



[Robina Foundation](#)

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Penny Hunt

ROBINA FOUNDATION
Board Meeting

Conference Call

Tuesday, May 13, 2014

11:00 a.m. – 1:00 p.m. (EDT)

10:00 a.m. – 12 noon (CDT)

8:00 a.m. – 10:00 a.m. (PDT)

MINNPOST

Late-in-life care: fragmentation and complexity for the chronically ill

By Sharon Schmickle | 03/18/14



MinnPost photo by Sharon Schmickle

Jessie and Mary Harris needed a lot more than doctors, hospitals and drugs when a barrage of diseases started pounding Jessie in 2012.

This is the first in an 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. This yearlong examination of issues faced by such patients and their families is funded through a regrant by Allina Health from the Robina Foundation. It is conducted in conjunction with media partners TPT and Ampers. A TPT documentary, "Late Life: Redefining Care," can be seen [here](#).



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ROBINA FOUNDATION

TO: Robina Board of Directors
FROM: Penny Hunt
RE: May 2014 Board Meeting

Nancy and I started out thinking that the agenda for this meeting might be "light," but that hasn't turned out to be the case! I guess we shouldn't be surprised – Robina Board Meetings are always busy.

A few comments on material in the board book:

Executive Director's Report (Tab 2): Attached to the report is material accumulated over the past several months. Consolidating this kind of material seemed appropriate rather than sending it out piece by piece via email.

Grant Program: CFR Reports (Tab 6): You will note that CFR has divided up reports on the *Expanded Diversity Initiative* and *Additional Activities*: CFR provides a report on work funded by Robina that only involves CFR; CFR and HIA provide a report on the programs involving HIA. This division makes the programs easier to understand, I think. Also, we asked that HIA sign on to reports on CFR/HIA initiatives. CFR and HIA provided lengthy appendices with the reports. We included them in the book to give you more information on the programs and a better sense of how they operate. You should be able to skim the material quickly!

Grant Program: Yale Law School (Tab 9): Along with the report and assessment, you will find letters from some of the participants in programs funded by the Foundation. In addition, we received hand-written notes from other students. We will circulate those at the August meeting.

I know you will appreciate the tribute to Tom Crosby found in the pocket of the Board Book. The tribute was written by Charles Ferrell, Tom's partner who spoke at the memorial service for Tom, for the Hennepin County Bar Memorial, an event honoring members of the bar who died last year. Ellie and Stewart Crosby attended the Bar Memorial, which was a Special Session of Hennepin Country District Court with the Chief Judge presiding.

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

Robina Foundation Board of Directors Meeting

Conference Call

Tuesday, May 13, 2014

11 a.m. to 1 p.m. EDT

10 a.m. to 12 noon (CDT)

8 a.m. to 10 a.m. PDT

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

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

Time(CDT)	Agenda Item	Tab #
10:00 a.m.	Welcome and Call to Order – Blatz	
10:05 a.m.	Minutes of March 5, 2014 Board Meeting – Berresford - Action	1
10:10 a.m.	Executive Director's Report - Hunt	2
10:25 a.m.	Treasurer's Report - Lewis • Assets and Grants • 1st Quarter Financial Report from Mike Sullivan • USbank Quarterly Performance Report	3
	Legal Report • Update on Binger Estate from Gina Kastel, Faegre BD	4
10:40 a.m.	Grant Program – Hunt • Grant Proposal ➤ ANWH/Allina ▪ <i>Care COPILOT</i> • Grant Reports ➤ Council on Foreign Relations ▪ <i>CFR Expanded Diversity Initiative</i> and Appendices ▪ <i>CFR-HIA Expanded Diversity Initiative</i> and Appendices ➤ University of Minnesota Law School: ▪ <i>Sentencing Enhancements: Six-Month Report</i> ▪ <i>Public Interest Scholars: Annual Report</i> ➤ Yale Law School: <i>Human Rights Fellowship Initiative: Annual Report and Assessment</i>	5
		6
		7
		8
		9
11:10 a.m.	August Board Meeting Agenda Discussion	10
11:40 a.m.	Other Business • 2014 and 2015 Board Meeting Dates	10
12 Noon	Adjournment	

1	BOARD MEETING MINUTES MARCH 5, 2014
2	EXECUTIVE DIRECTOR'S REPORT
3	TREASURER'S REPORT
4	LEGAL REPORT
5	GRANT PROPOSAL ANWH/Allina <i>Care COPILOT</i>
6	GRANT REPORT <i>CFR Expanded Diversity Initiative</i> <i>CFR-HIA Expanded Diversity Initiative</i>
7	GRANT REPORT U OF M LAW SCHOOL <i>Sentencing Enhancements</i>
8	GRANT REPORT U OF M LAW SCHOOL <i>Public Interest Scholars</i>
9	GRANT REPORT YALE LAW SCHOOL <i>Human Rights Fellowship Initiative</i> <i>And Assessment</i>
10	AUGUST BOARD MEETING AGENDA DISCUSSION OTHER BUSINESS



**Robina Foundation
Meeting Minutes
March 5, 2014**

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on March 5, 2014, in Gallery II Meeting Room at The Study in New Haven, Connecticut.

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

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

Scott Brown was present and served as recorder.

Welcome and Call to Order

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

Minutes of November 12, 2013, Board Meeting

Hunt pointed out an error in the draft minutes included in the Board Book: reference to \$1.7 million in the motion approving funding for Abbott Northwestern/Allina on page 4 of the minutes should be changed to \$1.27 million.

A motion made and seconded to approve the Minutes of the November 12, 2013, Board Meeting included in the Board Book, as amended, was approved unanimously by the Board.

Executive Director's Report

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

Treasurer's Report

Lewis reported on his meeting with USbank representatives Jerry Anderson and Jon Gennaro to get acquainted and to discuss alternative investment options for Foundation funds. Lewis noted in particular that the Foundation's equity position is higher than it should be given the Foundation's limited duration. Lewis plans to discuss alternative investments with Sullivan and USbank in order to address this imbalance.

Legal Report

Blatz called Board Members' attention to two memos in the Board Book prepared by attorney Gina Kastel. Several loose ends need to be resolved before final settlement of Jim Binger's estate. All Board Members agreed that the sooner these loose ends are resolved, the better.

Foundation 2014 Operating Budget

Hunt introduced the 2014 Operating Budget included in the Board Book and asked for approval of the budget.

A motion made and seconded to approve the 2014 Operating Budget included in the Board Book was approved unanimously by the Board.

Meeting De-Brief

Yale Law School

Board Members noted how engaged and dynamic Dean Post has become since assuming the position of Dean of the Law School and discussed future funding of the Law School. Board Members' comments included the following:

- Since the Foundation's funding commitment ends in 2014, the Law School will be eager to submit a proposal in the near future;
- Tara Fitzpatrick provided information for a \$25 million endowment request, noting that YLS's top priorities are endowment of the summer program and funding for the Law School's loan forgiveness program, "COAP" (Career Options Assistance Program);
- A "matching" grant may be appropriate for the Law School or perhaps a wasting endowment;
- Foundation funding of the Law School effectively supports very talented students interested in human rights;
- Funding for COAP could encourage students to get involved in human rights careers, but COAP only pays off tuition and doesn't sustain people in the human rights field;
- The human rights field is more robust now, so sustaining a human rights career is more possible now than 10 years ago.

Yale School of Drama

Board Members expressed satisfaction with the operation of the Binger Center for New Theatre and the creative work taking place under Dean Bundy's leadership of the initiative as a result of Robina's endowment of the Center. Although Board Members would prefer more frequent outside review of the Center than provided for in the Foundation's endowment agreement with Yale and should have been consulted before Dean Bundy engaged members of the first review committee, the Foundation will continue to receive reports on the Center and can request that the outside reviewers tailor the reports to answer questions of importance to the Board. The Board also noted that it may undertake reviews of its own to address questions about grant operations and effectiveness on a schedule it determines. The Foundation will need to designate an entity to receive reports on the Center after the Foundation sunsets.

Council on Foreign Relations / Humanity in Action

While Board Members continue to debate the use of the term "diversity" in connection with the *Expanded Diversity Initiative*, Board Members are excited about the concept of the Robina project and look forward to the results of the review of the HIA program as well as the other parts of the initiative, which will be available in the summer. It was noted that CFR (Jim Lindsay) and HIA (Judith Goldstein) have a good working relationship. Berresford called the Board's attention to the budget for the HIA programs and asked that we confirm with CFR and HIA the cost per participant of the original *Expanded Diversity Initiative* and of the *Additional Activities*.

Grant Proposals

CFR: Program on Digital and Cyberspace Policy

Board Members discussed the pros and cons of CFR's proposal, as well as CFR's response to the Foundation's suggestion that CFR rethink and perhaps re-design the initiative in view of comments and concerns expressed by experts engaged by the Foundation to review the proposal. While Board Members believe that the topic is huge and exciting and that CFR should play a role in addressing important issues in the cyberspace arena, they are not convinced that the approach described in the CFR proposal will be effective or that the Foundation should be the sole funder of the initiative. Board Members highlighted the need for CFR to partner with other organizations, to seek direct involvement of non-US organizations and individuals, and to involve people with a deep knowledge of technology, as well as the lack of specificity of outcomes. After considering several options for funding, the Board decided to decline funding at this point and see what role emerges for CFR and for other donors, recognizing that it may be appropriate for the Board to consider Robina support at some point in the future.

Abbott Northwestern Hospital: LifeCourse

Board Members reviewed Abbott Northwestern Hospital/Allina's request for funding for the 2015 Transition Phase of LifeCourse aimed at better preparing the LifeCourse team, system and partners for a multi-year trial in 2016 through 2019.

A motion made and seconded to approve funding of \$3.99 million for the 2015 Transition Phase of LifeCourse was unanimously approved by the Board.

Noting that this project has great promise and could have legs because of changes in health care and the economy and growing focus on patients' quality of life, Board Members will meet with leaders of LifeCourse in August to discuss the future of the initiative.

Grant Reports

ANWH/Allina: LifeCourse - Annual Report

Board Members noted several items in the report for discussion with LifeCourse staff:

- In the Brief Project Summary, the fifth bullet point under "Goals" could be expanded to reference palliative care as well as hospice care.
- If the trial shows positive results, ANWH/Allina should be prepared for some push back that initiatives that work with Minnesota "nice" may not translate to other parts of the country.
- Power calculations on the most important outcome variables could help determine the best sample size to achieve significant results.
- Information on why patients and families decline participation in LifeCourse as noted on the graph of Initial Data in the report would be helpful.

University of Minnesota Law School: *Center for New Americans* – Six-Month Report

Board Members noted that the Center for New Americans is off to a good start and expressed interest in learning how the Center works or plans to work with other parts of the University of Minnesota, such as the Humphrey School of Public Affairs and the Medical School.

Board Members expressed interest in meeting with Dean Wippman to discuss issues faced by the University of Minnesota Law School and all except the most elite law schools and opportunities to seed an analysis or proposal to revamp legal education. Hunt will set up a meeting.

Other Business

Board Members identified several issues for discussion at the August Annual Meeting, including sunseting of the Foundation, sustainability of projects receiving Robina Foundation funding, Lead Directors, and investment of Foundation assets.

Adjournment

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Susan Berresford, Secretary

Date

Nancy Gilberg

From: Penny Hunt [pennhunt@gmail.com]
Sent: Tuesday, March 11, 2014 9:21 AM
To: James M. Lindsay
Cc: Nancy Gilberg
Subject: Robina Foundation / Cyberspace Initiative

CFR

*Cyberspace
Proposal
Denied*

Dear Jim,

I spent a few days in Florida following the Robina Board Meeting in New Haven, so I'm a little slow in getting back to you after the Robina Board Meeting.

Robina Board Members and I appreciated your involvement in the meeting, first with Judith to discuss the *Expanded Diversity Initiative in Foreign Policy* and then with Adam Segal to discuss CFR's proposal for the *Program on Digital and Cyberspace Policy*. I know you go back and forth between New York and Washington, so I realize that the side trip to New Haven added on to your busy commuting schedule.

As Kathleen indicated when she welcomed you and Adam to the meeting, Robina Board Members weren't of one mind on how Robina should approach CFR's initiative and Robina support for the initiative. Those differences were evident in the questions Board Members posed to you and Adam and the comments they made, so I suspect you won't be surprised at the Board's decision.

While Board Members recognize the importance of cyberspace and agree with Richard Haass that CFR should be involved in addressing the myriad questions and issues facing the U.S. and the world and is well positioned to recommend policies for the Internet, they aren't convinced that CFR's broad, comprehensive approach is the most effective way to start, particularly with Robina as the sole funder. This uncertainty may be due to Board Members' lack of technical expertise or perhaps the early stage of CFR's development of the initiative. As you indicated, CFR's plans may change as you hire staff, work with other funders, map out strategies and timetables, develop partnerships and engage your two working groups. After a lengthy discussion the following day, which included the concerns you heard (the importance of partners and involvement of non-Americans, the scope and scale of the project), the Board determined that the timing was not right for Robina to fund the current proposal.

We hope to continue to talk with you about CFR's work and may well be open to providing financial support for a program focused on cyberspace in the future. We sincerely appreciate your assistance and patience as we wrestled with how Robina should approach your request. We have learned a great deal during the past six months; our interest and enthusiasm are heightened, but we need more time to identify what, if any, role Robina should play in this field.

Warm regards,

Penny

Penny A. Hunt
Executive Director

Robina Foundation

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

Follow-up to March Board Meeting

Following the Board Meeting, I provided each of the Robina Grantees with feedback from the Board discussion of grant proposals and grant reports.

Foundation Finances

At Steve Lewis' initiative, Steve, Mike Sullivan and I met several times to discuss Foundation investments:

- Our first discussion, which focused on the need to reduce the Foundation equities position, resulted in the sale of approximately \$10 million in equities;
- The second involved a discussion of the investment or a portion of the Foundation's cash balance in fixed income investment alternatives and a request that USbank provide alternative investment solutions.

Mike and I met with USbank in late April to discuss the bank's recommendations. Steve will report on the status of this shift during the Treasurer's Report.

Settlement of Binger Estate

Kathleen and I had several discussions to address issues raised by Gina Kastel as she works to settle the Binger Estate.

Foundation Operations

Rental of Office Space

Thanks to the efforts of Jim Peter, the Foundation's previous office space has now been rented, relieving the Foundation from the payment of rent on the small space as well as the large office we now occupy and saving the Foundation ~\$1000.

Foundation Computers

We finally decided that Nancy should not struggle to work with seven year-old computers and outdated software, so purchased two new laptops, one for use during Board Meetings by the recorder and one for Nancy's use. Purchase of the computers was included in the Foundation's 2014 Operating Budget.

Foundation Directors and Officers Liability Insurance

Nancy followed up on information we received from Exponent Philanthropy (formerly the Association of Small Foundations) regarding D&O insurance. Under a new policy through Exponent Philanthropy's program with Philadelphia Insurance Company, our D&O insurance premium was cut by more than half.

Meetings with Robina Grantees

CFR

In early April I met with Jim Lindsay and Kate Collins (CFR staff leading CFR's diversity initiatives) to discuss the *Expanded Diversity Initiative in Foreign Policy* and *Expanded Diversity Initiative in Foreign Policy – Additional Activities*. Our meeting took place on the day the "Conference on Diversity in International Affairs" began with an evening reception keynote address by Susan Rice. The *Expanded Diversity Initiative in Foreign Policy* initiative provides support for CFR's implementation of this conference with Global Access Pipeline and the International Career Advancement Program. Kate and Jim reported that the conference is at capacity.

As noted at the March Board Meeting, CFR will undertake an outside review of the first three years of the *Expanded Diversity Initiative in Foreign Affairs*, which will include the Conference on Diversity in International Affairs as well as the other component parts of the initiative. I confirmed that Robina Board Members will have the opportunity to suggest potential reviewers as well as questions to be addressed in the review. The review will be available at the August Board Meeting.

I plan to attend the May 27 opening session of the Humanity in Action Fellows program, which will be held at CFR. That same day, I will also attend one of the sessions of the "Diplomacy and Diversity Fellows" program planned and hosted by CFR.

I also met with Stewart Patrick, who leads the *International Institutions: Global Governance* initiative supported by Robina. We talked in particular about the Council of Councils meeting, which Gordy and I will attend. We will provide a short update at the Board Meeting.

University of Minnesota Law School

On April 24 Gordy and I attended the Robina Institute on Criminal Law and Criminal Justice' 2014 Annual Conference entitled "The Future of Criminal Law." The Robina Institute asked a group of scholars, practitioners, and policy makers to respond to the question "If you could change one thing about the criminal law, what would it be?"

Appendix: Material relating to Robina Grantee Initiatives

CFR

Hewlett Foundation Cyber Initiative

- Launch Announcement
- Final Cybersecurity Memorandum

Abbott Northwestern Hospital / Allina

MinnPost Articles on Late-in-Life Care: As part of the LifeCourse communication strategy, Allina Health is partnering with MinnPost on a series of articles on late-in-life health care. (MinnPost is a nonprofit, nonpartisan organization that publishes news online Monday through Friday with a limited edition on Saturday and a Sunday Review.)

Yale University

The Binger Center for New Theatre Indenture Documenting the Endowment and Current Use Gift from the Robina Foundation.

Hewlett Foundation Launches \$20 million Cyber Initiative

Five-year Exploratory Project Aims to Help Improve the Field of Cybersecurity

Menlo Park, Calif. — The William and Flora Hewlett Foundation announced today that it has created a new initiative designed to help address the problem of cyber threats against governments, businesses, and individuals. The foundation will invest \$20 million over the next five years in what it is calling its Cyber Initiative to build a field of expertise to help understand and address the wide array of issues posed by the Internet.

Context

The growing importance of the Internet over the past two decades has included a corresponding rise in its use for criminal, intelligence, and military purposes. Attacks originating over the Internet are being launched against both private and public interests by a diverse range of actors motivated by an equally diverse set of reasons.

Technological innovation continues to be fast-moving, and the parts of government responsible for handling cyber issues cannot keep pace with the changes. Even the more nimble private sector finds itself straining to keep up. At the same time, Congress and the larger public need help to understand the ramifications of the dramatic increase in cybersecurity threats. A great many challenging questions remain unanswered. There is, for example, no consensus on who should govern the Internet or who should control data. Recognizing that philanthropy has something to offer to government and business in this area, the initiative aims to help build processes and structures that will enable government and the private sector to better understand and work together to tackle the toughest challenges they face.

The Current Funding Environment

As noted above, while government and industry both spend a great deal on cybersecurity issues, their work does not always necessarily address the most important questions and problems. It is here that philanthropy can play a valuable role. The initiative will help bring together government, industry, academia, and nonprofit organizations to find solutions to these challenges, with the understanding that solving the most difficult problems will require collaboration and trust at a higher level than is likely to occur without concerted attention to building it.

In particular, while government and industry focus on immediately pressing problems, few resources are devoted to thinking about the issues from a long-term or broad public policy perspective. Perhaps understandably, neither government nor industry has invested in developing independent thought centers or leadership or has funded efforts beyond their immediate interests.

The Role for the Hewlett Foundation

The Hewlett Foundation has identified three overarching problems in the current cybersecurity field: the field is fragmented, making it difficult for relevant actors to work together; the field would benefit from more thought leadership that can keep pace with fast-changing policy decisions and other developments; and the technical nature of the issues makes the threats difficult for the general public and policymakers to understand.

While the Hewlett Foundation can play an important role in building a cybersecurity field, it knows it cannot be successful acting alone. The Foundation's objective is to act as a catalyst by showing what can be done to foster increased collaboration among key players in cybersecurity and to develop the forums and information needed to address cyber issues that cut across sectors. In so doing, we hope to inspire other funders to enter the sector and to persuade government and industry to widen their focus. The Foundation will do so by pursuing the following four goals:

- a) Begin to develop a network of experts working to keep the Internet secure, open, and well governed.
- b) Help individuals and institutions develop comprehensive analyses of cybersecurity problems and solutions.
- c) Attract new funders and additional funds.
- d) Fill critical research gaps.

"The Hewlett Foundation has an opportunity to engage these disparate players, learn from them, and experiment with new approaches to field building," said Larry Kramer, President of the Hewlett Foundation. "Cybersecurity represents an exciting opportunity to advance a field that needs attention but is largely new to private philanthropy. If successful, our efforts will yield important security and privacy benefits to individuals, communities, businesses, and the international community."

"The cybersecurity problem is dynamic and unsettled," said Robert Gallucci of the John D. and Catherine T. MacArthur Foundation. "The Internet is increasingly exploited by a range of actors in ways that erode individual privacy and undermine our collective security. As MacArthur has focused on advancing an open and secure Internet, we see the Hewlett Foundation's new focus on cybersecurity as an important and promising initiative at a time when the divergent interests of government and industry create a complicated landscape for us all."

About The William and Flora Hewlett Foundation

The William and Flora Hewlett Foundation helps people build measurably better lives. The Foundation concentrates its resources on activities in education, the environment, global development and population, performing arts, and philanthropy, as well as grants to support disadvantaged communities in the San Francisco Bay Area. A full list of all the Hewlett Foundation's grants can be found [here](#).

