breaking down the kind of parochialism that too often blights theorizing in criminal law, and to promote renewed conversation between American and European criminal lawyers, as well as ways of stimulating wider transnational discussions. The participants (from Britain, Germany, Switzerland and Canada, as well as the US) agreed on the importance of the project: further workshops are now being organized for 2015 in Berlin and in Zurich.

3. *New Voices in Criminal Law Theory* (Death Valley, March 2014). This workshop was co-sponsored with the Institutes of Law and Philosophy at the University of Illinois and at Rutgers University. Eight promising young scholars were invited to present their work and to discuss it with a group of more senior scholars who acted as commentators. The aim was to assist younger scholars who are interested in criminal law theory, and thus to help to build up a vibrant and energetic group of researchers committed to the enterprise of rethinking and improving our criminal law. The young scholars were enthusiastic about the experience, and we hope to repeat

the event biennially, if funds permit.

4. *Wrongs Across Borders* (Toronto, April 2014). This workshop, co-sponsored with the Nathanson Centre at Osgoode Hall Law School, brought together an international group of scholars to discuss the large theoretical and normative issues raised by transnational kinds of crime, and how nation states can respond to them: topics included the control of borders, humanitarian intervention, the laws of war and war crimes, issues in climate change. A second, linked workshop will be held in Minneapolis in April 2015; at least some of the papers from the two workshops should be published as a special journal issue.

5. *The Future of Criminal Law?* (Robina Annual Conference, April 2014). This followed the format of previous annual conferences, with a large one-day public conference, and then a much smaller, invitation only, workshop. The brief for the speakers both at the public conference and at the workshop was to propose and argue for a single important reform to the criminal law: ten speakers at the conference and twelve at the workshop, drawn from the US, Europe, and Australia, produced a fascinating and provocative set of proposals, which attracted a large audience (over 200 people registered for the conference), and sparked animated discussion. The Institute will publish revised versions of the workshop papers online, and on paper.

6. *Visiting Scholar*: The Institute hosted Professor Vincent Chiao (Toronto) as a Visiting Scholar in April 2014: he was working on a book project on the role of the criminal law in a liberal democracy, and was able to discuss his work with interested faculty in the Law School and in Philosophy and Political Science, as well as with Professor Matt Matravers from the University of York (England), who also works on issues connecting political theory and criminal law theory, and who spent two weeks at the Law School to discuss his plans for a book on criminal responsibility.

7. *Junior Criminal Law Theory Workshop* (October 2014). This is a small annual workshop organized by a group of young criminal law scholars, and hosted this year in Minneapolis by Professor Neha Jain. By sponsoring the 2014 workshop, in line with its support of *New Voices in Criminal Law Theory* (see above), the Institute is helping to build scholarly capacity in the field of criminal law and criminal justice.

* * *

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

Appendix II

ROBINA INSTITUTE ON CRIMINAL LAW AND JUSTICE Income and Expense Statement for 7/1/2013 - 6/30/2014

	Budget FY2014	Expenditures FY2014
Research Streams		
Criminal Law Theory	85,000	64,685
Sentencing Law and Policy	85,000	62,331
Criminal Justice Policy	85,000	54,513
Visitors	62,500	13,443
Conferences/Scholarship	70,000	96,829
Faculty Leadership and General Operations	<u>1,363,400</u>	<u>1,258,894</u>
	1,750,900	1,550,695

Appendix III

Criminal Law and Justice Enhancement Projects Income and Expense Statement for 7/01/2013 - 6/30/2014

		Year 1 FY2014 Budget	Expenditures
Multi State History Project	Project A	116,075	60,558
Multi State Parole and Probation Revocation Project	Project B	143,254	130,020
Sentencing Reform Repository Project	Project C	116,075	48,397
Building Partnerships with Parole Release States	Project D	89,252	47,773
Common Administrative Support		355,400	98,147
Year 1 Total		820,056	384,895

The Binger Center for New Theatre Funds Report
as of June 30, 2014

Overall Endowment Performance FY13-14

Yale's endowment earned a 20.2% investment return for the year ending June 30, 2014. The endowment value grew from \$20.8 billion on June 30, 2013, to \$23.9 billion on June 30, 2014, net of spending. The University benefited from investment gains of approximately \$4.0 billion. Spending from the endowment for Yale's 2015 fiscal year is projected to be \$1.1 billion, representing approximately 34% of the University's net revenues. Endowment distributions to the operating budget have nearly doubled in the last decade. The University's longer term results remain in the top tier of institutional investors. Yale's endowment returned 11.0% per annum over the 10 years ending June 30, 2014, surpassing broad market results for domestic stocks, which returned 8.4% annually, and for domestic bonds, which returned 4.9% annually. Relative to the estimated 7.6% average return of college and university endowments, over the past decade Yale's investment performance added \$8.4 billion of value in the form of increased spending and enhanced endowment value. During the 10-year period, the endowment grew from \$12.7 billion to \$23.9 billion, net of spending.