Contact

Eric Brown, Communications Director communications@hewlett.org # # #



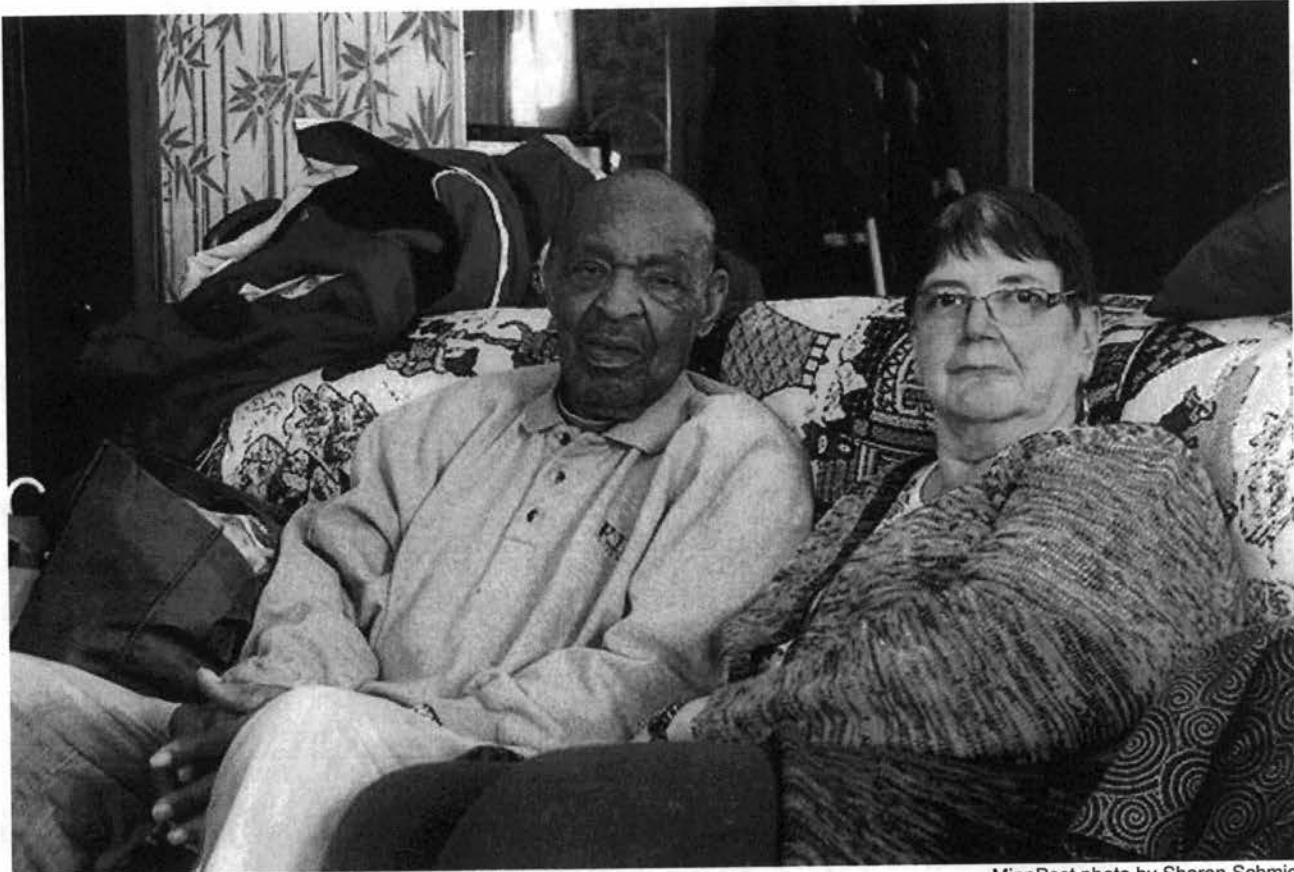
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MINNPOST

Late-in-life care: fragmentation and complexity for the chronically ill

By Sharon Schmickle | 03/18/14



MinnPost photo by Sharon Schmickle

Jessie and Mary Harris needed a lot more than doctors, hospitals and drugs when a barrage of diseases started pounding Jessie in 2012.

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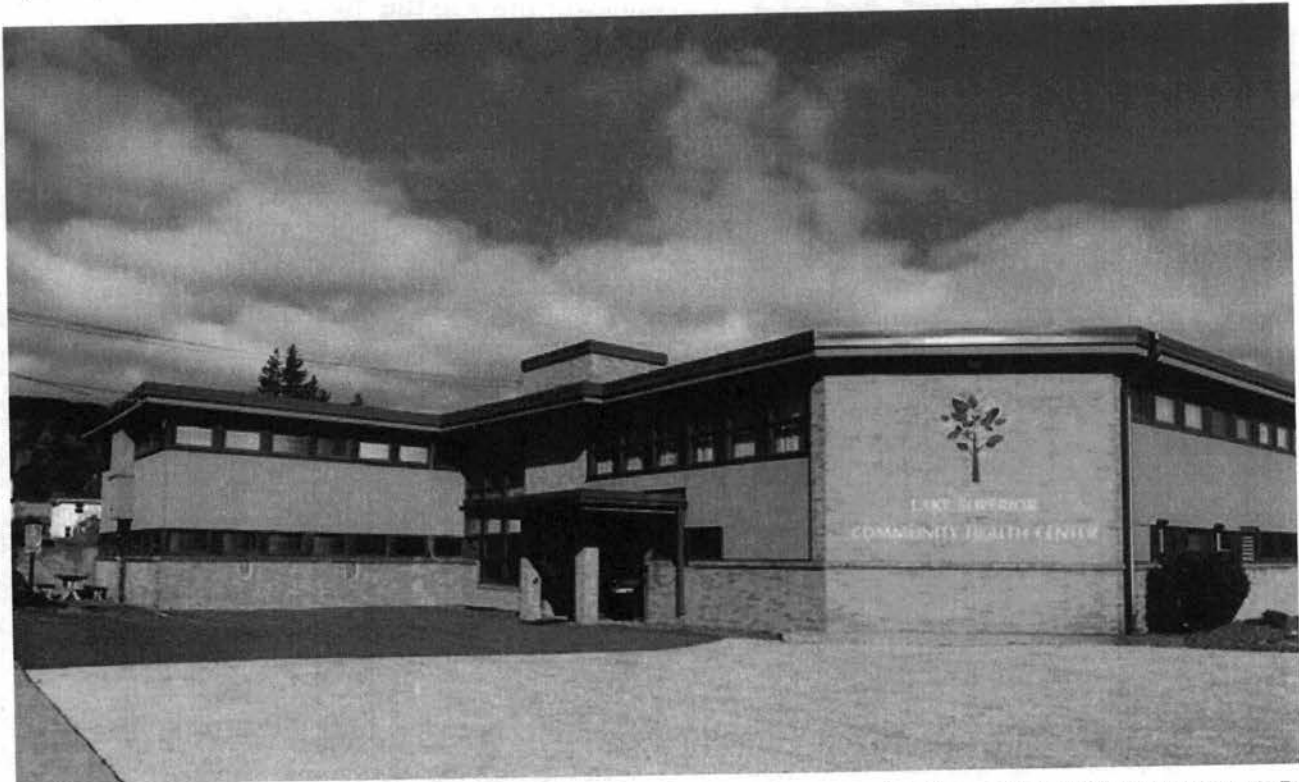
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MINNPOST

Minnesota's 'health care homes' aim to fill gaps in support for late-in-life patients

By Sharon Schmickle | 03/19/14



Lake Superior Community Health Center via Facebook

Minnesota's certified health care homes, like the Lake Superior Community Health Center in Duluth, aim to improve quality of life as well as health for patients with chronic and complex conditions.

This is the second article in an 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. This series is funded through a regrant by Allina Health from the Robina Foundation.

As the giant boomer cohort of Americans begins to reach senior status, neither individuals nor the disparate components of the U.S. medical system have fully prepared for a new reality: People can expect to live far longer than their forebears. And as they age, patients frequently will need years of coordinated care and support services before they enter the end stage of life. Yet disproportionate amounts of spending go for desperate treatments at the very end.



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The Binger Center for New Theatre

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

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

Endowment

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

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

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

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

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

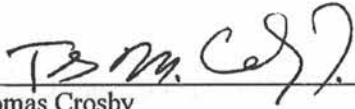
In the event that, at some future time, in the judgment of the Yale Corporation, it becomes impossible, impractical, or unlawful to apply the distributions from the Fund to the purpose described above, the Yale Corporation shall make such modifications to the use of the Fund as will appropriately recognize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

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

Current Use Gift

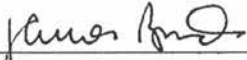
The current use gift portion of \$3,000,000.00 will be invested by the Yale Office of Investments in Treasury bonds with maturity rates that will meet the approved cash flow requirements outlined in the financial section of the Proposal. Any interest earned on these Treasury bonds will be added to the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

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



Thomas Crosby
Chair, Board of Directors
The Robina Foundation

4/12/12
Date



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

4.18.12
Date



Inge T. Reichenbach
Vice President for Development, Yale University

4.23.2012
Date

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

**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 (1)

(1) Includes the following commitments:

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

\$6,224,059 (2014-2016) to CFR's *IIGG Phase II*; \$1,738,013 (2014-2015) for CFR's *Expanded Diversity Initiative – Additional Activities and HIA Supplemental Request*;

\$3,411,203 (2015-2016)) for U of M *Institute of Criminal Law & Justice* program; \$3,533,732 (2014-2017) for *Sentencing Law Program Enhancements*; \$500,000 (2015-2016) to U of M *Scholarship* program; \$2,427,279 (2014-2016) for U of M *Public Interest Scholars*; and \$3,120,117 (2014-2016) for *Center for New Americans*;

\$1,000,000 (2014) to Yale Law School *Human Rights Phase II* program.

ROBINA FOUNDATION

ASSETS DETAIL

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

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

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

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

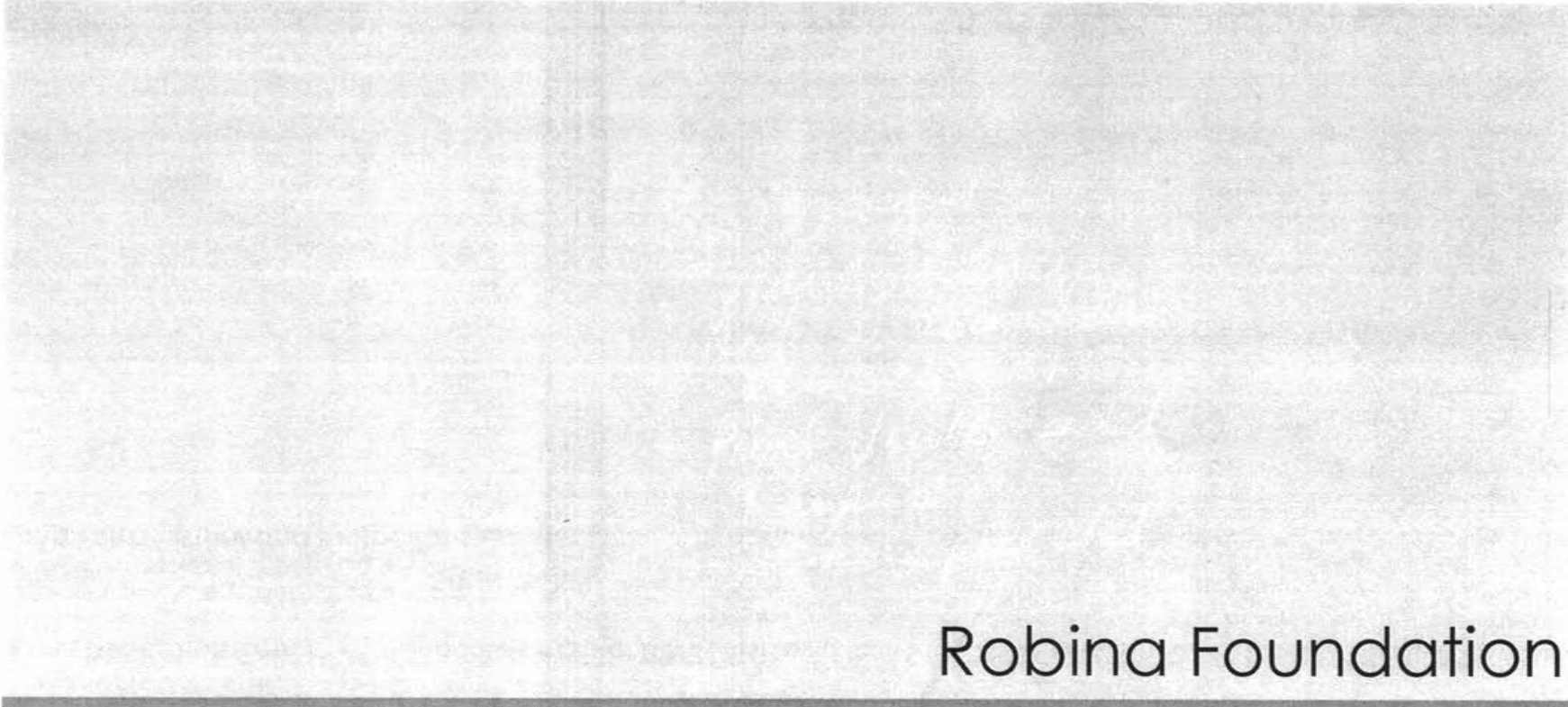
Assets	09/30/11	12/31/11	03/31/12
USbank Checking	3,242,279	3,107,762	1,554,595
USbank Investment	79,623,780	74,568,396	76,710,536
Estate of Jim Binger	30,618,655	30,705,220	30,640,055
IRS Refund	11,622,180	12,445,745	12,445,745 (4)
Total	\$125,106,894	120,827,123	121,350,931

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

Assets	03/31/13	06/30/13	09/30/13
USbank Checking	235,329	121,792	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	
USbank Investment	92,411,790	86,407,628	
Estate of Jim Binger	2,241,137	2,208,474	
Bazal Property		293,500	
Total	\$94,871,823	89,006,105	

- (1) Estimated info from Peggy Quinn of McDermott.
- (2) This figure includes both a refund from the IRS and amounts payable by the Binger Marital Trust to the Binger Estate because such Trust owes money to the IRS which money is subtracted by the IRS from monies otherwise payable to the Estate.
- (3) Updated info from Peggy Quinn of McDermott.
- (4) The expected amount is at least \$12,445,745.
- (5) Anita Tyson stated that "we are still waiting for a small final overpayment interest check from the US Treasury."



Robina Foundation

Quarterly Financial Report

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

March 31, 2014

Robina Foundation

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Robina Foundation

Executive Summary

Mission Statement

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

Observations and Recommendations

1. Although experiencing periods of volatility, the capital markets languished somewhat during the first quarter. Our portfolio returned 1.05% versus the benchmark of 1.18%. For longer time periods, annualized performance and benchmarks were:

	1 Year	3 Year	5 Year	From Inception
Portfolio Performance	8.39%	5.82%	4.41%	4.15%
Benchmark	8.66%	5.45%	3.94%	3.81%

2. We began the first quarter with assets of \$95,132,519, earned \$1,002,556, awarded grants of \$7,005,888, and had \$123,082 in operating expenses.

Beginning Balance:	\$95,132,519
Plus Earnings:	\$1,022,556
Less Grants:	(\$7,005,888)
Less Expenses:	(\$123,082)
Ending Balance:	\$89,006,105

Robina Foundation

3. Given the terminal nature of the foundation, and as a result of the recent historic highs in the equity markets, we agreed with US Bank to reduce our equity exposure by approximately \$8,000,000 to \$30,500,000 (34% of portfolio). On March 19, we reduced positions in three equity funds:

S&P 500	Sold 184. Range over 12 mos = 157-188	\$3,300,000
US Mid/Small		\$1,400,000
EAFE		\$3,300,000
Total		\$8,000,000

Sold
near
mkt
high

4. In the second quarter, as a subsequent event, we will redeploy these sale proceeds and most of our money market position as follows:

Money-Market (for grants)	\$5,500,000
US Bank Selected Corporate Bonds	\$8,400,000
Loomis Sayles Strategic Alpha	\$8,400,000
Mainstay Floating Rate Bank Debt	\$8,400,000

5. We are still awaiting the final distribution of the JP Morgan funds.

TCO - \$8M in 2 mutual funds +
in corp. bonds.
\$5.8M in Money Mkt.

Robina Foundation

Executive Financial Summary

	2013	2014			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Cash	\$22,822,532	\$28,425,197			
US Gov't Bonds	\$0	\$0			
Market Portfolio	\$72,309,988	\$60,580,908			
Corp. Bonds	\$9,212,870	\$8,538,985			
Equities	\$41,814,466	\$30,439,378			
Other	\$21,282,652	\$21,602,545			
Grand Total	\$95,132,519	\$89,006,105			

Robina Foundation

Sources of Capital

	2013	2014			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
JP Morgan					
Cash					
JHB Cash/MM	\$48,770	\$16,410			
JHB Income Cash/MM	\$3,579	\$3,579			
Cash Total	\$52,349	\$19,989			
Revocable Trust					
JHB Revocable Trust*	\$1,908,205	\$1,907,555			
JHB Income Account*	\$134,435	\$134,585			
Tartan I LP*	\$79,769	\$79,769			
Revocable Trust Total	\$2,122,408	\$2,121,909			
Other Securities					
All Other Securities*	\$66,576	\$66,576			
JP Morgan Total	\$2,241,333	\$2,208,474			

Robina Foundation

	2013	2014			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
US Bank Investments					
Cash					
US Bank Cash/MM	\$20,508,647	\$26,266,565			
Bonds					
US Gov't Bonds	\$0	\$0			
US Non-Gov't Bonds					
BP Capital PLC	\$728,210	\$723,058			
Corporate Issues	\$4,875,019	\$2,090,334			
NuVeen High Income Bond FD CL I	\$2,935,262	\$2,984,020			
Total Capital SA	\$521,785	\$519,555			
Oppenheimer Senior Floating Rate	\$0	\$1,000,000			
Barclays Voyager Medium Term Note (06/07/2016)	\$0	\$530,550			
Barclays Voyager Medium Term Note (07/15/2016)	\$0	\$540,270			
Bonds Total	\$9,060,275	\$8,387,788			

Robina Foundation

	2013	2014			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Equities					
US and Non-US					
Stock Funds	\$33,448,228	\$23,559,759			
Hedge					
Common Sense Offshore LTD	\$1,965,772	\$189,390			
Common Sense Holdback	\$0	\$89,673			
Pointer Offshore Ltd	\$3,495,132	\$3,695,224			
Hedge Total	\$5,460,904	\$3,974,287			
Private Equity					
Flag Private Equity LP	\$685,398	\$685,398			
Flag Venture Partners III LP	\$585,240	\$585,240			
Flag Venture Partners IV LP	\$900,275	\$900,275			
Pfingsten Partners III LP	\$734,420	\$734,420			
Private Equity Total	\$2,905,333	\$2,905,333			
Equities Total	\$41,814,466	\$30,439,378			

Robina Foundation

	2013	2014			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Other Bonds, Real Estate, and Commodities					
Non-US Bonds					
Ontario Province	\$152,595	\$151,197			
T Rowe Price Intl Bond Fund	\$1,873,871	\$1,913,321			
Non-US Bonds Total	\$2,026,466	\$2,064,518			
Bond Hedge Funds					
Gam Absolute Return Bond Fund	\$3,415,079	\$3,448,621			
GCA Credit Opportunities Offshore	\$4,592,190	\$4,682,111			
Marathon Credit Opportunity Fund Ltd	\$3,685,938	\$3,842,374			
Bond Hedge Funds Total	\$11,693,207	\$11,973,106			
Real Estate					
IDR Core Equity Re Strategy 2010	\$6,836,592	\$6,775,902			
Commodities					
Inv Balance Risk Comm Str Y	\$0	\$0			
Oppenheimer Com Str Tr Fd Y	\$472,137	\$500,371			
Commodities Total	\$472,137	\$500,371			
Other Bonds, Real Estate, and Comm. Total	\$21,028,402	\$21,313,897			
US Bank Investments Total	\$92,411,790	\$86,407,628			

Robina Foundation

Asset Summary

	2013	2014			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
JP Morgan	\$2,241,333	\$2,208,474			
US Bank Investments	\$92,411,790	\$86,407,628			
Robina Checking Account	\$218,896	\$96,503			
Bazal Property	\$260,500	\$293,500			
Grand Total	\$95,132,519	\$89,006,105			

Robina Foundation

Asset Allocation Report: 03/31/2014

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
JHB Cash/MM	\$16,410	0%		
JHB Income Account	\$134,585	0%		
JHB Income Cash/MM	\$3,579	0%		
JHB Revocable Trust	\$1,907,555	2%		
US Bank Cash/MM	\$26,266,565	30%		
US Bank Checking	\$96,503	0%		
Cash Total	\$28,425,197	32%	\$4,450,305	5%
US Gov't Bonds	\$0	0%	\$37,382,564	42%
Market Portfolio				
Corp. Bonds	\$8,538,985	10%		
Equities	\$30,439,378	34%		
Other	\$21,602,545	24%		
Market Portfolio Total	\$60,580,908	68%	\$47,173,236	53%
Grand Total	\$89,006,105	100%	\$89,006,105	100%

Robina Foundation

Asset Allocation Report - Robina Perspective: 03/31/2014

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
JP Morgan	\$19,989	0%		
US Bank Cash/MM	\$26,266,565	30%		
US Bank Checking	\$96,503	0%		
Cash Total	\$26,383,057	30%	\$4,450,305	5%
Fixed Income				
US Gov't Bonds	\$0	0%		
Corp. Bonds	\$8,538,985	10%		
Non-US	\$1,913,321	2%		
JHB Revocable Trust	\$2,121,909	2%		
Hedge Funds	\$11,973,106	13%		
Fixed Income Total	\$24,547,321	28%	\$37,382,564	42%
Market Portfolio				
JP Securities	\$66,576	0%		
US Bank Equity Funds	\$23,559,759	26%		
US Bank Hedge Equities	\$6,879,620	8%		
US Bank Real Estate	\$6,775,902	8%		
US Bank Commodities	\$500,371	1%		
Bazal Property	\$293,500	0%		
Market Portfolio Total	\$38,075,727	43%	\$47,173,236	53%
Grand Total	\$89,006,105	100%	\$89,006,105	100%

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				\$858,278	\$858,278
University of Minnesota Law School	\$2,000,900	\$809,355	\$1,867,545		\$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	\$2,844,326	\$2,725,823	\$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	
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	\$470,722	\$2,954,159	\$2,114,664	\$19,973,268
Diversity Scan				\$15,000							\$15,000
Expanded Diversity Initiative in Foreign Policy					\$377,034	\$426,492	\$470,722	\$470,722			\$1,274,248
International Institutions and Global Governance (IIGG) Phase I	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000							\$8,000,000
International Institutions and Global Governance (IIGG) Phase II					\$2,046,627	\$2,034,671	\$2,034,971		\$2,074,424	\$2,114,664	\$8,270,386
Online Video Project				\$419,750	\$276,805						\$696,555
Expanded Diversity Initiative in Foreign Policy											
Additional Activities						\$837,344	\$858,278		\$879,735		\$1,717,079
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	\$2,000,900	\$4,745,354	\$4,647,097	\$26,712,847
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		\$813,736	\$804,188	\$2,692,268
Support Scholarships					\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Sentencing Law Program Enhancements (CL&CJ)						\$820,056	\$844,658		\$869,997	\$896,097	\$3,509,130
Center for New Americans						\$1,349,393	\$1,022,887		\$1,039,869	\$1,057,361	\$3,446,623
Yale University	\$1,750,000	\$1,750,000	\$2,350,000	\$1,950,000	\$19,000,000	\$1,000,000	\$1,200,000	\$200,000			\$28,000,000
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				\$2,000,000
Yale School of Drama: Blinger Center for New Theatre					\$18,000,000						\$18,000,000
Endowment											
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	\$7,005,888	\$11,689,513	\$6,761,761	\$922,980
Outstanding Commitments							\$6,570,149		\$11,689,513	\$6,761,761	\$922,980
											\$25,944,403
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	\$86,045,415	\$78,176,678	\$75,132,699	
Plus Revenues					\$6,569,686	\$8,170,242	\$4,956,404	\$4,302,271	\$4,213,723	\$3,756,635	
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	-\$11,689,513	-\$6,761,761	-\$922,980	
Year End Net Assets				\$120,827,000	\$100,568,259	\$95,132,519	\$86,045,415	\$78,176,678	\$75,132,699	\$77,455,536	
Return Assumptions	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Asset Allocation											
Market Portfolio							38.0%	25.0%	13.0%	0.0%	
Fixed Income							62.0%	75.0%	87.0%	100.0%	
Expected Return											
Market Portfolio							8.0%	8.0%	8.0%	8.0%	
Fixed Income							3.5%	4.0%	5.0%	5.0%	
Total Portfolio Expected Return							5.2%	5.0%	5.4%	5.0%	

Selected Period Performance
ROBINA FOUNDATION MGMT AGY
Period Ending: 03/31/2014

Sector	Market Value	Year to Date (3 Months)	1 Year	3 Years	5 Years	Inception to Date (82 Months)
Total Managed Portfolio	76,851,107	1.05	8.39	5.82	4.41	4.15
Robina Custom Benchmark		1.18	8.66	5.45	3.94	3.81
Total Non-Managed	6,775,902	.00	11.35			
Domestic Equity	12,271,483	1.90	21.69	13.33		
DJWilshire 5000 Index		1.94	22.78	14.59	22.04	5.86
Hedged Equity	3,974,508	5.28	11.07			
HFRI Equity Hedge Index		1.31	10.34	3.68	9.47	2.54
Developed Foreign	8,581,910	.13	17.13			
MSCI EAFE Index (Gross)		.77	18.05	7.71	16.55	.88
Emerging Foreign	2,751,950	-.37	-.19			
MSCI EM Free Index (USD)		-.43	-1.45	-2.87	14.47	2.06
Total Fixed Income	21,430,007	1.70	5.19	4.27	4.28	
Barclays 1-3 Yr Gov/Credit Index		.23	.67	1.17	1.94	2.96
Hedged Fixed Income	11,994,254	1.73	7.22	5.30		
HFRI Relative Value Index (Total)		2.33	6.32	5.85	10.43	5.42
Total Commodities	1,571,191	1.56	-9.95	-10.09		
Dow Jones UBS Commodity TR		7.00	-2.09	-7.37	4.25	-2.96
Total Cash Equivalents	26,270,057	.05	.20	.20	.14	.91
Citigroup 3 Mo T-Bill Index		.00	.02	.05	.08	.71

Portfolio Inception: 06/01/2007

Not A Deposit, Not FDIC Insured, May Lose Value, Not Bank Guaranteed, Not Insured By Any Federal Government Agency
Past performance does not guarantee future results. Performance returns may not reflect the deduction of applicable fees, which would reduce returns.
Information is deemed reliable but may be subject to change.

This blended benchmark is an 'asset weighted benchmark'. It follows the allocation of the account throughout its history. For example, if an account holds 30% equity assets and 70% fixed assets, the benchmark would be allocated as 30/70 for which ever benchmark you assigned to those sectors. If the allocation moves to 50% equity/ 50% fixed, then the benchmark would mirror that allocation. In this specific benchmark, the following benchmarks have been assigned to their respective sectors. Domestic Equity - DJ Wilshire 5000 Index, Total Fixed Income - Barclays 1-3 Year Gov/Index, Foreign Equity - MSCI EAFE Index & MSCI EM Free Index (USD), Hedged Fixed Income - HFRI Relative Value Total, Hedged Equity - HFRI Equity Hedge Index, Total Commodities - Dow Jones UBS Commodity Tr, Total Cash Equivalents - Citigroup 3 Mo T-Bill Index.

• Down to 2 issues - minor issues.
• Agreement on language of
Closing Agreement

MEMORANDUM

ATTORNEY CLIENT PRIVILEGED AND CONFIDENTIAL

TO: Penny Hunt
FROM: Gina M. Kastel
DATE: April 30, 2014
RE: Binger Estate

This memorandum updates my earlier memoranda regarding the process to complete the administration of the Estate of James H. Binger and the James H. Binger Revocable Trust (together, the Estate). For the sake of brevity, I have not repeated information from the November 8, 2013, or February 15, 2014, memoranda here. You may wish to consult them for additional background.

Closing Agreement

We have completed the negotiation of the Closing Agreement. The issues Robina Foundation previously raised have been addressed. The revised Closing Agreement is attached. As we have discussed, JPMorgan will withhold a total of \$50,000 to pay any remaining legal fees to McDermott Will & Emery and Briggs & Morgan. The remainder of the Estate, less the attorney fee reserve, will be transferred to Robina Foundation within seven days after the Closing Agreement is signed. *

Tartan I, LP

The documentation to transfer the Tartan I, LP limited partnership interests to Robina Foundation is completed, except that Dorsey & Whitney is waiting to get the April 30, 2014, values to add to the documents. Robina Foundation's interest is approximately \$65,000. The Tartan I, LP interests will be assigned to Robina Foundation and then we expect them to be redeemed by the limited partnership. The transfer of the interests to Robina Foundation will need to occur before the Closing Agreement is signed. ↵

Outstanding Issues

Before the Closing Agreement is signed, we will:

- Obtain and review account statements for the time period beginning February 1, 2014
- Ensure the Tartan I, LP interests have been transferred and redeemed

KASGM

US.54077693.01

AGREEMENT AND RELEASES

This agreement, is made by, between and among Robina Foundation ("Robina") and JPMorgan Chase Bank, N.A., f/k/a J.P. Morgan Trust Company, N.A. ("JPMorgan"), as Co-Special Administrator of the Estate of James H. Binger (respectively, "JPMorgan, as SA" and "Estate"), as Personal Representative of the Estate ("JPMorgan, as PR"), and as Trustee of the James H. Binger Revocable Trust, dated December 14, 1993, as restated June 9, 2004 and amended September 23, 2004 (respectively, "JPMorgan, as Trustee" and "Trust"). Each of the above may be referred to herein as a "Party" and all of the above, collectively, may be referred to herein as the "Parties." JPMorgan, as SA, as PR, and as Trustee, may be referred to herein collectively and singly as "JPMorgan, as Fiduciary." JPMorgan, as SA, as PR, and as Trustee, and Theodore Staryk, as Co-special Administrator of the Estate, may be collectively referred to herein collectively as the "Fiduciaries."

In consideration of the releases, covenants and promises contained herein, the Parties agree as follows:

RECITALS

WHEREAS, the Parties agree that the following describes the circumstances of this agreement:

1. **Accounts.** JPMorgan, as Fiduciary, has prepared the following accounts (collectively, "Accounts") and has submitted them to Robina for review and approval:

(a) accounts for the Estate covering the periods November 3, 2004 to April 6, 2005; April 7, 2005 to April 20, 2006; April 21, 2006 to February 28, 2009; March 1, 2009 to March 31, 2013; and April 1, 2013 to _____, 2014 ("Estate Accounts"); and

(b) accounts for the Trust covering the periods November 3, 2004 to March 31, 2013; July 26, 2005 to September 30, 2005; and April 1, 2013 to _____, 2014.

2. **State Court Disputes and Settlements.**

(a) There have been filed in the District Court of Hennepin County, Minnesota, Probate Division ("Court"), the following causes:

(i) **File No. 27-PA-PR-05-279 (Estate)**, in which James M. Binger, Cynthia B. Boynton, Noa B. Staryk, Benjamin M. Binger, Erika L. Binger, and Meghan B. Brown (collectively, "Binger Family") filed their Objection, dated March 11, 2005 ("Objection"), to the Petition for Probate ("Petition for Probate") filed by JPMorgan, as nominated personal representative of the Estate, and filed their Amended Objections to the Petition for Probate and Robina's Petition for Confirmation of Trustee of the Trust and Cross Claim against Jane K. Mauer, individually ("Mauer"), dated August 1, 2005 ("Amended Objections and Cross Claim").

(1) The Amended Settlement Agreement reached by the Binger Family and Robina and approved by the Court on February 14, 2006 ("2006 Settlement Agreement"), resolved the Binger Family's Objection and Amended Objections and Cross Claim, except for their remaining objections to the bequest of Tartan Farms Corporation to Mauer under Section 3.01(a)(2) of the Trust ("Tartan Farms Bequest") and their claims against Mauer to recover inter vivos gifts made by James H. Binger ("Binger"), individually or as trustee of the Trust, to Mauer or entities owned by her ("Disputed Gifts"), and for damages. The 2006 Settlement Agreement and February 14, 2006 Court Order are attached hereto as Group Exhibit 1.

(2) The Settlement Agreement and Releases reached by the Binger Family, Mauer, Robina, and JPMorgan, as PR and as Trustee, and approved by the Court on June 14, 2007 ("2007 Settlement Agreement"), resolved what remained of the Binger Family's Objection and Amended Objections and Cross Claim and their claims against Mauer to recover the Disputed Gifts and for damages. The 2007 Settlement Agreement and June 14, 2007 Court Order are attached hereto as Group Exhibit 2. As detailed in the Accounts, all payments due to and from the Estate and the Trust pursuant to the 2007 Settlement Agreement have been received and made.

(ii) **File No. 27-PA-PR-05-371 (Special Administration)**, in which the Binger Family filed its Petition for Appointment of Special Administrator, dated March 5, 2005, and JPMorgan, as nominated personal representative, filed its Cross Motion for Appointment as Special Administrator and Motion to Deny the Binger Family's Petition for Appointment of Special Administrator, both of which were disposed of by court order, dated April 7, 2005, appointing JPMorgan and Theodore S. Staryk, as Co-Special Administrators. The Court's February 14, 2006 Order approving the 2006 Settlement Agreement provided that the appointment of JPMorgan and Theodore Staryk, as Co-Special Administrators of the Estate, would terminate upon the appointment of JPMorgan, as sole personal representative of the Estate, which occurred on April 21, 2006. The Order of Formal Probate of Will and Formal Appointment of Personal Representative ("Order of Formal Probate") is attached hereto as Exhibit 3.

(iii) **File No. 27-TR-CV-05-58 (Trust)**, in which Robina filed its Petition for Determination of the Validity of the Trust and Identification of Beneficiaries ("Petition for Determination and Identification") and its Petition for Confirmation of Appointment of Trustee and Assumption of Court Jurisdiction over the Trust ("Petition for Confirmation and Assumption"), both dated June 1, 2005.

(1) In substance, the 2006 Settlement Agreement resolved the Petition for Determination and Identification, except for the remaining requests for determination of the validity of the Tartan Farms Bequest under Section 3.01(a)(2) of the Trust and for determination of the beneficiary of Tartan Farms Corporation under the Trust, and resolved the Petition for Confirmation and Assumption, except for Robina's remaining request for assumption of jurisdiction over the Trust, which includes requests for an inventory and annual accountings.

(2) The Court's June 14, 2007 Order confirmed that the Court's February 14, 2006 Order confirmed the appointment of JPMorgan, as Trustee. With the entry of the Court's February 14, 2006 and June 14, 2007 Orders, the Court also confirmed the validity, in its entirety, of the Trust.

(b) The Court records reflect that the above causes are closed.

(c) The above-described Objection, Amended Objections and Cross Claim, motion and petitions shall be referred to herein collectively as the "State Court Disputes and Settlements."

3. **Claims.** The following claims ("Probate Claims") were made against the Estate and resolved as follows:

(a) Walker Art Center filed a claim against the Estate, dated April 21, 2005, for an unsatisfied pledge of \$100,000 to the Walker Art Center's capital campaign. This claim has been satisfied as evidenced by Satisfaction of Claim and Withdrawal of Demand for Notice, signed by Walker Art Center, dated August 9, 2005, attached hereto as Exhibit 4, and as detailed in the Accounts.

(b) The University of Minnesota Foundation filed a claim against the Estate, dated June 15, 2005, for \$350,000.00, which is the amount of the specific devise to it under Article 3.01(a)(3) of the Trust. This claim and devise have been fully satisfied as evidenced by the Satisfaction of Claim and Withdrawal of Demand for Notice, signed by the University of Minnesota Foundation, dated September 6, 2005, attached hereto as Exhibit 5, and as detailed in the Accounts.

4. **Estate and Gift Tax Returns and Claims for Refund.**

(a) On April 15, 2005, JPMorgan and Ted Saryk, as Co-special Administrators of the Estate, filed Binger's 2004 United States Gift (and Generation-Skipping Transfer) Tax Return (Form 709). The \$24,076,551.92 of tax shown due on the return was paid as of that date by the Trust, as detailed in the Accounts.

(b) On August 3, 2005, JPMorgan and Ted Saryk, as Co-special Administrators of the Estate, filed Binger's United States Estate (and Generation-Skipping Transfer) Tax Return (Form 706), Minnesota Estate Tax Return 2004 (Form M706), and New York State Estate Tax Return (Form ET-706). The tax shown due on those returns was paid on that date, as follows:

(i) Federal estate tax of \$311,623,466.34 paid from the Trust in the amount of \$31,691,556.94, as detailed in the Accounts, and from the Limited Marital Trust for the benefit of Binger ("Marital Trust") created under the Virginia M. Binger Revocable Trust, dated March 19, 1993, as restated August 27, 2002, in the amount of \$279,931,909.40;

(ii) Minnesota estate tax of \$112,795,393.18 paid from the Trust in the amount of \$11,001,971.58, as detailed in the Accounts, and from the Marital Trust in the amount of \$101,793.421.60; and,

(iii) New York estate tax of \$16,921.85 paid from the Trust, as detailed in the Accounts.

(c) JPMorgan, as PR, filed claims for refund of gift and estate tax relative to the \$16,000,000.00 of lifetime gifts Mauer agreed to return to the Estate in the 2007 Settlement Agreement, among other things, as follows:

(i) On August 1, 2008, JPMorgan, as PR, filed a Claim for Refund and Request for Abatement (Form 843) seeking a refund of \$7,754,113.89 of federal estate tax, plus interest (the "Federal Estate Tax Claim for Refund");

(ii) On August 1, 2008, JPMorgan, as PR, filed a Claim for Refund and Request for Abatement (Form 843) of federal gift tax for each of the taxable years 2003 and 2004, seeking a refund of federal gift tax of \$1,118,081.00 and \$7,680,000.00, respectively, plus interest (the "Gift Tax Claims for Refund"); and

(iii) On January 30, 2009, JPMorgan, as PR, filed an Amended Minnesota Estate Tax Return 2004 (Form M706) seeking a refund of \$3,530,184.04 of Minnesota estate tax, plus interest (the "Minnesota Estate Tax Claim for Refund").

(d) The above-described tax returns and claims for refund shall be referred to herein collectively as the "Estate and Gift Tax Returns and Claims for Refund."

5. Tax Disputes and Settlements.

(a) The Internal Revenue Service ("IRS") audited Binger's Form 706 and issued a Notice of Deficiency, dated July 16, 2008, asserting an estate and generation-skipping transfer tax deficiency of \$16,294,089.00.

(b) JPMorgan, as PR, filed a petition in the United States Tax Court ("U.S. Tax Court") contesting the deficiency alleged by the IRS and asserting claims for refund ("U.S. Tax Court Litigation"). A copy of the Petition to the U.S. Tax Court is attached hereto as Exhibit 6.

(c) In 2010, JPMorgan, as PR, settled the Gift Tax Claims for Refund with the IRS for refunds of \$363,391.01 and \$7,324,025.13, respectively, plus interest, receipt of which is detailed in the Accounts ("Gift Tax Settlement").

(d) In 2012, JPMorgan, as PR, settled the U.S. Tax Court Litigation and the Federal Estate Tax Claim for Refund ("IRS Settlement"), as reflected in the Stipulation of Settled Issues, Stipulation, and Decision attached as Exhibit A and the computations attached as Exhibit B to the "Recovery and Release Agreement" attached

hereto as Exhibit 7, for a federal estate tax refund of \$3,386,552.20, plus interest, receipt of which is detailed in the Accounts ("Federal Estate Tax Refund").

(e) In 2012, JPMorgan, as PR, settled the Minnesota Estate Tax Claim for Refund ("Minnesota Settlement"), as reflected in the computations attached as Exhibit C to the Recovery and Release Agreement attached hereto as Exhibit 7, the Consent to Change in Tax Liability (DOR-51) attached hereto as Exhibit 8, and the Minnesota Notification of Closed Estate File attached hereto as Exhibit 9, for a Minnesota estate tax refund of \$1,312,312.48, plus interest, receipt of which is detailed in the Accounts ("Minnesota Estate Tax Refund").

(f) The above-described audit, U.S. Tax Court Litigation, IRS Settlement, Gift Tax Settlement, and Minnesota Settlement shall be referred to herein collectively as the "Tax Disputes and Settlements."

6. **Estate Tax Recovery from the Marital Trust.** The Federal Estate Tax Refund and Minnesota Estate Tax Refund were less than they would have been without the inclusion of the Marital Trust property in Binger's gross estate for estate tax purposes due to the settlement of certain estate tax deficiency issues related to the net asset value of the Marital Trust, as reflected in the IRS and Minnesota Settlements. JPMorgan, as PR, asserted claims against the trustees of the Marital Trust ("Marital Trustees") for the federal and Minnesota estate tax refunds the Estate would have received but for the estate tax deficiency issues related to the net asset value of the Marital Trust included in Binger's gross estate for estate tax purposes ("Estate's Tax Recovery Claims"). Based on the IRS and Minnesota Settlements, the Estate's Tax Recovery Claims were \$4,621,423.46 in the aggregate, which consisted of \$3,385,598.83 for the Estate's federal tax recovery claim and \$1,235,824.63 for the Estate's Minnesota tax recovery claim. Computations calculating the amount of the Estate's Tax Recovery Claims are attached as Exhibit D to the Recovery and Release Agreement attached hereto as Exhibit 7. The Marital Trustees did not dispute the Estate's Tax Recovery Claims and paid them, as required by the Recovery and Release Agreement and as detailed in the Accounts.

7. **Unjust Enrichment Claim and Settlement.** JPMorgan, as PR, also asserted claims against the Marital Trustees related to the federal and Minnesota underpayment interest the Marital Trust would have owed but for the Federal and Minnesota Estate Tax Refunds and/or the federal and Minnesota overpayment interest the Estate would have received but for the estate tax deficiency issues related to the net asset value of the Marital Trust included in Binger's gross estate for estate tax purposes (the "Estate's Interest Claims"). The Marital Trustees disputed certain aspects of the Estate's Interest Claims. JPMorgan, as PR, settled the Estate's Interest Claims, as reflected in the Recovery and Release Agreement, in exchange for a payment of \$1,477,845.00 by the Marital Trustees to the Estate, receipt of which is detailed in the Accounts.

8. **Specific Devises under the Will and Receipts.** As detailed in the Accounts, the specific devises under the Will of James H. Binger, dated June 9, 2004 ("Will"), have been satisfied, as follows:

(a) Paragraph (a) of Article 2 of the Will devises items of tangible personal property owned by Binger at the time of his death in the manner described in a separate written statement signed by Binger in his handwriting and meeting the requirements of Minnesota Statutes section 524.2-513 ("Separate Writing"). Binger left no Separate Writing. See Order of Formal Probate, referred to above and attached hereto as Exhibit 3.

(b) Paragraph (b) of Article 2 of the Will devises all of Binger's jewelry, pictures, books, house furniture and furnishings, collections, clothing, automobiles and articles of household or personal use or ornament of all kinds not disposed of in paragraph (a) of Article 2, equally to his children living at his death. These devises have been fully satisfied as evidenced by the following:

(i) Release and Indemnification of Co-Special Administrators from Liability and Agreement Regarding Tangible Personal Property, signed by Cynthia B. Boynton, dated June 22, 2005, attached hereto as Exhibit 10;

(ii) Release and Indemnification of Co-Special Administrators from Liability and Agreement Regarding Tangible Personal Property, signed by James M. Binger, dated June 22, 2005, attached hereto as Exhibit 11;

(iii) State of Minnesota Certificate of Title for Motor Vehicle; 2003 Lexus Assignment to James M. Binger, processed October 5, 2005, attached hereto as Exhibit 12;

(iv) Receipt for Tangible Personal Property Pursuant to Informal Agreement and Release and Indemnification of Co-Special Administrators, General Personal Representatives and Other from Liability signed by Cynthia B. Boynton, dated April 7, 2006, attached hereto as Exhibit 13; and

(v) Receipt for Tangible Personal Property Pursuant to Informal Agreement and Release and Indemnification of Co-Special Administrators, General Personal Representatives and Other from Liability signed by James M. Binger, dated April 5, 2006, attached hereto as Exhibit 14.

9. **Specific Devises under the Trust and Receipts.** As detailed in the Accounts, the specific devises under the Trust have been satisfied or adeemed, as follows:

(a) Subparagraph 3.01(a)(1) of the Trust devises stock in Fifth Avenue and Fifty Ninth Street Corporation and all interests and rights incident thereto to Binger's descendants, per stirpes. This devise has been fully satisfied as evidenced by the following:

(i) Consent to Sale and Release and Indemnification of Personal Representative and Others from Liability, signed by Cynthia B. Boynton, dated December 18, 2006, attached hereto as Exhibit 15;

(ii) Consent to Sale and Release and Indemnification of Personal Representative and Others from Liability, signed by James M. Binger, dated December 13, 2006, attached hereto as Exhibit 16; and

(iii) Distribution of cash proceeds from sale to Cynthia B. Boynton and James M. Binger, as detailed in the Accounts.

(b) Subparagraph 3.01(a)(2) of the Trust devises stock and other interests in Tartan Farms Corporation, also doing business as Tartan Investment Company, included in the Trust at Binger's death to Mauer. Binger gave Tartan Farms Corporation to Mauer during his lifetime. The validity of Binger's gift, which was the subject of the State Court Disputes, was affirmed by the 2007 Settlement Agreement. Accordingly, Binger did not own Tartan Farms Corporation on his death and the bequest of that asset to Mauer under subparagraph 3.01(a)(2) adeemed.

(c) Subparagraph 3.01(a)(3) of the Trust devises to the University of Minnesota Foundation a pecuniary amount, if any, by which the sum of \$350,000.00 exceeds the aggregate amount of gifts made by Binger to the University of Minnesota Foundation during his life after June 9, 2004, to benefit the Human Rights Center of the Law School of the University of Minnesota. JPMorgan, as Trustee, determined that no such lifetime gifts were made. This devise has been fully satisfied as evidenced by the Satisfaction of Claim and Withdrawal of Demand for Notice, signed by the University of Minnesota Foundation, dated September 6, 2005, referred to above in subparagraph 3(b) of the Recitals and attached hereto as Exhibit 5.