The Binger Center for New Theatre Endowment Fund

Original Investment	\$15,000,000.00
Principal	\$15,000,000.00
Market Value	\$18,173,603.86
Expendable Income	\$ <u>751,435.20</u> → 450?

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

Original Investment	\$3,000,000.00
Balance*	\$ <u>2,418,470.00</u>

The University Short Term Pool Investments generated a negative return through June 30, 2014 so no interest was allocated to this fund.]

The Binger Center for New Theatre Current Use Fund – School of Drama

Balance*	\$ 0.00
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*As per Amortization Schedule, amounts to be transferred to the School of Drama in September of each year:

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2013	\$276,500		\$276,500
2014	\$305,030		\$305,030
2015	\$332,840		\$332,840
2016	\$354,220		\$354,220
2017	\$327,260		\$327,260
2018	\$301,840		\$301,840
2019	\$352,780		\$352,780
2020	\$330,680		\$330,680
2021	\$310,140		\$310,410
2022	\$108,710	\$189,090	\$297,800

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 6:00 p.m. Dinner on Monday, March 2 8 a.m. to 5 p.m. Meetings with CFR and Yale 8 a.m. to 12 noon Robina Board Meeting
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 (CDT) Tuesday, September 1 – 8:00 a.m. to 4:00 p.m. (CDT) Tuesday, September 1 – 6:00 p.m. Dinner Wednesday, September 2 – 8:00 a.m. to 12 noon (CDT)
November 19, 2015 (Thursday) In Person Meeting – Probably Minneapolis	ALL DAY

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:●
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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:●
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Holidays and Observances:

Jan 1 New Year's Day	May 30 Memorial Day	Nov 11 Veterans Day
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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

Email from Jim Lindsay to PH

August 26, 2014

Dear Penny,

Thank you for your email. I'm sorry to hear that the Board meeting wore you out. But it's good to know that it was in the service of productive discussions.

We appreciate the Robina Board's decision to provide a year of additional funding for the initial diversity program. We will postpone the current review as you request. I will let Judy know about the additional funding. I will also let her know that the Robina Board has no objections to the scheduling adjustments she proposes to make to the Diversity and Diplomacy fellowship. We look forward to working with Steve in addition to Susan and Gordy.

Rachael will be in touch with you to schedule a time for a phone call.

Best regards,

Jim

From: Penny Hunt [<mailto:pennhunt@gmail.com>]

Sent: Tuesday, August 19, 2014 10:36 PM

To: James M. Lindsay

Cc: Steve Lewis; Kathleen Blatz; Nancy Gilberg

Subject: Robina Foundation

Dear Jim,

We all made it through Robina's board meeting last week, but I must confess that Nancy and I were exhausted after the meeting and suspect that board members were, too. The meeting provided an excellent opportunity for the board to have thorough discussions of all aspects of Robina's past and potential future grant activity. I guess that explains why we were worn out. I'm sure you know the feeling!

The board had a good discussion of the work CFR has been doing with Robina support, including the work of the various parts of the diversity enhancements and plans for an upcoming evaluation of the initiative. The purpose of this email is to convey the board's ideas for a revised timetable for the evaluation. Hopefully, we can talk about this in the next week or so. I expect we would include on the call one of our newer board members, Steve Lewis, former President of Carleton College and a member of CFR. Plans are underway for Steve to participate as co-lead director for CFR with Gordy Aamoht and assume the lead director role with respect to CFR when Gordy completes his board service in 2016.

After much discussion, the board concluded that we should delay the CFR diversity evaluation / review until next year. Because board members recognize that delaying the evaluation for a year could introduce some uncertainty at CFR about the continued support for the initial program, the board proposes to provide an additional year of funding for the initiative at this year's level (\$470,722) in order to bridge the coming year.