(d) Subparagraph 3.01(a)(4) of the Trust devises a life estate in certain real estate located in the State of Minnesota used by Binger's friend, Marion Bazal, as a residence at Binger's death, to Marion Bazal. This devise has been fully satisfied as evidenced by the Trustee's Deed, recorded June 11, 2012, attached hereto as Exhibit 17.

(e) Subparagraph 3.01(a)(5) of the Trust devises a certain real estate located in Hennepin County, Minnesota referred to by Binger as "Robina" during his lifetime to Robina. This devise has been fully satisfied as evidenced by the Trustee's Deed, dated December 26, 2006, attached hereto as Exhibit 18.

(f) Paragraph 3.02 of the Trust devises a promissory note of Binger's granddaughter, Noa Staryk, to Binger's daughter, Cynthia B. Boynton. This devise has been fully satisfied as evidenced by the Receipt for Devised Promissory Note, signed by Cynthia B. Boynton, dated May 23, 2007, attached hereto as Exhibit 19.

(g) Paragraph 3.03 of the Trust devises all interests in the condominium apartment located at 100 2nd Street SE, Unit 406, Minneapolis, Minnesota to Binger's friend, Quentin Bouska. This devise has been fully satisfied as evidenced by the Receipt for Real Estate and Release and Indemnification of Personal Representative

and Trustee from Liability, signed by Quentin Bouska, dated July 26, 2006, attached hereto as Exhibit 20.

(h) Paragraph 3.04 of the Trust directs the trustee to purchase an annuity payable to Binger's friend, Robert Allan Pennell. This devise has been fully satisfied as evidenced by the Receipt for Full Distribution signed by Barbara Pennell, as Guardian for Robert Allan Pennell, and as Trustee of the Robert Allan Pennell Supplemental Needs Trust, dated December 19, 2008, attached hereto as Exhibit 21.

(i) The specific devises under the Will and the Trust shall be referred to herein collectively as the "Specific Devises."

10. **Sale of Specified Trust Assets.** As detailed in the Accounts, the specific directions to the trustee of the Trust to sell certain assets after Binger's death have been satisfied or extinguished, as follows:

(a) Subparagraph 3.05(a) of the Trust directs the trustee to sell all of the Trust's interests in Jujamcyn Theater Corporation ("Jujamcyn"), if the option to purchase such interest lapses without being exercised, and add the proceeds of the sale to the Trust property. The Trustee sold Jujamcyn to Rocco Landesman pursuant to his exercise of his option to purchase under that certain Second Amended and Restated Option Agreement dated December 23, 1999, as evidenced by the Agreement and Plan of Merger dated February 17, 2005, attached hereto as Exhibit 22.

(b) Subparagraph 3.05(b) of the Trust directs the trustee to sell all of the interests in Butler Properties, LLC included in the Trust property and add the proceeds of sale to the Trust property. Binger gave Butler Properties, LLC to Mauer during his lifetime. The validity of Binger's gift, which was the subject of the State Court Disputes, was affirmed by the 2007 Settlement Agreement. Accordingly, no interests in Butler Properties, LLC were included in the Trust property on Binger's death.

(c) Subparagraph 3.05(c) of the Trust directs the trustee to sell all interests in real property included in the Trust property and not effectively disposed of by other provisions of the Trust and add the proceeds of sale to the Trust property. The Trustee sold the following pieces of real property pursuant to this subparagraph:

(i) 100 2nd Street Southeast, Unit 1103, Minneapolis, Minnesota, which was sold on April 8, 2005, as evidenced by the Closing Statement attached hereto as Exhibit 23;

(ii) 2510 Crosby Road, Wayzata, Minnesota, which was sold on January 6, 2005, as evidenced by the Closing Statement attached hereto as Exhibit 24; and

(iii) Vacant land known as "Crosby Road" in Minnetonka, Minnesota, which was sold on April 21, 2005, as evidenced by the Closing Statement attached hereto as Exhibit 25.

(d) The above-described sales shall be referred to herein collectively as the "Specified Asset Sales."

11. **Partial Distributions of Trust Residue.** As detailed in the Accounts, Robina, as the residuary beneficiary of the Trust, has received partial distributions of the residue of the Trust.

12. **Attorneys' Fees.** Attorneys' fees and expenses of the Fiduciaries of \$8,285,703.92 ("Fiduciaries' Attorneys' Fees/Expenses") have been agreed upon by Robina and have been or are estimated to be paid, as evidenced in the "IRS Declaration" attached hereto as Exhibit 26, and as detailed in the Accounts to the extent paid during the period of those Accounts. The IRS permitted an estate tax administration expense deduction for that amount, which included an estimate of \$203,697.50 of fees and expenses to be paid to McDermott Will & Emery LLP ("McDermott") and \$75,093.75 of fees and expenses to be paid to Briggs and Morgan ("Briggs"). Of those estimated amounts, \$13,194.24 for McDermott and \$14,613.24 for Briggs remain unpaid as of the Effective Date of this agreement. JPMorgan, as PR and Trustee, has incurred attorneys' fees and expenses payable to McDermott and Briggs that are unpaid as of the Effective Date of this agreement, and it is anticipated that it will continue to incur attorneys' fees and expenses payable to McDermott and Briggs in connection with winding up the administration of the Estate and Trust after the Effective Date of this agreement ("Expected Attorneys' Fees"). To facilitate payment of Expected Attorneys' Fees, JPMorgan, as Fiduciary, has set aside and Robina approves a reserve of \$50,000.00 for Expected Attorneys' Fees paid after the Effective Date of this Agreement ("Attorney Fee Reserve").

13. **Fiduciaries' Commissions.** The "Fiduciaries' Commissions" of \$4,625,000.00 to administer the Estate and the Trust have been agreed upon by Robina and have been paid, as evidenced by the IRS Declaration and as detailed in the Accounts.

14. **Agreed Resolution.** Robina wishes to avoid the costs and delay involved in court proceedings to approve the Accounts, and therefore is willing enter into this agreement. JPMorgan, as SA, PR and Trustee, is willing to forego such proceedings in exchange for this agreement.

NOW, THEREFORE, in consideration of these premises and for the purpose of inducing JPMorgan, as Fiduciary, to refrain from petitioning the Court to have the Accounts allowed and its discharge confirmed, the Parties agree as follows:

1. **Recitals.** The recitals are part of this agreement.
2. **JPMorgan's Obligations.**

(a) JPMorgan, as Fiduciary, shall not petition the Court or any other court to have the Accounts allowed and its discharge as Co-Special Administrator, Personal Representative, and Trustee confirmed.

(b) Within seven (7) days after the Effective Date of this agreement, JPMorgan, as Fiduciary, shall pay one-half of the Attorney Fee Reserve to McDermott and one-half of the Attorney Fee Reserve to Briggs to be held by each firm in its respective attorney trust account and to be applied to pay Expected Attorneys' Fees incurred by JPMorgan, as Fiduciary. If Expected Attorneys' Fees exceed the amount of the Attorney Fee Reserve, JPMorgan, as Fiduciary, will treat the excess Expected Attorneys' Fees as Claims described in paragraph 4 below. Following the Effective Date, JPMorgan, as Fiduciary, will provide Robina with a monthly spreadsheet showing the amounts of Expected Attorneys' Fees paid from the Attorney Fee Reserve and will continue to provide such monthly spreadsheets until the Attorney Fee Reserve is fully expended or JPMorgan, as Fiduciary, directs McDermott and Briggs to transfer the remaining Attorney Fee Reserve to Robina as described in subparagraph 2(e) below, whichever occurs first.

(c) Within seven (7) days after the Effective Date of this agreement, JPMorgan, as Fiduciary, shall execute and deliver to Robina's counsel, Gina Kastel, of Faegre Baker Daniels LLP, at 2200 Wells Fargo Center, 90 South Seventh Street, Minneapolis, Minnesota 55402, two copies of the assignment instruments attached hereto as Group Exhibit 27 (the "Assignments") for the Estate's and Trust's interests in the following:

- (i) Tartan I, L.P., a Delaware limited partnership;
- (ii) Promissory Note dated December 12, 2000, in the initial principal amount of Fifty-Five Thousand and No/Dollars (\$55,000.00), from Jason McLean;
- (iii) Certain loans receivable from MyFitLife Inc. in the aggregate principal amount of Two Hundred and Seventy-Five Thousand and No/100 Dollars (\$275,000.00), dated April 3, 2004 and May 29, 2003;
- (iv) RayMedica, Inc., a Minnesota privately held company (Certificate No. 54);
- (v) Loring Pasta Bar, LLC, a Minnesota limited liability company. Within seven (7) days after delivery of the Assignments to Robina's counsel, JPMorgan, as Fiduciary, shall deliver notice of the Loring Pasta Bar, LLC assignment to the company's accountant and Jason McLean, at their last known addresses, with a copy to Robina's counsel at the address provided in subparagraph 2(c) above;
- (vi) Tomsten, Inc. (Archiver's) (Certificate No. 115); and
- (vii) All the rest, residue and remainder of the Estate and the Trust, other than the Attorney Fee Reserve.

(d) Within seven (7) days after the Effective Date of this agreement, JPMorgan, as Fiduciary, shall transfer the remaining cash on hand in the Estate and Trust,

net of the Attorney Fee Reserve (the "Cash Distribution"), to Robina in accordance with the following wire transfer instructions:

ABA 091000022
A/C 173103320615
US Bank Trust Services
Further Credit
A/C 150009449700
Robina Foundation

(e) When JPMorgan, as Fiduciary, determines that no further legal services are required for administration of the Estate or Trust, it shall direct McDermott and Briggs to pay any remaining Attorney Fee Reserve to Robina in accordance with the wire transfer instructions provided in the previous subparagraph. Robina may change the delivery instructions for the remaining Attorney Fee Reserve in a manner satisfactory to McDermott and Briggs.

(f) Within thirty (30) days after the Effective Date of this agreement, JPMorgan, as PR, will file a Personal Representative's Informal Statement to Close with the Court.

3. **Robina's Acknowledgements and Obligations.**

(a) Robina acknowledges receipt of all partial distributions of the Trust residue reflected in the Accounts.

(b) Robina acknowledges and agrees that following the Effective Date of this agreement and without prior notice to Robina, Expected Attorneys' Fees will be paid to McDermott and Briggs from the Attorney Fee Reserve and that Expected Attorneys' Fees may exceed those already approved as part of the Fiduciaries' Attorneys' Fees/Expenses.

(c) Within seven (7) days after receipt of the Assignments by Robina's counsel and the Cash Distribution by Robina, Robina shall acknowledge receipt of the entirety of its interest in the Trust, other than the Attorney Fee Reserve, by executing the Assignments to Robina and the Receipt attached hereto as Exhibit 28 and delivering one fully executed original of each of them to counsel for JPMorgan, as Fiduciary, Peggy A. Quinn, of McDermott, at 227 W. Monroe Street, Chicago, Illinois 60606. Robina acknowledges that the Assignments may be legally insufficient by themselves to transfer to Robina the entirety of the Estate's and Trust's interests in the assets described in subparagraph 2(c) above, and that the Assignments may negatively affect the value of and rights associated with such assets, including but not limited to loss of Governance Rights in Loring Pasta Bar, LLC. Robina has conducted its own analyses comparing the costs of preparing alternative documentation to the current estimated value of such assets provided by JPMorgan, as Trustee, and approves the Assignments despite any insufficiencies or negative consequences.

(d) Within seven (7) days after receipt of the balance of the Attorney Fee Reserve or confirmation from JPMorgan, as Fiduciary, or its counsel, that the balance is zero (0), Robina shall execute the receipt for the entirety of its interest in the Trust attached hereto as Exhibit 29 and deliver it to counsel for JPMorgan, as Fiduciary, at the address provided in the previous subparagraph.

(e) If any action is required on Robina's Petition for Confirmation and Assumption in Court File No. 27-TR-CV-05-58, which includes requests for an inventory and annual accountings, as described in the Recitals above, Robina agrees to withdraw its request and if needed, file this agreement with the Court to formally memorialize its withdrawal of its request.

4. **Notice of Claims and Refunding Agreement.** If JPMorgan receives notice of a Claim against any one or more of the Estate, the Trust, and any of the Fiduciaries with respect to the Estate or the Trust made after the Effective Date (but excluding all Claims for payment of Expected Attorneys' Fees that do not exceed the amount of the Attorney Fee Reserve), then within thirty (30) days after receiving such notice, JPMorgan, as Fiduciary, shall give written notice of such Claim to Robina. JPMorgan, as Fiduciary, shall keep Robina informed of its actions in defense of any such Claim and shall not settle the Claim without the advance written consent of Robina, which Robina shall not unreasonably withhold. After the entry of judgment on or settlement of any such Claim, JPMorgan, as Fiduciary, shall submit a written request to Robina for payment of the judgment or settlement amount. Within thirty (30) days after receipt of a written request for payment from JPMorgan, as Fiduciary, Robina shall refund to JPMorgan, as Fiduciary, such amount or all of the assets received by Robina from the Estate or the Trust (the "Receipts") or assets derived from investment of the Receipts, and held or controlled by Robina at the time of the request, as required to discharge any such Claim, even if groundless, false or fraudulent, or to pay reasonable attorneys' fees, costs, or expenses incurred by JPMorgan, as Fiduciary, in defending any such Claim, or both. Robina shall have no obligation to refund assets to JPMorgan, as Fiduciary, with respect to any such Claim or costs of defense if JPMorgan, as Fiduciary, fails to follow the procedures described in this paragraph. Notwithstanding the foregoing provisions of this paragraph, (a) this refunding obligation does not impose a duty on Robina to retain assets received from the Estate or the Trust and (b) Robina's aggregate refunding obligation pursuant to this paragraph shall not exceed the aggregate fair market value of cash and other assets distributed to Robina from the Estate or the Trust.

5. **Review, Acceptance and Approval of Accounts.**

(a) JPMorgan, as Fiduciary, represents and warrants that all information in the Accounts, and all documentation and information provided to Robina concerning the Estate and Trust, including all account statements and other financial information, is true and complete to the best of its knowledge.

(b) Robina has received and reviewed the Accounts and accepts such Accounts as a full and complete discharge of any and all duties that the Fiduciaries have to account, inventory, report, or inform under the Will, the Trust, and applicable law.

(c) Robina does hereby ratify, approve, and confirm in all respects the Accounts of the administration of the Estate and the Trust and all acts and omissions of the Fiduciaries, individually and in their representative capacities, their respective Related Persons (defined below), and their respective Related Persons, in connection with the administration thereof, including but not limited to all investments, distributions, disbursements, settlements, and other transactions.

(d) Robina shall not petition the Court or any other court to reopen any of the matters described in paragraph 2 of the Recitals or petition the Court or any other court to review or object to the Accounts or any other account of any of the Fiduciaries.

(e) In the event any proceeding to review or allow any account of any of the Fiduciaries is commenced, Robina shall submit this agreement to the court and consent to the Court's assuming the correctness of the accounts and Robina's approval of them.

6. **Robina's Releases and Covenants.** Robina, on behalf of itself and its Related Persons, fully releases, remises, and discharges each of the Fiduciaries, individually and in its or his representative capacities, each of their respective Related Persons, and each of their respective Related Persons, of and from, and covenants not to directly or indirectly sue or otherwise assert in any forum against any one or more of them, any and all Claims arising out of, based upon, or in any way relating to any one or more of Binger, the Estate, the Trust, the administration of the Estate and the Trust, the Accounts, and any act or omission by any Person related to the Estate or the Trust, including but not limited to the State Court Disputes and Settlements, the Probate Claims, the Estate and Gift Tax Returns and Claims for Refund, the Tax Disputes and Settlements, the Estate's Tax Recovery Claims, the Estate's Interest Claims, the Recovery and Release Agreement, the Specific Devises, the Specified Asset Sales, the Fiduciaries' Attorneys' Fees/Expenses, Expected Attorneys' Fees, the Fiduciaries' Commissions, and the Assignments (collectively, the "Released Claims"). Notwithstanding anything in this agreement to the contrary, the releases and covenants not to sue set forth in this paragraph do not release, impair, or otherwise affect any Claim to enforce the terms and provisions of this agreement. If Robina's releases and covenants not to sue set forth in this agreement differ in any respect from those provided in any prior agreement, including but not limited to the 2007 Settlement Agreement, then such agreements shall be read together to provide for the broadest set of releases and covenants not sue possible.

7. **Definitions.** The following definitions apply to this agreement:

(a) "Claim" and "Claims" mean any and all of the following: past, present, or future actions, allegations, causes of action (in law or in equity), controversies, contests, suits, obligations (including but not limited to any obligation to indemnify or

defend), injunctions, objections, restraints, debts, liens, contracts, agreements, promises, covenants, representations, liabilities, claims, demands, damages (including but not limited to actual, consequential, punitive, and exemplary damages), losses, judgments, expenses (including but not limited to attorneys' fees, costs, and expenses), taxes, penalties, interest, and pre- and post-judgment interest, of any nature whatsoever, whether known or unknown, suspected or unsuspected, asserted or unasserted, fixed or contingent, whether based upon contract (written or oral), will or trust construction, tort, statute, ordinance, administrative regulation, course of dealing, contribution, indemnity, breach of duty (including but not limited to fiduciary duty), set-off, misrepresentation, bad faith, intentional or negligent acts or omissions, or otherwise, and whether in law or in equity; arising out of, based upon or in any way relating to any actual or alleged act or omission of any Person.

(b) "Effective Date" means the date on which all of the Parties have signed this agreement.

(c) "Person" and "Persons" mean an individual, partnership, corporation, association, fiduciary, estate, trust, joint venture, limited liability company, unincorporated organization, or governmental entity (or any department, agency, or political subdivision thereof).

(d) "Related Person" and "Related Persons" mean, with respect to any Person, any and all of the following (to the extent applicable): (i) each of the Person's executors, administrators, heirs, beneficiaries, legatees, predecessors (including but not limited to predecessor trustees and predecessor personal representatives), successors (including but not limited to successor trustees and successor personal representatives), and assigns; (ii) each of the Person's past, present, and future stockholders, partners, principals, directors, officers, trustees, affiliates (including but not limited to parent entities, subsidiaries, and divisions), agents, employees, consultants, representatives, attorneys, managers, and insurers (including but not limited to reinsurers in their capacities as such); (iii) each Person against whom a Claim or liability arises out of or derives from any relationship with the Person; and (iv) the respective executors, administrators, heirs, beneficiaries, legatees, predecessors, successors (including but not limited to successor trustees and successor personal representatives), and assigns of all of the Persons described in items (i) through (iii) of this sentence.

8. **Binding Effect.** It is the intent of the Parties that this agreement constitutes a valid and binding consent to the Accounts, consent to the distribution of the Estate and waiver of notice of hearing on any court proceeding to consider the Estate Accounts or to settle the Estate in compliance with Minnesota Statute Sections 524.3-906, 524.3-1001, 524.3-1002 and 524.3-1003. It also is the intent of the Parties that this agreement constitutes a valid and binding nonjudicial settlement agreement in compliance with Minnesota Statute Section 501B.154 to the extent it covers items permitted to be resolved by such an agreement and otherwise meets the requirements of that section. However, regardless of whether or not this agreement is subsequently is found to constitute the above items, in whole or in part, for any reason, the provisions of

this agreement shall be binding upon and inure to the benefit of the Parties and their respective Related Persons.

9. **Construction.** This agreement will be considered to have been prepared jointly by the Parties and/or their respective attorneys and in any dispute will not be construed against any Party as the drafter of this agreement.

10. **Amendments in Writing.** This agreement may be modified, amended, or supplemented only by a written instrument signed by the Parties.

11. **Governing Law.** This agreement shall be governed by and construed in accordance with the substantive law of the State of Minnesota, without application of choice of law rules.

12. **Representation and Warranties.** Each Party represents and warrants that (a) such Party has full right, power, authority, and capacity to enter into and execute this agreement, (b) such Party has been or has had the opportunity to be represented by independent legal counsel in connection with the negotiation, drafting, and execution of this agreement, and (c) such Party knowingly and voluntarily agrees to be bound by the terms of this agreement.

13. **Counterparts; Electronic Signatures.** This agreement may be executed in any number of counterparts, all of which, taken together, will constitute one duly executed original of this agreement. A faxed or e-mailed signature will be valid and binding as if it were an original.

14. **Titles and Headings.** Titles and headings contained in this agreement are included only for ease of reference and have no substantive effect.

IN WITNESS WHEREOF, the Parties acknowledge that they have reviewed the foregoing document and agree to be bound by its terms by signing below.

Dated: _____, 2014

JPMorgan Chase Bank, N.A., as Fiduciary

By: _____

Its: _____

Dated: _____, 2014

Robina Foundation

By: _____

Its: _____

STATE OF _____)
) ss.
COUNTY OF _____)

The foregoing instrument was acknowledged before me this ____ day of _____, 2014, by Anita Medina Tyson, who being by me first duly sworn did say that she is a Managing Director of JPMorgan Chase Bank, N.A., the corporation named in the foregoing instrument, and that said instrument was signed on behalf of said corporation by authority of its board of directors, and she acknowledged said instrument to be the free act and deed of said corporation.

Notary Public

STATE OF MINNESOTA)
) ss.
COUNTY OF _____)

On this ____ day of _____, 2014, before me a Notary Public within and for said County, personally appeared by _____, who being by me first duly sworn did say that she/he is a _____ of Robina Foundation, the beneficiary named in the foregoing instrument, and that said instrument was signed on behalf of said foundation by authority of its board of directors, and she/he acknowledged said instrument to be the free act and deed of said Robina Foundation.

Notary Public

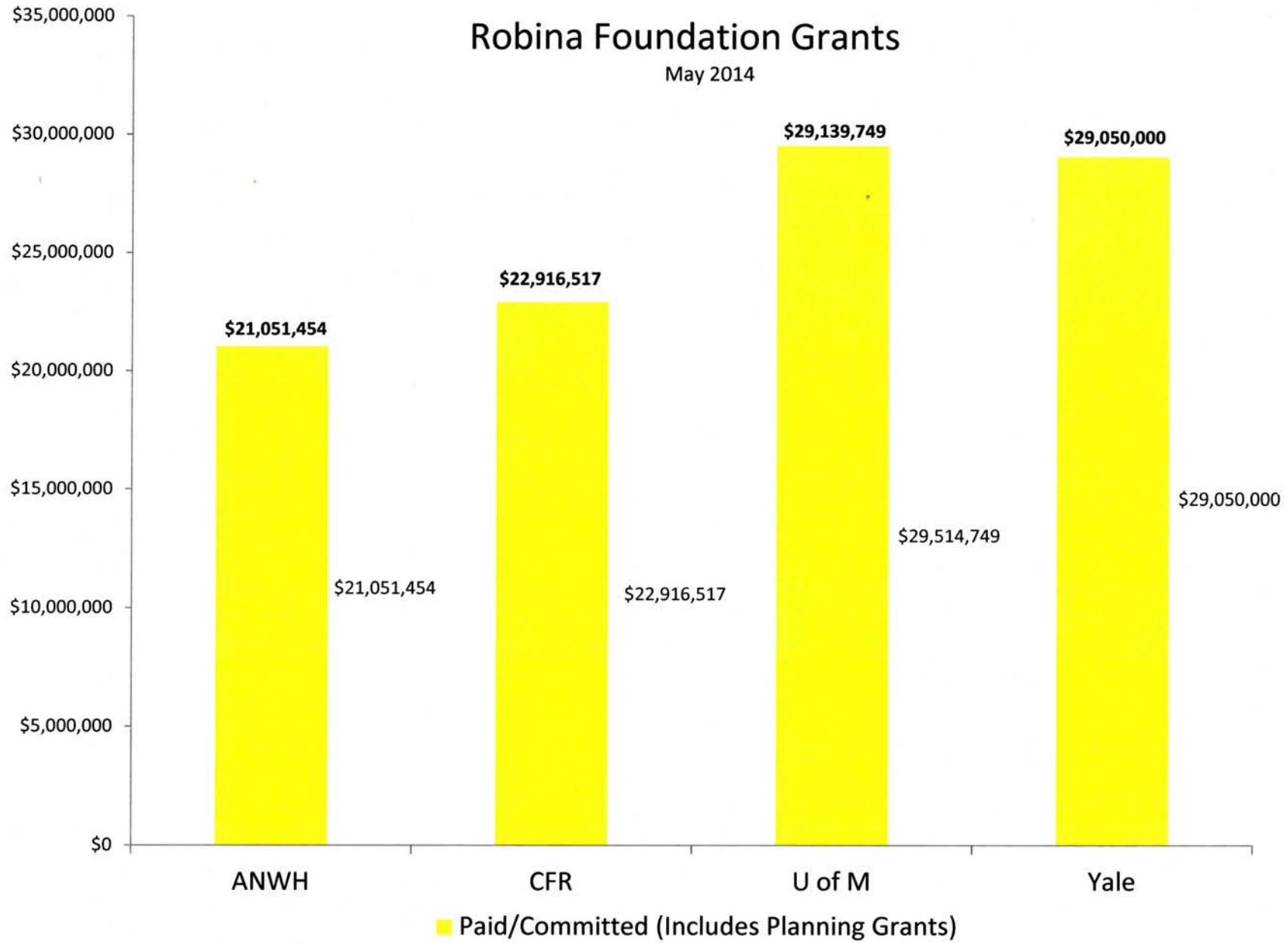
	ROBINA FOUNDATION GRANTS PAID/COMMITTED														
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	TOTAL
ANWH															
Care Guides	1,253,535	2,373,233	2,373,232												6,000,000
LifeCourse: Late Life Supportive Care + Additional Funding					2,356,696	4,245,492	4,334,266								10,936,454
LifeCourse: Transition Phase								3,990,000							3,990,000
														ANWH Total	20,926,454
CFR															
IIGG	2,000,000	2,000,000	2,000,000	2,000,000	2,046,627	2,034,671	2,034,971	2,074,424	2,114,664						18,305,357
Online Video Project				419,750	276,805										696,555
Expanded Diversity Initiative				15,000	377,034	426,492	470,722								1,289,248
Expanded Diversity Initiative - Additional Activities - HIA						837,344	858,278	879,735							2,575,357
														CFR Total	22,866,517
U of M															
LaPPS	1,400,000	1,436,750	1,480,338	2,850,854	893,457										8,061,399
Institute of Criminal Law & Justice					847,190	1,494,134	1,750,900	1,771,752	1,639,451						7,503,427
Sentencing Law Program Enhancements (CL&CJ)						820,056	844,658	869,997	896,097	922,980					4,353,788
Scholarships					250,000	250,000	250,000	250,000	250,000						1,250,000
Public Interest Scholars					379,800	694,544	809,355	813,736	804,188						3,501,623
Center for New Americans						1,349,393	1,022,887	1,039,869	1,057,361						4,469,510
														U of M Total	29,139,747
YALE															
Yale Drama															
CNT	750,000	750,000	1,350,000	950,000	18,000,000										21,800,000
Yale Law															
Human Rights	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000								7,000,000
Yale University															
Thomas M. Crosby, Jr. Scholarship							200,000								200,000
														Yale Total	29,000,000
TOTAL	6,403,535	7,559,983	8,203,570	7,235,604	26,427,609	13,152,126	13,576,037	11,689,513	6,761,761	922,980				TOTAL	101,932,718
YEAR END NET ASSETS*															
				120,827,000	100,568,259	95,132,519	86,045,415	78,176,678	75,132,699	77,455,536					
*Estimated by Mike Sullivan based upon the projected grant programs and using asset allocation and assumed return assumptions.															
Planning Grants in 2005-2008 not included above: Abbott - \$125,000; CFR - \$50,000; U of M Law School - \$375,000; Yale University - \$50,000															
Miscellaneous Grants not included above: ArtPlace Initiative - \$500,000; Aspen Institute: Justice and Society Program - \$130,575; The Center for Victims of Torture - \$26,000															

May 2014 Board Meeting

But taken into account in Year End Assets for years completed.

Robina Foundation Grants

May 2014



ROBINA FOUNDATION

TO: Robina Board of Directors

FROM: Penny Hunt

DATE: May 13, 2014

RE: Care COPILOT Request from ANWH / Allina

Care Guides in the Primary Care Office

In 2008 the Board approved a three-year grant totaling \$6M to support "Care Guides in the Primary Care Office," a two phase initiative led by Dr. Richard Adair. With considerable assistance and advice from Peter Karoff and Steve Schroeder, the initiative was very successful in showing through a clinical trial the efficacy of the use of laypersons as part of a team of providers. Allina has now adopted this approach throughout the clinic system. Articles on the initiative have been published in several important journals, and Dr. Adair has presented results at key medical meetings.

Care COPILOT Initiative

Because of Dick Adair's remarkable stewardship of Robina funds to support the Care Guide initiative, approximately \$2M remained at the end of the second phase of the initiative. With the approval of the Robina Board, Allina used those funds to develop and disseminate information aimed at expanding the participation of laypersons in the care delivery setting. ANWH/Allina's work includes the creation of a Center for Promoting the Inclusion of Laypersons on Care Teams (COPILLOT).

When the Care COPILOT team reported on their work to the Robina Board in the fall of 2013, Board Members encouraged Allina to "think big" as they develop the program. As evidenced by the proposal that follows, the Care COPILOT team followed the Board's directive!

The Care COPILOT Request

The material that follows includes two requests from ANWH/Allina:

- A request for \$393,571 in bridge funding as described in Penny Wheeler's letter.
- A request for \$7,403,372 payable over four years.

Several weeks ago, Steve, Kathleen and I became aware that Allina planned to submit a proposal for major funding for Care COPILOT for consideration by the Robina Board at the May meeting. We talked about how to proceed, knowing that this meeting, as well as the August meeting, will include a Board discussion concerning future grantmaking, the solicitation of grant proposals, etc. Given that, you may decide as a board to delay acting on one or both of these proposals until a later date when a broader mix of applications is available. In any event, Kathleen and Steve agreed that you should have this information now to help inform how to proceed.

Positioning of the Care COPILOT Initiative

The Care COPILOT team has been working to determine how the Care COPILOT initiative should be positioned within Allina Health. The team considered several options, including becoming its own organization and operating as a wholly owned subsidiary of Allina Health. Following is Kim's description of the decision:

"As you know, the Care COPILOT team is currently a department within Allina Health. That position has served us well as the organization has been initially introduced to the broader healthcare community.

After careful consideration and discussion with some of the senior-most leadership of Allina Health, we would like the Robina Board to be aware that we intend to make the Care COPILOT Institute (CCI) a wholly owned subsidiary of Allina Health sometime in the next six months. Our motivation for this change stems from the fact that although our strategy is synergistic with Allina Health, our vision and mission are expanding and are distinct from that of Allina's. While that was not a major hindrance for us in the recent past, it has caused us to attenuate our activities in some important ways. For example, discussions with the MN Department of Health around Health Care Home, were essentially squelched at the request of the Allina's operations leaders for fear of muddling Allina's message to the State during discussions of recertification. While not overwhelmingly problematic to Care COPILOT, it reflects the difference of focus between the two organizations that we wish to avoid in the future.

These matters will be best addressed by creating a subsidiary that will allow three important differences:

- A brand that is distinct, yet still affiliated, from Allina's, to prevent conflict as we have discussions in the same market of potential partners and other constituents
- A more independent governance structure that will hold CCI accountable for its distinct mission
- Separate operations that will allow for the establishment of a distinct, more fast-paced culture."

Additional information about the Care COPILOT Initiative

Kim Radel reported that the Journal of Clinical Outcomes Management has asked the Care COPILOT team to submit an article on the initiative for publication in the fall. JCOM learned about Care COPILOT at the Institute for Healthcare Improvement Summit where Kim presented the Care Guide storyboard.



Allina Health

2925 Chicago Avenue
Minneapolis, MN 55407-1321

Mailing Address:
P.O. Box 43
Minneapolis, MN 55440-0043

April 28, 2014

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

Dear Members of the Board,

In the fall of 2013, the Robina Board urged the Care COPILOT team to “think bigger” as we work to achieve our vision of broad inclusion of the layperson in the delivery of care. More specifically, the Board suggested that we propose additional strategies, including the exploration of technology solutions, to accelerate the dissemination of the layperson model. To that end and to further the Board’s mission to positively impact critical social issues, please find a full proposal enclosed.

This proposal provides a detailed plan and rationale for the creation of the Care COPILOT Institute. We do understand, based on recent communication, that the full funding request may not be considered until fall 2014. While the remaining \$1.4M in funding will allow us to continue the current Care COPILOT mission, we request bridge funding as a way to prepare Care COPILOT for transition to a membership-based institute. As such, we would offer for your immediate consideration a request, detailed herein, to grant Care COPILOT additional bridge funding of \$393,571 during this interim time period.

This interim bridge funding, would be used to support the acceleration and expansion of our current mission in four important ways: 1) advance the membership model, 2) accelerate care guide implementation, 3) establish a partnership network, and 4) initiate technology exploration.

Advance the Membership Model (\$50,740): Care COPILOT plans to transition from a consulting services model to a free membership model to provide all healthcare organizations access to current research, information, resources, and assistance with the understanding and adoption of lay roles in healthcare. Immediate steps will be to optimize the current website with member access to a central repository from which publications, educational materials, videos and other documentation will be shared. Members will also have access to a set of evaluation tools and templates to assist in measuring the process and outcomes of the models they implement. In addition to resources and materials, members will be invited to participate in member forums and networking opportunities.

Accelerate Lay Role implementation (\$36,031): Additional bridge funding will allow Care COPILOT to grant two healthcare organizations funds to implement up to two care guides each, for a total of four more care guides in practice. The funds will also allow the organizations to be mentored throughout the implementation process by Care COPILOT staff. In turn, grantees will provide data to Care COPILOT to support the evaluation of lay roles.

Establish Partnership Network (\$56,800): In order to establish a meaningful presence as an institute, it will be essential for Care COPILOT to build its partner network by drawing on current experts in the field, such as Ed Wagner, and continue to disseminate the knowledge of the Care Guide Model. Staff will actively reach out and travel to meet in person with potential partners and early adopters as well as present the Care Guide Model at three prestigious national conferences (National Association for Healthcare Quality, Institute for Healthcare Improvement, and the Scottsdale Institute).

Initiate Technology Exploration (\$250,000): Care COPILOT will test a potential technology platform to enhance and enable the care guide role in the two above implementation sites.

It is important to begin a process to acquire or build a technology platform specific for supporting lay roles in healthcare delivery for several reasons:

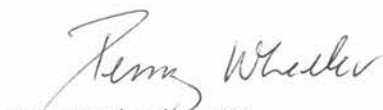
- The path to partnership development and deployment will require time and vetting of several alternatives
- Healthcare delivery systems are not likely sources for providing this important adjunct to lay roles and will look to organizations such as Care COPILOT for help
- This is a necessary component to demonstrate the full value of the lay role (i.e., an appropriate combination of high touch and high tech support for patients and care teams)

The technology platform will have a set of tools that encapsulate the knowledge of care guides and will transform lay roles by using technology to make the work performed more efficient and effective than today. The platform will also include tools for social connectivity among patients and among lay role resources to increase engagement and peer-to-peer support. Underlying the tools will be a shared database for program data collection to support efficient ongoing evaluation and to use the findings for continuous tool and program improvement. The integration of lay role tools and research is a key differentiator in the market.

The technology approach for 2014 will be to partner with an established, commercial care navigation product vendor, WellFrame, to confirm that their platform will fully support the lay role workflow and objectives or identify gaps in their platform that would need to be addressed prior to full commercialization for Care COPILOT.

We look forward to your feedback, both on the bridge funding concept and eventually the full proposal. As you know, we remain energetic and eager to nationally leverage the care guide role and believe bridge funding will allow us to maintain momentum in the short-term as we prepare for the long-term evolution of Care COPILOT.

Sincerely,



Penny Wheeler, MD
President and Chief Clinical Officer
Allina Health

From: **Radel, Kimberly** Kimberly.Radel@allina.com
Subject: RE: Care COPILOT
Date: May 1, 2014 at 4:22 PM
To: Penny Hunt pennhunt@gmail.com

Penny,

Thanks for your passing these questions along. Here are my responses:

1. Is the footnote on page 6 correct? Steve wonders if you mean the Annals 2013 paper.

Good catch! Everything in the footnote is correct except the journal title, it should read "Annals of Internal Medicine" instead of "Journal of Internal Medicine".

2. Who would lead this project? Others involved? Who wrote the proposal? What would Penny Wheeler's role be?

The project would be led by me as the Executive Director. I will be shifting from my role as Director of LifeCourse to a full time role within Care COPILOT. Tom Valdivia will continue to be a strategic business/IT advisor especially as we build out the technology portion of the Institute. We will have an advisory board as well as a governance board overseeing the work. Penny Wheeler will continue as a key member of the Care COPILOT advisory board along with Ben Bache-Wiig.

The proposal was primarily written by myself, Amanda Hunt (MPH student/previous care guide), and Tom Valdivia, with input from the rest of the Care COPILOT team. Penny Wheeler and Heather Britt reviewed the proposal before submission.

3. Do you need to fill so many slots in year one? Also, Steve's experience tells him that hiring often takes longer than planned so you may not be able to hire as quickly as you want.

To actively get a membership-based institute with research/evaluation partners and implementation grants up and running in the next 6 months we will need 9 full time people to staff the institute. We would be hiring 3 new people (director of marketing/comm/policy, curriculum development/trainer, and an evaluation data analyst) to get us to the 9 necessary in the first year. The other 6 positions will be filled with existing staff. I have begun informal conversations with potential candidates with the hope that they will be hired over the summer upon funding approval.

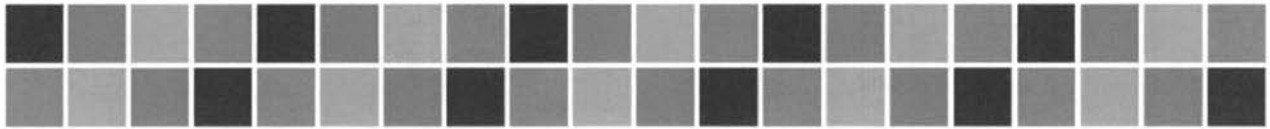
Thanks,
Kim

Allina Health 

This message contains information that is confidential and may be privileged. Unless you are the addressee (or authorized to receive for the addressee), you may not use, copy or disclose to anyone the message or any information contained in the message. If you have received the message in error.

Care CoPilot™

Promoting laypersons on care delivery teams



CREATING A GREATER IMPACT CARE COPILOT INSTITUTE

May 2014

Kim Radel, MHA

Operations Director

Amanda Hunt

Research Associate

Tom Valdivia, MD, MS

Business Advisor

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Executive Summary

Care COPILOT requests \$7,403,372 over the next four years from the Robina Foundation to create the Care COPILOT Institute (CCI). The CCI mission is **to accelerate the understanding and adoption of lay roles in healthcare delivery in order to improve the quality and value of care**. In its first year, the Care COPILOT Institute will improve the quality and value of care for 260,000 patients across the country as a result of accelerating the understanding and adoption of lay roles in healthcare. The following proposal provides a detailed rationale and plan for the creation of the Care COPILOT Institute.

Background. The Care Guide Model, supported by the Robina Foundation and promoted by Care COPILOT, incorporates lay roles into healthcare delivery and offers a solution for healthcare systems trying to improve patient experience, quality of care, and reduce costs. Care COPILOT has worked over the past year to offer individualized products and consulting to organizations ready to adopt the Care Guide model. During this time, the team has gained further insights to the opportunities and challenges that exist within the market.

Lessons Learned

There are three key findings that have shaped Care COPILOT's plan for the future.

Lesson 1

Healthcare organizations are driven by different incentives for implementing change and, therefore, have needs for different types of lay roles in their practices.

Lesson 2

Organizations are interested in adopting lay roles to support care delivery but not enough is known about their impact in order to promote payment structure reform and support the implementation of roles.

Lesson 3

Organizations need broader support than the individualized approach Care COPILOT has taken including a technology solution that helps support lay roles in care delivery.

CCI Overview. Care COPILOT Institute will offer free memberships to enable connections, facilitate the exchange of research and information, and provide practical resources and support to implement lay roles in healthcare delivery. In order to flourish and become a sustainable organization, the Institute will continue to seek additional funding from external sponsors, social venture capital firms, and ultimately elicit revenue from a technology solution that supports the use of lay roles. In order to achieve the Institute mission, the team has established three focus areas outlined below:

Discover: Collect, Connect and Analyze. The goal of the Discover focus area is to become the preeminent source of knowledge for lay roles in healthcare delivery. This area will be supported by **collecting** knowledge on the use of lay roles in healthcare delivery, **connecting** expertise to the

institute by establishing relationships with individual and organizational experts, and **analyzing** lay role knowledge to make it accessible and useful.

Translate: Synthesize and Create. The goal of the Translate focus area is to produce tools and resources based on formal and informal research knowledge in order to promote the adoption of lay roles into practice. This area will be supported by **synthesizing** information collected in the Discover activities in order to **create scalable tools** and resources for the planning, implementation, and management of lay roles.

Implement: Engage, Promote, and Support. The goal of the Implement focus area is to place effective lay roles into the healthcare delivery field. This area will be supported by **engaging** members to adopt lay roles and partner in further research, **promoting** the knowledge synthesized in the translate focus area, and **supporting** the ongoing adoption and testing efforts of organizations with lay roles in care delivery.

Role of Technology in the CCI. The introduction and integration of key technologies will be an important component of the CCI. The current model of Care COPILOT is effective but constrained by labor intensive tools and processes. Technology will provide CCI with the necessary tools to support its evolution in the following ways:

- Accelerating research and evaluation of the lay role through increased accessibility
- Supporting the dissemination of knowledge and implementation of lay roles
- Increasing the efficiency and efficacy of existing and future lay roles

These will be accomplished through two primary and interactive mechanisms: CCI operational infrastructure and a lay role software platform.

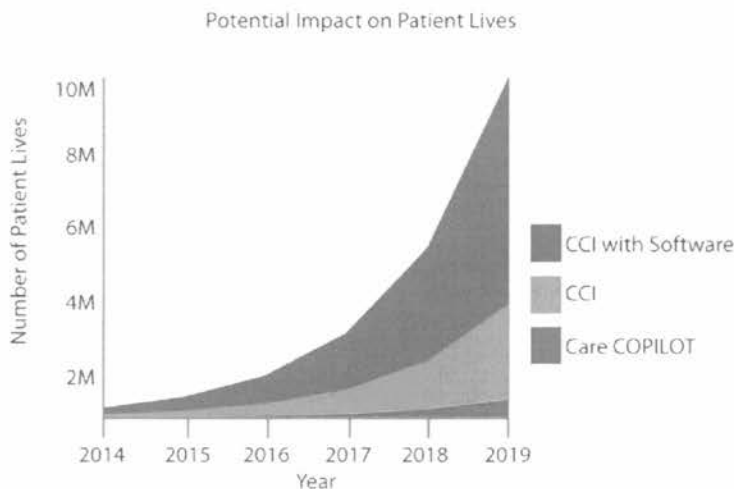
CCI operational infrastructure. CCI will benefit from the use of infrastructure tools to streamline data collection, organization, and dissemination. The combination of a customer relationship management system (CRM) and content management system (CMS) will allow the institute to establish and maintain a network of sponsors, partners, and members while leveraging a centralized repository of information compiled by the institute. Additional tools for web-based collaboration will also be part of the CCI and will increase the efficiency and breadth of networking and knowledge dissemination.

Lay role software platform. The software platform will have a set of tools that encapsulate the knowledge needed for lay roles and will transform the capabilities of these roles by increasing efficiency and effectiveness. The platform will also include tools for social connectivity among patients and among lay role resources to increase engagement and peer-to-peer support. The platform will feature a shared database to support ongoing evaluation, and will use the findings as a tool for continuous program improvement. The integration of lay role tools and research is a key differentiator in the market.

Combining Care COPILOT's expertise of lay roles with this software platform will achieve maximal health care quality and value. Many of the unique challenges inherent in lay roles in care delivery can be addressed and reduced with this approach.

Value to Abbott Northwestern Hospital. The Care COPILOT Institute will continue to support Abbott Northwestern Hospital, part of Allina Health, as it pursues its mission in several ways. First and foremost, by gathering and synthesizing the best ways to incorporate lay roles across a health care enterprise, the Institute can directly support Allina Health's mission to provide high quality care and drive value. Second, the Institute will extend Allina Health's brand and reach on the national and international stage as a leading innovative organization. This brand recognition will enable more rapid uptake of future innovations, including the LifeCourse model. Lastly, the services and tools (e.g., software and learning modules) will be available to all hospitals, clinics and other services across Allina Health, including Abbott Northwestern Hospital, to accelerate the changes it is already pursuing. In short, the Institute's mission is not only supportive, but synergistic with Allina Health and Abbott Northwestern Hospital. *Stretch?*

Impact on Patient Lives. Based on current dissemination efforts, Care COPILOT has reached over 214,000 individuals and organizations through research publications, articles, exhibiting, presentations, website hits and partnerships solely in the last year. Furthermore, approximately 5,000 patients have utilized the services of a care guide. Provided the Care COPILOT Institute continues down this path of dissemination, lay roles could impact an additional 16,000 patient lives in a single year, thereby reaching 85,000 patients by year five.