*Additional
year funding
for diversity
initiative*

*\$470,722
in
March
of 2015*

*changed
to \$446,117*

Following is our thinking in support of this change in timing:

Although the activities funded under Robina's original grant for "An Expanded Diversity Initiative in Foreign Policy" have been implemented for three years, the Diplomacy and Diversity program funded with the "Additional Activities" grant just wrapped up its startup year. Evaluation of the new program after only one year seems premature; by year two, we should have a good body of experience to examine.

In addition, delay of the review would give you the chance to rework your staffing of CFR's support in the diversity arena following Kate Collins' departure so that your staffing would also be clear and in place a year from now.

Similarly, HIA could change its program design to decrease the amount of time spent in Washington and include Germany in the European phase of the program. (Robina Board Members view those as inconsequential changes, appropriate after a start-up year and without any detrimental impact on either the program or the evaluation.)

Delay by a year would give Robina and CFR plenty of time to determine an approach for the review and evaluation that addresses both organizations' concerns about the review team, the questions to be addressed, and the scope and timing of the review. I'm sure you'll agree that both CFR and Robina want to ensure that the review will be of value to both organizations as they make decisions about the future.

We think this change in the timing supported by bridge funding makes sense and look forward to discussing it with you. You would have been pleased, but not surprised, to hear the many positive observations board members made about the Council's work we see flourishing with support from Robina and other donors. We look forward to our continuing partnership and collaboration, and Steve and I look forward to talking with you about this proposal.

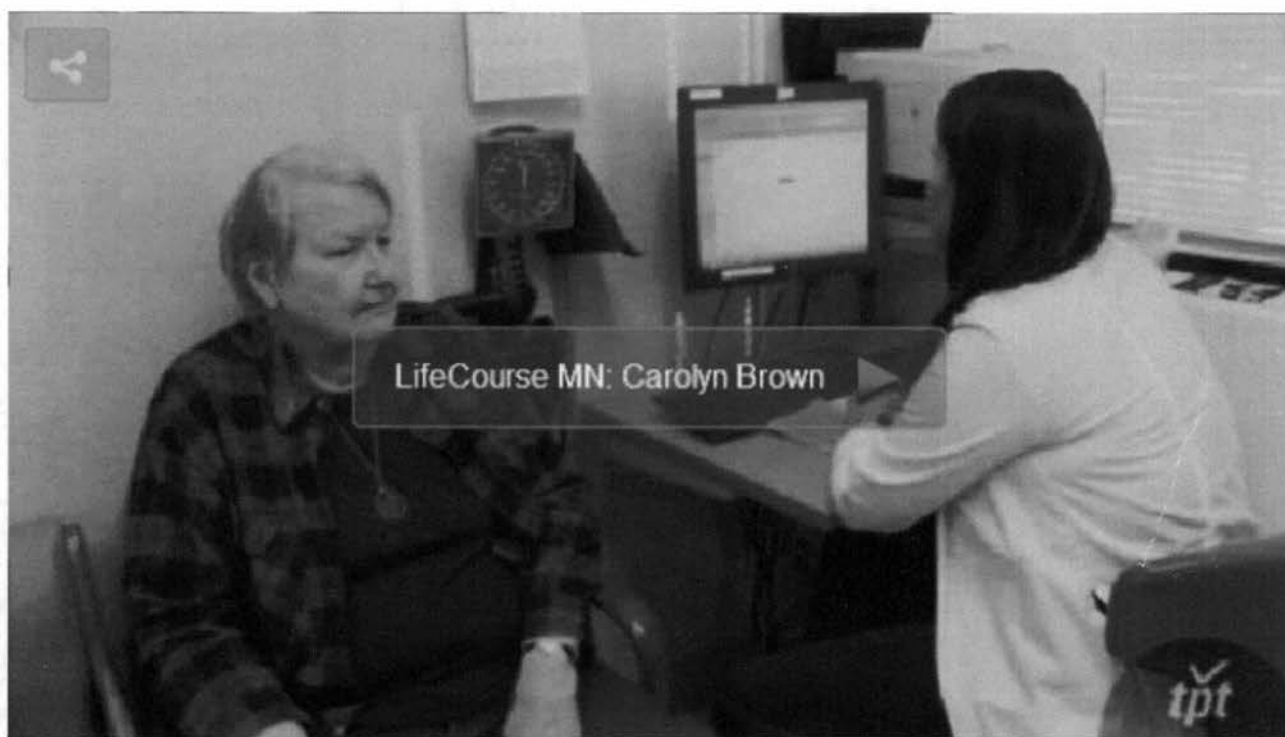
Warm regards,

MINNPOST

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

By Sharon Schmickle | 11/17/14

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



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