According to the Centers for Disease Control, 133 million Americans live with at least one chronic disease. In addition to this number are other patients with complex cases, experiencing care transitions, and requiring post-acute care support. Care COPILOT believes that patients in these categories would benefit from a lay role supporting their healthcare experiences. If given the opportunity to expand and scale Care COPILOT's current work through the Institute, the team estimates it has the potential to

engage one-tenth of 1% of that market through lay roles in year one and double each subsequent year for the first five years. With that, the Care COPILOT Institute would reach 133,000 individuals in year one and expand our dissemination to over 4.2 million individuals by year five. Moreover, if CCI adds in supportive technology, lay roles will have the ability to double patient panels. As a result of this technology platform, CCI's reach would expand to 260,000 individuals in year one and upwards of 8.5 million individuals by year five.

1. Background

Allina Health began exploring the incorporation of lay, or non-clinically trained, roles onto care delivery teams with the Care Guide Model. With support from the Robina Foundation Board, the Care Guide Model was studied in a randomized control trial. The study showed that adding professionally-trained lay care guides to primary care delivery teams helped improve experience and outcomes for patients with diabetes, hypertension, and heart failure.¹ Care guides provided support to patients and promoted self-management of care in a new and effective way in the primary care setting. The study demonstrated that lay care guides can provide lower cost options for improving care. In fact, care guides only cost \$286 per patient per year.²

When the study ended in 2012, the Robina Foundation Board allocated the remaining study funds to establish Care COPILOT. Care COPILOT was created with the mission of rapid dissemination and adoption of the Care Guide Model. Over the past two years, the Care COPILOT team has interacted with healthcare organizations, researchers, and industry leaders from across the United States to understand the market landscape and gauge interest in implementing the Care Guide Model. This process allowed the Care COPILOT team to identify potential areas of opportunity for broader dissemination than originally proposed.

In late 2013, the Robina Foundation Board encouraged the Care COPILOT team to expand its current scope of practice in order to further accelerate the Care COPILOT mission of promoting lay roles incorporated into care delivery. During the last six months, Care COPILOT has developed a plan for a business model that will support the widespread understanding and adoption of lay roles in healthcare delivery.

1.1 The Care COPILOT Future State

Figure 1. COPILOT Current and Future Focus Areas.



¹ Adair, R., Wholey, D., Christianson, J., White, K., Britt, H., & Lee, S. (2013). Improving chronic disease care by adding laypersons to the primary care team: a parallel randomized trial. *Journal of Internal Medicine*, 159(3), 176-84.

² Adair et al. (2013).

Care COPILOT has concentrated its efforts on promoting broad awareness and adoption of the Care Guide Model as well as the development of variations of the care guide role. The exploration of these two focus areas demonstrated a need for healthcare organizations to have access to a central source of knowledge and implementation tools for all lay roles. By creating a plan to achieve the future state, Care COPILOT will become visible as the experts in this field and will be positioned to dramatically change the landscape of using lay roles to improve healthcare delivery.

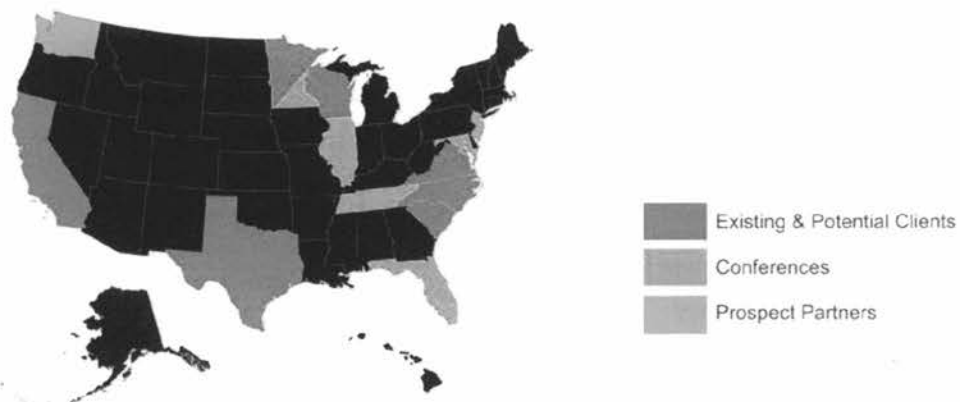
The following sections provide a detailed rationale and plan for the transition of Care COPILOT into the future state proposed in the original Care COPILOT proposal (see Figure 1).

2. Progress Report

Although the primary purpose of this plan is to outline the next steps for Care COPILOT, included below is an update on the team's progress and current state related to the dissemination and adoption of the Care Guide Model (focus areas 1 and 2 displayed in Figure 1). This section provides a review of Care COPILOT's current state in order to demonstrate the need to expand into the future state.

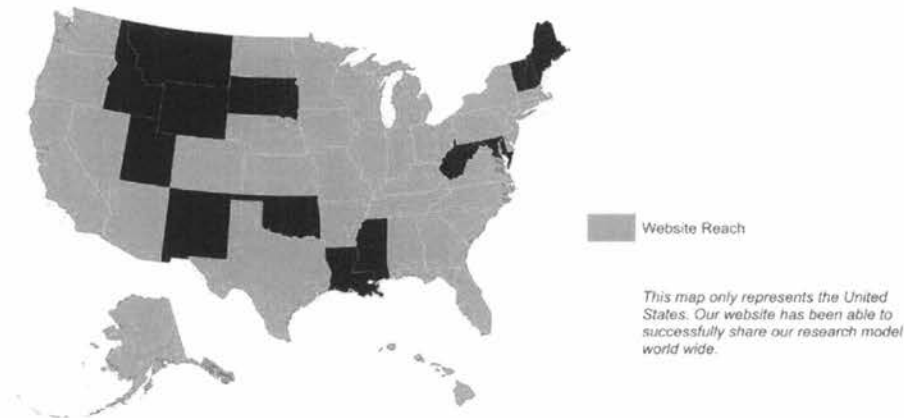
2.1 Promoting Broad Awareness of the Care Guide Model

Care COPILOT continues to disseminate the Care Guide Model through various channels. The following provides a brief overview of recent and expected marketing activities. The following map provides a general overview of Care COPILOT's 2013 dissemination efforts.



2013 Promotions. Care COPILOT placed a strong emphasis on dissemination in 2013 through the following efforts:

Website: Healthcarecopilot.com played an instrumental role in model dissemination on national and international levels. From May 2013 to April 2014, there were nearly 2500 total visits to the site. The map below describes the reach within the United States.



Presentations and Promotional Events. Care COPILOT participated in nine presentations and promotional events nationwide.



Care COPILOT exhibiting at the Institute for Healthcare Improvement (IHI) 15th Annual Summit

Publications. The Care Guide Model Research was published in the Annals of Internal Medicine in August 2013 and featured in several other news articles throughout the past year. Publication was an incredible milestone for the Care Guide Model and provided validation of success to the research community and others intrigued by the model.

Looking forward in 2014. The Care Guide Model will continue to be disseminated in the following ways:

Presentations and Promotional Events. Six presentation and promotional events are currently secured. These events will be hosted by the following organizations: Institute for Healthcare Improvement (IHI), American College of Healthcare Executives (ACHE),

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National Association for Healthcare Quality (NAHQ), Minnesota Medical Group Management Association (MMGMA), and The Scottsdale Institute.

Publications. Care COPILOT has partnered with the Medica Research Institute and plans to publish a cost analysis of the Care Guide randomized control trial this year. Dr. Richard Adair and research partners from the University of Minnesota will also publish one paper on the matched-control clinics from the research project and one paper on the results of the patient experience survey administered to patients during the research project.

2.2 Supporting Adoption of the Care Guide Model and Variations of the Role

Care COPILOT is actively working with several clients to implement the Care Guide Model and provide support for variations of the role. Clients have required different forms of support from the Care COPILOT team. Table 1 outlines the services required by Care COPILOT and the motivations that different client sites used in their decision to adopt the lay role. Further details of how current clients have shaped the plan for achieving the future state will follow in section 4.

Table 1. Summary of Current Client Needs.

Organization/ Project	Services Requested by Care COPILOT			Motivators/Rationale for Adoption		
	Care Guide Model Tool-kit	Limited support	Actively supporting development	Received grant funding	Seeking increased reimbursement	Reduced inappropriate urgent care visits
Southside Community Health Services	●		●		●	
Integrated ACO, LLC	●	●			●	
Children's Hospitals & Clinics, HCDS Project	●		●	●		
CERC Pediatric Transitions Project	●		●	●		
Alina Health, WestHealth	●		●			●

2.2.1 Clients Actively Utilizing Care COPILOT Services

Listed below are the first organizations to actively utilize Care COPILOT products and services and an overview of their interaction with Care COPILOT thus far.

Southside Community Health Services

Through assistance provided by Care COPILOT, Southside Community Clinic, a small Federally Qualified Health Center in Minneapolis, Minnesota, implemented a care guide in June 2013 to help meet Minnesota's Health Care Home certification requirements. After an intensive process of planning new workflows, streamlining and documenting existing clinic processes, and collecting documents to submit for certification purposes, Southside Community Clinic attained official certification status from the Minnesota Department of Health in December 2013. Southside's care guide and program implementation team continues to utilize resources found in the Care Guide Model toolkit and the patient management tool provided by Care COPILOT. The Care COPILOT team fosters an ongoing relationship with Southside and is currently working to define a program evaluation plan that is aligned with the organization's key goals and strategies.

Integrated ACO, LLC.

Integrated ACO is a Texas-based accountable care organization (ACO) comprised of approximately 40 independent physician practices serving 22,000 patients across 500 square miles of Texas. Integrated ACO is a physician-owned organization and receives funding support from the Center for Medicare and Medicaid Services (CMS) to test a new care delivery model. The new care delivery model includes incorporating 3-4 lay care coordinators to work with patients with congestive heart failure in order to meet specific care goals. Integrated ACO purchased the Care Guide Model toolkit to use as a reference and chose to adopt a self-guided implementation approach given their financial constraints. Care COPILOT continues to serve as a resource for the implementation team as they build elements of their program and related training modules.

2.2.2 Clients in Planning Phase with Care COPILOT

Care COPILOT is currently implementing the care guide role with three organizations. The first collaboration is with Children's Hospitals and Clinics of Minnesota on their Health Care Delivery System (HCDS) Demonstration Project, which focuses on testing alternative and innovative care delivery models. The second collaboration is with Stanford University's Clinical Excellence Research Center (CERC) and aims to design a new care delivery model helping to bridge the gap between pediatric and adult care for young adults with chronic illnesses. The third collaboration is with Allina Health's WestHealth urgent care and specialty outpatient center. WestHealth is looking for a solution to the high number of frequent utilizers of emergency department and urgent care services that create a financial burden to the healthcare delivery system. Work with all three of these organizations is in the planning process and will continue to take shape in the coming months.

Care COPILOT continues to work with these clients to understand their needs and has discovered that although each of these client sites is looking for a solution to a problem that differs from chronic disease management, like the original care guide research, the organizations still see a major benefit to incorporating lay role care guides into their practices. By working with the organizations,

the Care COPILOT team will be able to assess variants of the Care Guide Model. Two examples of these variants are:

- **CERC Pediatric Transitions Project:** The care guide would provide support, education, and continuity as children age out of care within a pediatric care system and begin care in the adult oriented components of healthcare.
- **WestHealth:** The care guide would focus on creating patient loyalty to WestHealth and support increased primary care use by way of relationship-building.

2.3 Key Planning Activities

Since the October 2013 Robina Foundation Board report, Care COPILOT has increased its knowledge on the challenges that organizations consider before implementation of the Care Guide Model. The team has worked to understand logical next steps for the organization by combining previous knowledge with an exploratory planning phase. In the October report, the Care COPILOT team proposed it would explore next steps based on market analysis, an expert panel, and technology environmental scanning. The team has completed these processes and combined lessons learned with progress listed above in order to create a plan for the future state of Care COPILOT. Further information on lessons learned from these activities will follow in section 4.

The following timeline provides a brief overview of Care COPILOT's highlights from the last year (see Figure 2).

Figure 2. A Year in Review.



3. Industry Overview

Care COPILOT continues to function in the complex and constantly changing healthcare industry. In this time of rapid reform in healthcare, understanding the trends and players in the industry are an essential and ongoing activity. The following section describes the current state and trends in healthcare delivery, highlighting the use of lay roles, and examines the opportunities for successful entry into the industry.

3.1 Overview of Structure and Trends in Healthcare Delivery

Healthcare delivery systems are currently undergoing major transformation in response to the growing need for reformed healthcare delivery and payment methods in the United States. The drastically changing landscape for healthcare delivery will continue to evolve during the next few years. In particular, the Patient Protection and Affordable Care Act (PPACA) and the Health Care Education and Reconciliation Act (HCERA) of 2010 have changed the way that provider organizations approach care delivery. The individual mandate requiring most Americans to have health insurance along with changes in Medicaid coverage for many states will alter the population of insured healthcare delivery system utilizers. This change in healthcare users paired with the growing aging population living with chronic health problems will lead to a shift from an expensive hospital-based healthcare system to a primary care-based, preventive health focused system.³

In order to achieve success during this transitional time, many healthcare organizations now focus their efforts on the triple aim of improving patient experience through quality and satisfaction, improving population health, and reducing healthcare costs.⁴ In the pursuit of the triple aim, healthcare delivery organizations have started to implement new care models and technologies. Furthermore, in the current state of healthcare, delivery organizations are saturated with new ideas but may not understand exactly how to achieve significant change since their actions are limited due to unchanged payment structures and constrictive requirements.

Current care delivery reform efforts are focused on primary care innovations that create a more efficient and effective use of the healthcare delivery system, such as the use of lay roles to support care delivery. Although research on these models is in its preliminary stages, recent studies highlight the importance of including professionally trained lay roles.^{5,6,7} Some of the most common models,

³ Rhodes, K., Kenney, G., Friedman, A., Saloner, B., Lawson, C., Chearo, D., Wissoker, D., & Polsky, D. Primary care access for new patients on the eve of health care reform. *JAMA Internal Medicine*. Published online April 07, 2014. doi:10.1001/jamainternmed.2014.20.

⁴ Steifel, M., & Nolan, K. (2012). A guide to measuring the triple aim: population health, experience of care, and per capita cost. *IHI Innovation Series White Paper*.

⁵ Adair et al., (2013).

⁶ Hargraves, J., Ferguson, W., Lemay, C., & Pernice, J. (2013). Community health workers assisting patients with diabetes in self-management. *The Journal of Ambulatory Care Management*, 35(1), 15-26.

other than the Care Guide Model, include coaching models, peer support models, Health Lead Advocates, and Community Health Workers (See Appendix A). As these models gain popularity, more provider organizations see the benefit of including new kinds of lay roles within their practices. However, health organizations remain unsure about how to incorporate lay roles into their models because the concept is relatively new. Further, the costs of implementation require added expenses that limit the uptake of lay roles. Healthcare is moving towards incorporating these roles to improve healthcare delivery and will need to successfully do so in order to have an impact on the triple aim.

3.2 Industry Initiatives

In the rapidly changing healthcare delivery industry, delivery systems are unsure where to focus their efforts. There are multiple competing industry initiatives and distractions that factor into the feasibility of implementing lay roles. Through work with current and potential clients, Care COPILOT has found organizations desire the support of lay roles, but other industry initiatives may distract from their ability to prioritize the incorporation of lay roles. This section highlights some of the initiatives that care delivery organizations are currently focused on.

Current focus of industry initiatives:

Improving the functionality and adoption of healthcare technology and electronic health records. The Centers for Medicare and Medicaid Services (CMS) provides incentives to providers who demonstrate they are meaningfully using their Electronic Health Records (EHR) in order to meet patient care objectives. In 2011, 57,000 eligible providers and 800 eligible hospitals met the stage 1 meaningful use requirements.⁸ The number of providers and delivery systems working towards these incentives continues to grow. Many meaningful use requirements center on quality, safety, efficiency, and reducing health disparities. These requirements also align with the triple aim. In order to successfully enter the healthcare industry, new models must address how their activities and goals support those identified under CMS requirements for the EHR.

Advancing the use of the Patient-Centered Medical Home (PCMH). The Agency for Healthcare Research and Quality in the US Department of Health and Human Services leads efforts on the implementation of PCMH. PCMH uptake grew slowly in the early 2000s and has taken off within the last few years as delivery systems aim to alter their practices in primary care.⁹ The PCMH model consists of five core functions: (1) comprehensive care that

⁷ Rosenthal, E., Brownstein, J., Rush, C., Hirsch, G., Willaert, A., Scott, J., Holderby, L., Fox, D. (2010). Community health worker: part of the solution. *Health affairs (Project Hope)*, 29(7), 1338-42.

⁸ Vincent, A., Kirk, A., & Augustine, C. (2012). EHR Incentives Programs: 2011 Meaningful Use Census. Research Triangle Park, NC: RTI International.

⁹ Hoff, T. (2013). Medical Home Implementation: A sensemaking taxonomy of hard and soft best practices. *The Milbank Quarterly*, 91(4): 771-810.

meets all the needs of its patients, (2) patient-centered care that focuses on a whole person approach to care, (3) coordinated care that pulls together the different parts of healthcare, (4) accessible services that are responsive to patients' needs, and (5) quality and safety through the use of evidence-based medicine.¹⁰ Many organizations view PCMH certification as a logical step for changing their primary care approach since there are some financial incentives for achieving PCMH certification.¹¹ Success in the healthcare industry will require ongoing knowledge of how key activities align with the PCMH requirements.

Relieving healthcare delivery systems of ongoing revenue pressure. Healthcare spending in the United States remains higher than the majority of developed country healthcare spending. In 2010 alone, the US spent \$8,402 on healthcare per person, accounting for almost 18% of the nation's total Gross Domestic Product.¹² Since 1970, healthcare spending has exceeded economic growth in every decade.¹³ In recent years, healthcare spending has decreased because of the downturn in the economy. Healthcare delivery systems and providers are increasingly feeling pressure to cut down on healthcare spending. Providers are encouraged to cut down on wasteful tests and treatments; it is estimated that 10% of projected expenditures could be saved by eliminating wasteful spending.¹⁴ While providers are pressured to cut down on wasteful spending, delivery systems struggle as payment structures have not transitioned from fee-for-service models. Experiences during the care guide research phase and Care COPILOT's last year have demonstrated that the immense pressure to change spending practices makes it difficult to create buy in for new initiatives since they often require spending money initially in order to save money long term.

3.3 Aligning with Industry Needs

Given the strong presence of the initiatives within healthcare delivery outlined above, Care COPILOT has determined the best way to support these initiatives is to align practices and offerings with these broad healthcare initiatives.

¹⁰ (2013). *Defining the PCMH*. Retrieved from <http://pcmh.ahrq.gov/page/defining-pcmh>.

¹¹ Arend, J., Tsang-Quinn, J., Levine, C., & Thomas, D. (2012). The patient-centered medical home: History, components, and review of the evidence. *Mount Sinai Journal of Medicine* 79(4): 433-450.

¹² (2012). Health Care Costs: Key Information on HC Costs and their Impact. *The Henry J. Kaiser Family Foundation*. Menlo Park, CA: The Henry J. Kaiser Foundation.

¹³ (2012). Health Care Costs: Key Information on HC Costs and their Impact.

¹⁴ (2012). Health Care Costs: Key Information on HC Costs and their Impact.

Examples of how Care COPILOT can align with current healthcare initiatives are:

Partner Care COPILOT activities and services with efforts to improve technology use in healthcare. Meaningful use is currently one of the main objectives of many provider systems in the United States. Delivery systems are looking for ways to make the achievement of meaningful use requirements easier in order to receive CMS EHR incentives. The care guide research project found that EHR use is a key factor for the care guide role. Care COPILOT will emphasize the ways that this role can assist in meeting or maintaining meaningful use requirements.

Demonstrate how the lay role complements the main objectives of the Patient-Centered Medical Home. While each state has slightly varying requirements for its PCMH program, each model focuses on the same five areas identified in section 3.2. Many of the goals outlined by PCMH align with the Care Guide Model. Partnering with Southside Community Clinic during their Health Care Home (Minnesota's PCMH) certification process, Care COPILOT found that based on Minnesota's requirements, implementing a care guide fulfills 58% of the certification. Care COPILOT will emphasize its ability to support PCMH certification efforts to future clients.

Research and promote the financial implications of incorporating lay roles in healthcare delivery. The healthcare industry needs effective ways to reduce costs in order to relieve ongoing pressure. Care COPILOT must explicitly demonstrate that lay roles can play a part in decreasing healthcare costs or increasing revenue. Within the care guide research, patients with care guides had lower rates of emergency department visits and hospital readmissions. Since the care guide and other non-clinically trained lay roles are not licensed practitioners, they are a lower cost option that allows providers and other staff to work at the top of their license. During the Care Guide Project, care guides cost \$286 per patient per year.¹⁵ Although a new care guide is an added expense, the return on investment is seen with quality of care provided and overall patient experience. Further details on how care guides effect the organizational bottom line is necessary. Care COPILOT intends to continue to study the impact of incorporating these roles on healthcare spending overall.

4. Market Analysis

Understanding the market is an essential step for Care COPILOT in planning for the future state. Since Care COPILOT's last report, the team has deliberately drawn on experiences with clients and sought out new expertise when necessary in order to make sure the expanded plan is driven by need observed in the market. The purpose of this section is to highlight details gleaned from this market exploration and describe the conclusions that shaped the plan detailed in this proposal.

¹⁵ Adair et al. (2013).

This section will provide details on the following:

- Expert panel strategy session held in January 2014
- Exploration of technology options supportive of lay roles in healthcare delivery
- Assessment of different organizational models utilized by those aiming to transform healthcare delivery
- Summary of lessons learned from Care COPILOT experiences during 2013-2014
- Overview of competitive landscape

4.1 Expert Panel Strategy Session

In January 2014, the Care COPILOT team gathered a group of eight experts for a strategy session. The session was convened in order to gain targeted advice on how to structure the organization for the future state and to develop innovative ways to expand the products and services offered by Care COPILOT. Experts in attendance were leaders with experience in product, strategy, and business development as well as innovation and research. These experts work with companies that function on local, national, and global scales (see Table 2 for details).

Table 2. Expert Panel Members.

Name	Organization
Kristin Austrum <i>Lead of Product Development</i>	Luminat, an early stage advance care planning solutions company
Peter Bridges <i>President/Founder</i>	Peter Bridges Partners, a management consulting firm bridging the gap between strategy development and results
Heather Britt, MPH, PhD <i>Director, Division of Applied Research</i>	Allina Health
David Dickey <i>CEO, Second Story Sales</i>	Formerly Business Development Lead, Red Brick Health, a venture-backed wellness promotion company
Pete Hyman, MBA <i>Vice President and General Manager of Consumer Industry</i>	Hewlett-Packard
Peter Mills, MD <i>Chief Executive Officer and Pulmonologist</i>	nGage Health, a provider focused patient management platform
Robert Stevens, MHA <i>Chief Executive Officer</i>	Ridgeview Health, a Minnesota-based health system
Robert Tavares <i>Vice President of Care Management</i>	EMMI Solutions, a healthcare communications company

The Care COPILOT team aimed to understand, from both an expert and a consumer standpoint, what key challenges are currently facing healthcare. Then the team solicited views from the panel on what Care COPILOT can do to address the key challenges in healthcare and how to position the organization in the most effective way possible for broad impact.

Key Findings

Healthcare has become complicated for patients to navigate effectively and Care COPILOT can provide healthcare utilizers with options that emphasize convenience and loyalty. Care COPILOT has two options to consider before deciding what the next steps will be:

Option A

Care COPILOT can operate as a products and services-only model relying on organizations to seek out and pay for consulting services and technical assistance.

Option B

Care COPILOT can operate under a different model where knowledge and assistance are freely given away in order to create a broad scope of change.

4.2 Technology Environmental Scan

Based on the research project as well as collaboration with current and potential clients, Care COPILOT envisions the need for a technology solution to support organizations implementing lay roles. Lay roles are filled by individuals with minimal experience in clinical settings. At the same time, the lay role is asked to recognize critical opportunities for interaction, prioritize their workload, and intervene effectively through patient interactions. Examples of where technology can streamline the lay role workload are:

- Offering reminders and role-based suggestions
- Supporting key task of patient outreach and documentation
- Increasing engagement in peer-to-peer support

The solution would have components that facilitate secure communication between patients, lay roles and other clinic staff as well as collect information to evaluate program delivery and impact. Currently, most information gleaned from patients that is essential for the successful functionality of lay roles is not supported by or appropriate for the traditional EHR. Further, potential clients seek technology support for these roles and are unable to develop their own solutions.

As part of market research to understand the need and opportunity for the next stage of Care COPILOT, the team conducted a search for technology business models. The aim was to identify

existing solutions to support the care guide role and identify organizations with the capability to develop this technology. Three companies were explored that offer different approaches: BluePrint Healthcare Information Technology (IT), Wellframe, and SpyderTrap. Care COPILOT met with each of these organizations to explore their capabilities. Descriptions of these companies and their business models are listed below (further details of these explorations can be found in Appendix B).

BluePrint Care Navigator (BluePrint Healthcare IT). BluePrint Healthcare IT supplies tools for providers including a care navigation platform called BluePrint Care Navigator. Care Navigator integrates the company's belief that relationships and communication are vital to the success of a lay role program. The BluePrint business model provides the tools and technologies in a hosted or deployed/on site model and charging for licenses related to the number of users and tools employed.

WellFrame. WellFrame is a technology supplier with a hosted patient engagement and communication platform. WellFrame is focused on post-care communication with patients outside of the EHR and emphasizes use of the care plan for management of the patient. The business model provides tools and technologies to care delivery organizations and charges for licenses based on the number of users.

Spyder Trap. Spyder Trap is an online marketing agency and custom software development business. With experience in developing patient engagement and social applications currently used in healthcare settings, Spyder Trap was engaged by Care COPILOT to collect high level requirements and propose an approach to address technology needs for the future state. A focus group was conducted by Spyder Trap with current care guides to help understand the technology needs for the role. The Spyder Trap business model is strictly software development.

Key Findings

Based on experience from the research project, current care guides, and potential clients, Care COPILOT finds that there is a need for a technology solution specific to lay roles in healthcare delivery. This lay role technology, versus a traditional Electronic Health Record (EHR), is essential for providing support for daily job functions and creating efficient workflows.

Option A

Care COPILOT can utilize an existing technology solution as is with no customization. This option would take less time for Care COPILOT to implement since no customization is necessary, but the current ready-made solutions do not address all of the needs of lay roles.

Option B

Care COPILOT can offer a technology solution based on a current product and customized to fit the needs of lay roles. This option allows Care COPILOT to develop a solution that meets the needs of lay roles while maintaining support from an established technology company, but it would take some time to develop the customized product.

Option C

Care COPILOT can develop its own software from scratch. This option allows Care COPILOT to create a completely new product that accounts for the nuances of lay roles, but would take a considerable amount of time and money to develop and maintain.

4.3 Organizational Model Assessment

Outside of technology companies, other key organizations were identified and examined in order to develop a plan for a successful business model. Specifically, the team aimed to understand options for expanding Care COPILOT by studying other organizational models. The team collected information on other models and narrowed down the search to two specific models. Rationale for choosing these models follows Table 3.

Table 3. Comparison of Models

	Membership-based Institute	Products and Services
PURPOSE	To enable connections, facilitate the exchange of research and information, and evaluate lay roles in care delivery in order to advance the field and provide support for implementation.	Deliver improved care results through scalable and readily available products and services.
FEE STRUCTURE	Yearly membership fees, usually paid by an organization rather than individuals	Organizations pay for individual implementation, technical assistance and evaluation products and services as needed
VALUE PROPOSITION	Members have one place to find support for learning, development and growth	Organizations will experience immediate impacts on patient experience and quality
ADVANTAGES	Ability to stay current with research and market, people will always want the most up to date information	Creates products that will help support the rapid adoption of the care guide model
	Advances the field of lay roles in healthcare delivery	Provides ability to offer nimble resources driven by the market
CHALLENGES	Keeping members engaged and interested in this work over time	Finding clients ready to implement lay roles and to pay for a product service package
	Requires more time and staffing than current model	No broad dissemination and widely distribution information of lay role models

Care COPILOT discovered information about these organizations through websites, published literature, and in some cases, communication with key leaders. The leaders Care COPILOT met with include: Diane Meier, director of the Center to Advance Palliative Care; Eric Coleman, founder of the Care Transitions Program; and Bob Jarboe, executive VP of business development for Practice Greenhealth. Care COPILOT also met with Ed Wagner, founding director of the MacColl Center for Healthcare Innovation. As the creator of the Chronic Care Model, Wagner and his team are pioneers

in the field of care management and innovation in care delivery.¹⁶ All of these leaders were chosen because of their experience taking research into practice and not exclusively because of their experience with lay roles in healthcare delivery. The analysis of a membership-based institute versus a products and services organization led Care COPILOT to the following key findings.

Key Findings

The organizational model assessment confirms that achieving Care COPILOT's future state is an attainable goal. The team's discussion with key leaders, especially Ed Wagner and his team at the MacColl Center, confirmed to Care COPILOT that lay roles are incredibly important to the future of healthcare.

Discussions with key leaders and assessments of other organizations demonstrated to Care COPILOT that in order to achieve the greatest success in this market, the best approach is to create a hybrid of the institute based model with some aspects of a products and services organization. This approach will allow Care COPILOT to provide practical tools for implementation as well as inform the overall field by accelerating innovation through research and evaluation. The team's conversations with leaders from other "research to practice" programs has demonstrated that often times, research-based entities offer disjointed products and services. A combined model will help provide cohesion so organizations will have tools and resources for wherever they are in the process of discovering or implementing lay roles.

4.4 Care COPILOT Experience

Over the past year, Care COPILOT has learned the most about the market from interacting with potential and current clients. The team's knowledge from these experiences shapes the plan to achieve the future state. One of the key lessons learned is that although organizations are interested in adopting lay roles, they have different motivations and abilities to actually do so.

As Care COPILOT engages with potential clients, it is clear that organizations are seeking variants to the original Care Guide Model and further knowledge about lay roles in general. Many organizations inquiring about the Care Guide Model demonstrate a need for adopting specific elements of the model itself such as training modules and competency assessments. Other organizations aim to position the lay role to fulfill a variety of emerging healthcare needs and initiatives, such as population health.

¹⁶ Coleman, K., Austin, B., Brach, C., & Wagner, E. (2009). Evidence on the Chronic Care Model in the New Millenium. *Health Affairs*: 28(1), 75-85.

Listed below are a few of the organizations Care COPILOT has met with, either as potential clients or as informational discussions, and the key suggestions for Care COPILOT from the interaction.

University of Wisconsin (UW) Health. Challenged team to think through how to integrate with their existing models and explore how the care guide would integrate with their behavior health services.

Veterans Affairs (VA) Medical Center: Palo Alto. Encouraged team to identify and clarify the differences between the care guide role and other lay roles.

Minnesota Department of Health: Health Care Home Program. Continue clarifying the care guide role from other similar lay roles, specifically the community health worker.

Key Findings

Though the intent for practice transformation exists, organizations are bound by financial constraints preventing them from adopting new care delivery models such as the care guide model.

Organizations rarely have the funds to pay for extensive consulting services for lay role implementation.

Potential clients need a technology solution that will help create efficiency and consistency for lay roles, patients, providers, and families. Clients feel they can take a toolkit and implement a care guide on their own, but do not have the capacity to develop technology to support these roles.

The current consulting process to implement a new care guide is labor intensive and requires customization for each client site. Care COPILOT's future state will need to provide the capacity to replicate lay roles in a simple, reliable and personal way.

Care COPILOT will need to keep its offerings nimble and able to help organizations at any step in the process of discovering and implementing lay roles.

Healthcare organizations, payers, policy makers, and researchers would benefit from having a central place to access and share information about lay roles and connect on a national level since many lay roles are relatively new to healthcare and are continuously being discovered.

4.5 Competitive Assessment

In order to fully understand the possibilities for success in the market, the Care COPILOT team needed to assess potential competitors. There are three different types of competition that the team considered: lay roles in healthcare delivery other than the care guide, institutes focused on lay roles, and technology companies aiming to support lay roles.

Lay roles in health care delivery. Care COPILOT finds that there are many other lay roles being utilized in healthcare delivery. Lay roles provide varying levels of support and integration and are proving to be a valuable and rapidly innovation in healthcare delivery. Healthcare delivery systems are not sure about which roles to implement because not much

is known about their effectiveness in improving the triple aim. There is a need in the market to provide a central hub for translating and synthesizing different models. Since the market is flooded with many lay role models, it will be essential for Care COPILOT to bring together the competition and promote the broad adoption of effective lay roles.

 **Institutes focused on lay roles.** The results of the expert panel, organizational assessment, technology environmental scan and overall experience point Care COPILOT towards establishing an institute. Thus, a search was completed to understand whether there are similar organizations in the market. Care COPILOT finds that although there are institutes that may focus some functions on understanding a particular lay roles or models that utilize lay roles (i.e. the MacColl Center for Healthcare Innovation), there are no organizations that are focused on lay roles in healthcare delivery as their primary focus. Under an institute model, Care COPILOT would be able to engage with other groups as partners to understand a particular model and then promote the findings through institute dissemination channels.

Technology companies. Given the changing healthcare landscape serving as an impetus for organizations to create differentiators that are technology-centric; and whether Care COPILOT builds a new technology solution or partners with an existing company to develop a custom solution, there will be an upturn in competition in the coming years. However, as it stands, there are few technology vendors that offer a product Care COPILOT aims to develop, which further uniquely positions the Institute to influence the future of lay roles. For Care COPILOT to become a leader in this market, there is a need to act swiftly and deliberately in the development of a technology solution. This is especially apparent as other potential competitors are focused on a care management, patient-centered product, rather than addressing the needs of lay roles, lay role managers and patients. By exploring current available technologies, Care COPILOT will substantiate a technology solution that truly advances the lay role.

Key Findings

The results of the competitive assessment confirm that there would be no direct competitors to Care COPILOT in establishing an institute centered on lay roles in healthcare delivery. An institute model would provide one space for all lay roles and a venue for possible competitors.

There is an opportunity for synthesis regarding lay roles in healthcare delivery. Comprehensive information on the widespread use of lay roles and their advantages is needed and would provide wanted support for healthcare organizations.

Since there are other technology companies involved in care management support for patients and providers alike, there may be competition in this field. Care COPILOT will need to spend time and invest resources in thoroughly exploring currently available technologies and evaluating how specific lay roles can be supported by a software solution that will improve and increase workflow efficiency.

4.6 Conclusions

Based on the above analyses, Care COPILOT proposes to shift from a primarily consulting-based organization to an institute that discovers and promotes the adoption of lay roles in the delivery of healthcare worldwide.

There are three key findings that have shaped Care COPILOT's plan for the future:

1. Healthcare organizations are driven by different incentives for implementing change and, therefore, have needs for different types of lay roles in their practices.
2. Organizations are interested in adopting lay roles to support care delivery but not enough is known about their impact in order to promote payment structure reform and support the implementation of roles.
3. Organizations need broader support than the individualized approach Care COPILOT has taken including a technology solution that helps support lay roles in care delivery.

Since Care COPILOT findings confirm that organizations need and desire a technology solution in order to complete this work, a central component of this institute will be to develop a software solution for lay roles. A technology solution, partnered with products and services to aid with implementation, are more desirable to organizations because it will improve the ease of implementation and efficiency of these roles. Organizations are not equipped with the ability to create a technology solution on their own and will pay for the convenience and support associated with a quality product.

Care COPILOT will draw in its expertise on the Care Guide Model and build on its expertise of other lay roles to create a membership-based institute. The institute model, supported by technology and other services, will lead to the effective dissemination and adoption of lay roles. In creating the Institute, Care COPILOT will address the needs of the market by promoting the ability to effectively convene industry and research experts, emphasizing the capability to effectively synthesize knowledge on lay roles to provide practical tools and resources for implementation, and demonstrating how implementing lay roles reduces cost of care while increasing revenue.

5. Institute Overview

For the purpose of this proposal, Care COPILOT will now be referred to as the Care COPILOT Institute (CCI). CCI is a working name for the Institute and may change in the early development stages. The creation of CCI will allow for growth and expansion in order to fully achieve the future state originally proposed but deemed out of scope for Care COPILOT in 2012 (see Figure 1).

5.1 Mission, Vision, and Scope

The Care COPILOT Institute will work towards the same vision originally proposed in 2012. For the time being, the Institute will prioritize its work under an operating mission that will be further refined as the Institute begins to take shape. This will allow the Institute team to ensure that the mission accurately reflects the purpose of the Institute and will be sustainable as the Institute grows.

5.1.1 Vision Statement

We envision a day when lay roles are an expected 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.

5.1.2 Operating Mission

The Care COPILOT mission originally proposed in 2012 was focused on the Care Guide Model: "Care COPILOT promotes care guide project knowledge by disseminating the concept, actively facilitating its adoption, fostering its practical evolution and studying its use." The Care COPILOT Institute will function under a mission that is focused on all lay roles:

The Care COPILOT Institute accelerates the understanding and adoption of lay roles in healthcare delivery in order to improve the quality and value of care.

5.1.3 Scope

The new mission and vision shape the scope of work that CCI will be involved in. Table 4 defines the current and future scope of work for CCI.

Table 4. CCI Scope of Work.

Dimension	Care COPILOT Scope	CCI Scope
GEOGRAPHIC	National	National and international
LAY ROLES	Care Guide Model	All lay roles
SETTINGS	Ambulatory practices	All settings
SPECIALTIES OR SERVICE LINES	Primary Care	All specialties
DISEASES OR CONDITIONS	Three chronic diseases	All disease and conditions
LAY ROLE INTERVENTIONS	Motivational coaching, care plan gap assessment, workflow development and skills training	All potential interventions

Similarly, the technologies used in the Care COPILOT program will evolve to better support the Institute and implementation of expanded lay role programs. The supporting technologies required for CCI are listed below:

Table 5. CCI Technology Scope of Work

Dimension	Original Scope	Proposed or Potential Scope
LAY ROLE TOOL	Tool-kit and spreadsheets	Care COPILOT platform
RESEARCH AND CONTENT REPOSITORY	Allina network file share	Content management system (CMS)
CUSTOMER COMMUNICATIONS	Email	Customer relationship management (CRM) software Email campaign management system Web-based video calls
RESEARCH DATA COLLECTION	Manual/survey	Database for extract, reporting and analytics
PATIENT INTERACTION WITH LAY ROLE	Phone calls, in person visits	Phone calls, in person visits, web-based video calls, web chat, direct messaging to patient mobile devices
COMMUNITY AND SUPPORT MODEL	N/A	Web-based member forums, webinar broadcasts to members and public

5.2 CCI Purpose



Care COPILOT Institute will offer free memberships to enable connections, facilitate the exchange of research and information, and provide practical resources and support to implement lay roles in healthcare delivery. In order to flourish and become a sustainable organization, the Institute will elicit revenue from a technology solution that supports the use of lay roles. In order to achieve the Institute mission, the team has established three focus areas outlined below:

5.2.1 Discover: Collect, Connect, and Analyze

The goal of the discover focus area is to become the preeminent source of knowledge for lay roles in healthcare delivery. The discover focus area is designed to help CCI assemble key existing knowledge and build relationships with those already utilizing lay roles. The discover focus area will be supported by **collecting** knowledge on the use of layperson roles in healthcare delivery, **connecting** expertise to the Institute by establishing relationships with individual and organizational experts, and **analyzing** lay role knowledge to make it accessible and useful for members and non-members.

5.2.2 Translate: Synthesize and Create

The goal of the translate focus area is to produce tools and resources based on formal and informal research and evaluation knowledge in order to promote the adoption of lay roles into practice. The translate focus area will be supported by **synthesizing** information collected in the Discover phase in order to **create** usable and scalable tools and resources for the implementation of lay roles. Using the knowledge collected from the activities in Discover Phase, CCI will create a set of tools and services to support its members as they plan for, implement or manage lay roles and laypersons.

5.2.3 Implement: Engage, Promote, and Support

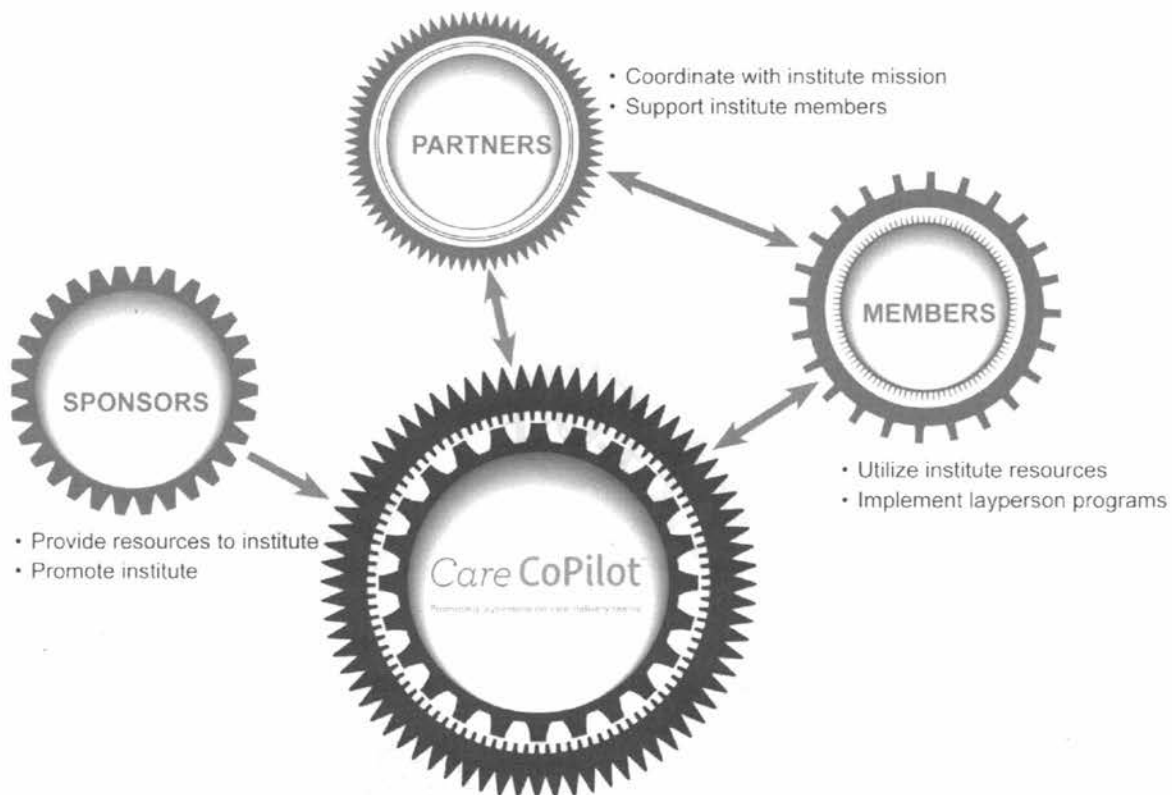
The goal of the implement focus area is to place effective lay roles into the healthcare delivery field. The implement focus area will be supported by **engaging** members to adopt lay roles and partner in evaluation, **promoting** the knowledge synthesized in the translate focus area, and **supporting** the ongoing adoption and testing efforts of organizations with lay roles in healthcare delivery.

Taking each in turn, CCI will elaborate on the focus areas. Subsequent sections include a description of goals and their related strategies, tools and services.

5.3 Target Market

Care COPILOT Institute will create an integrated network of members, non-members, sponsors, and partners in order to serve the mission. Expanded definitions of each of these groups are provided in this section. Figure 4 demonstrates how this integrated network functions together to serve both the target market and the Institute.

Figure 4. Target Market Network



5.3.1 Members

Active members of the Institute will be those interested in learning more about how to utilize and implement the layperson roles within their organization. CCI will reengage with potential clients from 2013 to offer support in achieving their goals without the cost to implement, utilize existing relationships with current clients to start the foundation of membership and actively recruit members whom through conversations have expressed an interest in learning more about layperson roles. There will be no membership fees for joining the Institute.

Table 6. Potential Members.

2013 Potential Clients	Current Clients	Other Identified High Potential Members
Hutchinson Health	Southside Community Health Services	Free Medical Clinic of Northern Shenandoah Valley
VA Medical Center, Palo Alto	Integrated ACO, LLC	Carolina's Health System
Children's Hospitals & Clinics - Sickie Cell Study	Children's Hospitals & Clinics - HCDS Project	Multiple Canadian Healthcare Systems
Allina Health's CEO Summit Partners	Pediatric Transitions	Community Health Workers
AIM Network	Allina Health - WestHealth	Allina Advanced Care Team (ACT) Care Guides
Connect Care 3		

5.3.2 Partner Network

A key component for future growth of the Institute is to build relationships with partners, organizations, and researchers currently involved in employing and/or studying innovative lay roles in healthcare delivery and are interested in partnering with CCI to promote and advance their innovations. Researchers could also include those studying the use of innovative lay and have an interest in collaborating to translate results into practical resources for the healthcare field. CCI will continue to leverage the partnerships that it has formed, and engage with new partners based on the expanded mission.

Future partner organizations will include the Robert Wood Johnson Foundation primary care project, Learning from Effective Ambulatory Practices (LEAP). The LEAP project is led by Ed Wagner's team at the MacColl Center. Of the 30 LEAP sites (list listed in Appendix C), a portion of them have new and innovative uses for lay roles on the care delivery team. Leaders from the MacColl Center plan to partner with Care COPILOT to discover more about effective uses of lay roles and stated that Care COPILOT's work has "reinforced our impression that this is one of the most rapidly expanding areas

in the primary care workforce, and one that offers significant opportunities for improving both the care experience for patients and the efficiencies of the care team."¹⁷ LEAP program leadership has confirmed their desire to partner with CCI in the following ways:

- Exploring the adaptation of the LEAP data collection protocol with CCI work
- Partnering in understanding the state of not only current research but also an environmental scan of best practices of exemplary sites
- Convening a group of researchers, funders, thought leaders and delivery system representatives to think strategically about prioritizing next steps for the field
- Finding ways to mutually promote the dissemination efforts by our two organizations

Table 7. Potential Partners for CCI Network.

2013 Partners	Current Partnerships in Progress	Identified Key Partnerships to Develop
Institute for Clinical Systems Improvement (ICSI)	MacColl Center - LEAP project	Institute for Healthcare Improvement (IHI)
Stratis Health		National Association for Healthcare Quality (NAHQ)
American Hospital Association (AHA)		Huron Healthcare
		Canadian Healthcare Association

5.3.3 Sponsors

Sponsors of CCI are visionaries that see the potential and benefits of laypersons on care delivery teams and are not associated with a healthcare organization. They are interested in the changing healthcare environment and want to support the continuous studies to improve healthcare and provide care at a lower cost to the consumer.

Conversations with the Hitachi Foundation have revealed a diverse network of foundations and non-profit organizations seeking to provide venture capital dollars for programs promoting practice transformation. CCI will solicit sponsorships from organizations such as those listed in table 8, thus ensuring the Institute's sustainability. Specifically, CCI intends to use solicited capital for activities making strides towards improving reimbursement policies for lay roles and as social venture capital to help make practice transformations a reality.

grants?

¹⁷ GroupHealth & LEAP Program (Personal communication, April 15, 2014).

Table 8. Potential Sponsors

Identified Key Potential Sponsors			
Hitachi Foundation	Sanofi Pharmaceuticals	Bureau of Primary Healthcare (HRSA)	Other Social Venture Capital Organizations

5.3.4 Non-members

This category would include individuals whom are interested in the layperson role and the potential career opportunities that may be available. The institute will provide webinars, research and evaluation findings, white papers, and published articles in an effort to educate others about the changing healthcare climate in regards to lay roles in care delivery.

Table 9. Potential Non-Members

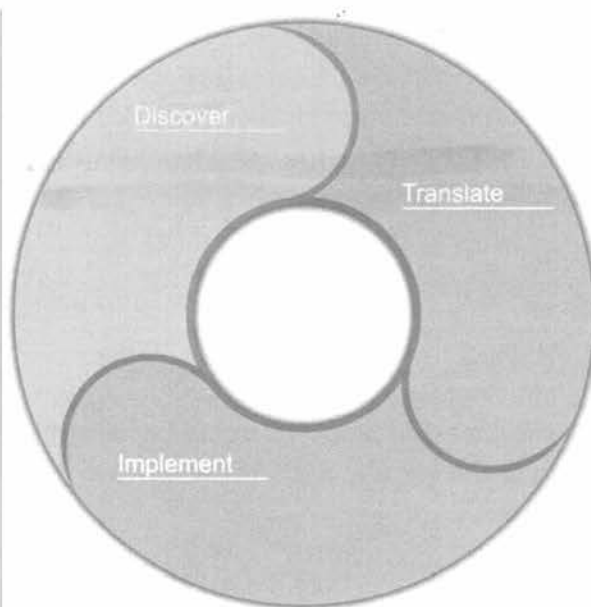
Healthcare Field	Community Members	Other Parties Not Interested in CCI Services
Clinically trained professionals seeking information about these roles	Patients looking to understand potential services available, and descriptions of new members on their care team	Policy makers
Educational institutions looking for more details about training, qualifications and certification requirements	Patient family members	
Students	Potential career seeking individuals	

5.4 Institute Activities



In order to achieve each goal as outlined in section 5.2, the Institute will engage in a number of key activities. The focus areas are not always sequential and are not mutually exclusive; knowledge learned in each CCI focus area will constantly feed back into the overall direction and scope of the Institute. As such, activities will continuously evolve as needs are addressed and readdressed throughout the life of the Institute. This section will detail the activities in each focus area in order to outline how CCI will produce meaningful products and services. The Institute's products and services will be described in section 5.5.

5.4.1 Discover Activities



Activities:

- Discover and catalog existing lay roles
- Gather research and experts
- Scan the market

As stated in the Section 5.2.1, the primary goal and objectives of the Discover focus area include:

- Become the preeminent source of knowledge for lay roles in healthcare delivery
- Collect knowledge on the use of layperson roles in healthcare delivery
- Connect expertise to the Institute by establishing relationships with individual and organizational experts
- Analyze lay role knowledge to make it accessible and useful for members and non-members

To achieve these goals, the Care COPILOT Institute will focus on three fundamental activities for the Discover area—**discover and catalog lay roles in use nationally, gather research experts, and scan the market.** These activities will be most successful by establishing and maintaining relationships with other organizations currently studying, operating, or supporting lay role programs. The information gathered will be compiled, stored, and organized in a content management system (CMS) which will also serve as the data collection mechanism for all evaluation, research, published materials, and support tools created in the other focus areas.

Discover and catalog existing lay roles: A key component of the Institute is the library of resources available to members; the first steps in creating this library are identifying the sources of information and establishing the repository. **The Institute will engage with key stakeholders, industry researchers, experts, and other related nonprofit healthcare delivery organizations** to expand the definition of the lay role in healthcare delivery and to improve tools and services that support patients, providers, and member organizations.

CCI will conduct an ongoing search for lay roles being used within all healthcare delivery settings. The Institute will emphasize evaluation, establishing relationships, and data collection. CCI will evaluate lay roles functioning within primary care, specialty care, employer-based services, and insurer-based services. While it is critical to gain a comprehensive understanding of lay roles in use, it is equally as critical to understand the overall impact of these roles on the value of care. As such, **the Institute will evaluate the impact of the lay role as it directly relates to clinical outcomes, patient satisfaction and total cost of care.**

Once CCI has identified specific lay roles, the team will collaborate with these organizations to analyze the role and the broader model for potential translation and adoption. This analysis process is intended to determine role characteristics and to understand the overall impact of lay roles. To determine role characteristics, the **CCI team will collaborate with organizations to evaluate fundamental aspects of the lay role and model.** These aspects will be synthesized in the Translate focus area.

The Institute's initial approach will be to partner with researchers from the MacColl Center to evaluate the "Learning from Effective Ambulatory Practices" (LEAP) program clinics. CCI will study 30 clinics (list listed in Appendix C) the MacColl Institute has already identified as high-functioning clinics who are currently utilizing lay roles. Establishing these national

relationships to further data collection and organization data will be a significant and necessary enhancement from the current Care COPILOT model.

Gather research and experts: The Institute will adopt various strategies to identify researchers and leading experts involved in this work. CCI will solicit researchers and experts through the CCI website, hosted webinars, hosting conferences, grant applications, and network through Care COPILOT's existing network. In addition, the Institute will routinely conduct both systematic peer-reviewed literature reviews and gray area reviews to discover more on lay roles in the healthcare field. **As new uses are identified, the team at CCI will connect with researchers to better understand the lay role and determine whether the model would be appropriate to more formally evaluate.**

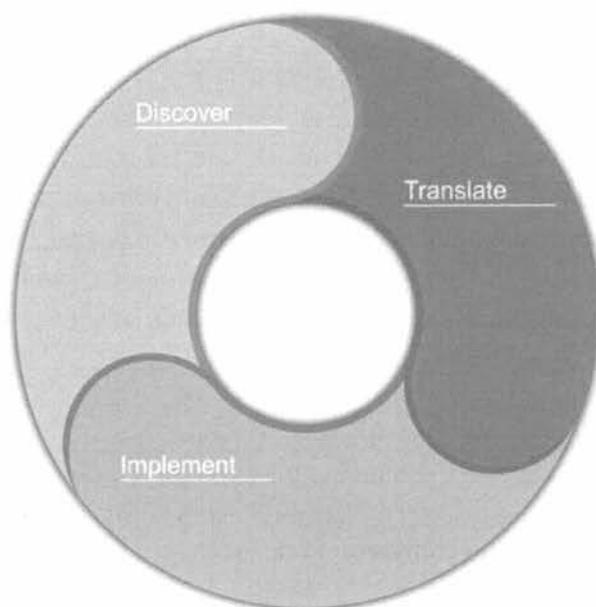
As the Institute connects with existing researchers in the field, the team will build a vast network of experts with a diverse set of experiences in implementing the lay role. To provide a central location for members to look towards on the leading individuals conducting research, the Institute will aggregate information on these experts.

Standard information to be collected includes, but is not limited to:

- Summary of research
- Lessons learned
- Challenges
- Current needs (i.e., available job opportunities, technology-related improvements, etc.)

Scan the market: The overall intention of this activity is for the Institute to **understand the current pulse of the market's needs from member and vendor perspectives**. First, to ensure that CCI stays current with the market needs, the Institute will conduct routine surveys with members. Second, the Care COPILOT Institute will identify vendors on the leading edge of building and offering technology solutions in the healthcare arena. Working in collaboration with identified vendors, the CCI team will explore features offered in vendors' existing technology solutions. As the Institute actively seeks and collects information from members and potential vendors, it will also seek information from non-profit organizations whose missions are well-aligned with CCI.

5.4.2 Translate Activities



Activities:

- Synthesize knowledge cataloged in discover phase
- Develop curricula and other knowledge bases derived from discover phase
- Adapt existing commercial tools

As stated in Section 5.2.2, the primary goal and objectives for the Translate focus area include:

- Produce tools and resources based on formal and informal research and evaluation knowledge in order to promote the adoption of lay roles into practice
- Synthesize information collected in the Discover phase
- Create usable and scalable tools and resources for the implementation of lay roles

To achieve these goals, the Care COPILOT Institute team's efforts will be directed towards three fundamental activities—**synthesize knowledge cataloged in Discover phase, develop curricula and other knowledge bases derived from Discover phase, and adapt commercial tools to serve market needs for lay roles.**

Synthesize knowledge cataloged in Discover phase: While the primary aim of cataloging lay roles currently in use is to aggregate this information in a central location for members' ease of access to information and optimize convenience, the Institute's team will also review data collected on lay roles to identify essential features of the models. From data collected on lay roles and models in the Discover phase, the Institute will identify and compile all essential program materials and documents to create a model-specific implementation toolkit. CCI will draw on its expertise from creating the Care Guide Role Toolkit in order to create model-specific toolkits. The intention of the implementation toolkit will be to create generalized versions of program documents and tools so that other member organizations looking to adopt a similar model will be able to do so using this toolkit. While the Institute's team will lead the process of creating model specific implementation toolkits, CCI will work diligently with organizations using these lay roles to ensure that the toolkit accurately reflects their program's components. These toolkits will be stored in the CMS and accessible to members and partners.

Develop curricula and other knowledge bases derived from Discover phase: Based on data collected in the Discover phase, the Institute will develop curricula specific to each model studied. CCI will build curricula based from the essential features identified for each model in addition to other components from the toolkit. Expanded information on these curricula can be found in Section 5.5. Components of the curricula include:

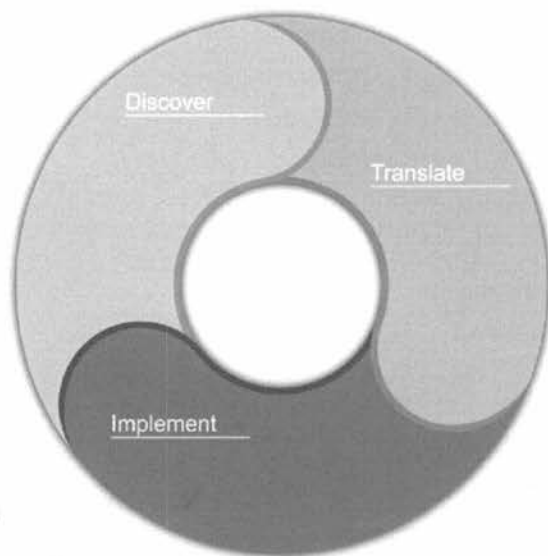
- Training
- Prerequisites
- Scope of responsibilities
- Key relationships (patients and providers)
- Supporting tools and resources
- Existing measures of effectiveness

Adapt existing commercial tools: Based on interactions with various technology vendors offering commercial tools in the healthcare arena during the Discovery phase, CCI will select 1-3 vendors who are most closely aligned to the Institute's mission to develop a formal partnership. Factors that the Institute will consider in selecting technology vendor partners include, but are not limited to the following:

- Baseline features of the existing commercial tool
- Adaptability of the existing commercial tool
- EHR system integration flexibility
- Implementation timeline
- Existing customer reach
- Level of rapport with potential vendor

Once technology vendors have been secured, the Institute team will work with the vendor team to adapt the existing commercial tool to best serve lay role models. Information gleaned from member surveys and study of other lay role models will largely influence how the commercial tool will be adapted. The tool will also include a component for developing social networks and other venues for collaboration. The final product of the tool will be brought to market in the Implement phase.

5.4.3 Implement Activities



Activities:

- Support implementation and evaluation of existing and novel lay roles
- Connect interested parties and stakeholders
- Influence policy and payment models

As stated in Section 5.2.3, the primary goal and objectives of the Implement focus area include:

Place effective lay roles into the healthcare delivery field

- Engage members to adopt lay roles and partner in evaluation
- Promote knowledge synthesized in the translate focus area
- Support the ongoing adoption and testing efforts of organizations with lay roles in care delivery

To achieve these goals, the Care COPILOT Institute team's efforts will be directed towards three fundamental activities—support implementation and evaluation of existing and novel lay roles, support conception and piloting of novel lay roles, disseminate CCI resources, connect interested parties and stakeholders, and influence policy and payment models. From the Translate phase, the Institute will have developed and adapted tools that help organizations translate evaluated models into practice. In this Implement phase, CCI will create and deploy a strategic marketing plan (refer to section 6) to promote these tools and ensure maximal utilization among members, non-members, sponsors, and partners. These tools will be accessible to members largely through an enhanced Care COPILOT website.

Support implementation and evaluation of existing and novel lay roles: To encourage organizations to implement existing and novel lay roles, CCI will annually offer implementation grants (detailed in section 5.5) to qualified organizations to offset the financial expenses of implementing the new role. Furthermore, grantees will be extensively mentored throughout the implementation process by our CCI team and CCI's network of experts. In turn, grantees will provide data to CCI to support the evaluation of lay roles.

For members and non-members seeking to implement existing and novel lay roles, CCI will offer software and services in an evaluation mode (free) to allow organizations to test and

develop programs without concern over cost. Post-evaluation pricing will be aligned with the projected return on investment and organizational ability to purchase a software license.

Additionally, the Institute will support members by connecting members with common interests through hosting web-based member forums via the existing Care COPILOT platform and utilizing reports and analytics gleaned from our customer relationship management (CRM) system. CCI will provide interested organizations needing to design and pilot lay roles with resources that include but are not limited to the following:

- Access to our plug & play technology solution
- Web-based technical assistance
- Virtual office hours with experts
- Virtual peer support groups (model-specific)
- Access to existing learning communities

The CCI team will provide close support (process and technical) throughout the pilot, and will also provide members with current resources on best practices and educational opportunities through the Institute's content management system (CMS).

Connect interested parties and stakeholders: In addition to collecting fundamental data on members, partners and sponsors the Institute will enroll, we will also request information on their interests and goals for joining the Institute. CCI will aggregate this information in the CRM system and periodically run reports and analyses to 1) connect members with other members and sponsors with aligning interests and goals, and 2) to identify opportunities and areas for improvement to further the success and advancement of lay roles. In line with the Care Guide Model, it will be important for the CCI team to facilitate introductions between interested parties and stakeholders.

Influence policy and payment models: CCI will use de-identified data collected from site implementations to monitor programs, measure success, and construct policy proposals to incent and compensate organizations that are taking steps to improve engagement and outcomes while reducing cost. CCI will participate in forums for advancement of legislative policy and reimbursement models to share the successes of analyzed and tested lay role models.

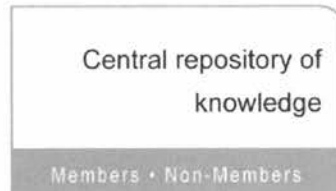
5.5 Institute Products and Services

CCI will offer a wide variety of products and services that serve members, non-members, partners, and sponsors alike. The products and services listed below highlight the initial development the Institute will focus on. Product and service offerings may shift over time as a result of market need and feedback from CCI members.

Adapted technology solution prototype
Members

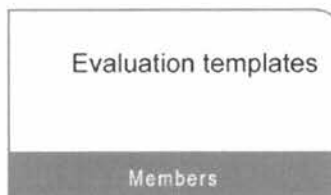
Description: With support from a yet to be determined technology vendor, CCI will produce or configure a technology prototype to bring to market. This prototype will be created based on the needs of the market and provided at a basic level (a common tool that

would broadly support lay role programs nationwide). The prototype will be developed during CCI's initial period and will be used for developing requirements, establishing the longer 2-3 year product roadmap. A decision on the model structure will be driven by the requirements gathered through discovery and feedback from pilot sites that have implemented the prototype. Two possible model structures, Freemium and Traditional, are described in more detail in (Appendix D).



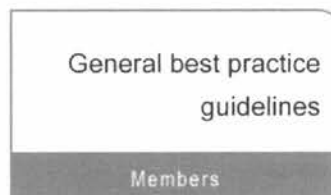
Description: CCI will develop a virtual library of knowledge about lay roles and models. The primary goal for the repository is to create a space in which members and non-members are able to comprehensively research the various lay role and models in use. Additionally, the repository will act as the source from which

publications, educational materials, and videos, and other documentation will be shared. The repository will reside within a content management system (CMS). As the Institute collects data on specific models, aggregates information from the field, and discovers new information from implementations, this data will be fed into the CMS.



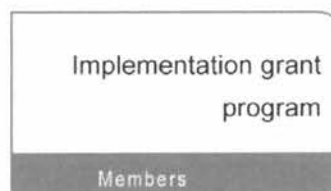
Description: CCI will develop a set of evaluation tools and templates to assist members in measuring the process and outcomes of the models they are implementing. These tools will be developed alongside training and technical assistance plans to further build capacity of members to implement the tools with

success, analyze data, identify findings and make necessary decisions and changes to their model implementation. Examples of templates include: evaluation plans, sample surveys, interview questionnaires, stakeholder analysis grid, report templates, and communication planning tools.



Description: The CCI team will adapt best practice guidelines that are based off of formally studied and analyzed lay models identified in the Discovery focus area. As the Institute promotes implementation of lay roles and models and facilitates the implementation process with organizations, the best practices will

serve as guiding principles for implementation of any lay role in the healthcare delivery field. The guidelines will be routinely assessed for accuracy and relevance by the Institute's advisory board members. Best practice guidelines will be stored in the CMS and will be accessible to members.



Description: Care COPILOT recognizes that the successful adoption of a new care delivery model is a labor-intensive process requiring an appropriate alignment of expertise, resources, and funds. As such, CCI will offer select organizations comprehensive

technical assistance as well as funding for implementation and evaluation through a grant program. The program goal is to remove financial barriers impeding the adoption of lay roles and to compel organizations to share implementation information that further advances the Institute mission and lay role.

CCI will select a diverse range of recipients, as the intention for offering grants is to study the overall impact the lay role has in healthcare delivery. Within each funding cycle, CCI will select recipients that represent various sizes of practice groups, patient populations, geographical locations, and levels of care delivery integration. Grants will be reviewed by a committee comprised of advisory board members (see Section 8.6). Further details of the grant program are as follows:

Figure 3. Snapshot of Implementation Grant Details.

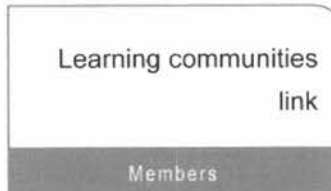
Number of grantees	Duration	Award Amount	Terms & Conditions
4 per year	Approximately 2 years	Up to \$200,000	Funding to include: • 1-2 layperson role FTE positions (including benefits) • Full program implementation (program set-up, clinic readiness and program development, training development, layperson role training, program implementation technical assistance) • Program evaluation • CCI technology solution integration

CCI will collaborate with professional associations to solicit Requests for Proposals (RFP) from organizations seeking assistance with implementing a lay role model. The associations and search engines CCI will utilize include: the Institute for Healthcare Improvement (IHI), Foundation Directory Online, and Sponsored Programs Information Network (SPIN).

Grant recipients will receive extensive customized support from CCI experts during the pre-implementation planning and program measurement and evaluation phases. Recipients will be expected to demonstrate a plan to sustain these roles after the award expires.

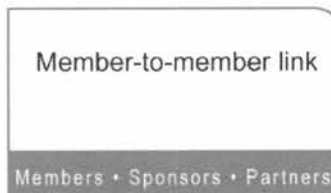
Implementation toolkits	Description: CCI will develop implementation toolkits specific to different lay roles and models studied in the Discovery focus area. The Institute will draw on its expertise from developing the Care Guide Model toolkit in order to ensure the accuracy and quality of the toolkits. The toolkits will be available to CCI members and will exist in electronic format, stored within the CMS for access online or offline (via download or e-mail).
Members	

Standard components of all implementation toolkits will include: scope of practice, job descriptions, workflows, specific tools, strategies for implementation, and a “user manual” providing details on how to navigate the toolkit.



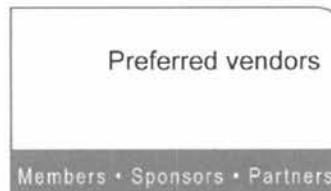
Description: To achieve the greatest impact for model dissemination, CCI will both develop partnerships with existing learning communities and host learning communities offering specialized webinars and expert interaction. The Institute will collaborate with communities seeking the adoption of new care

delivery methods. The CCI team will provide a service that links members expressing interest in participation with specific learning communities. This access to various learning communities throughout various geographic regions will be available to members only. These links will be identified via enrollment and membership data stored in the CRM.



Description: As individuals and organizations enroll as members of the Institute, they will be asked to indicate their rationale for joining the CCI. If desired, new members will give permission for CCI to share member information with other members. Members' interests will be aggregated and used to connect members with aligning

interests. These connections will be facilitated by the meta-data collected about members and stored in the CRM. The linking service will be available to members and partners and sponsors.



Description: The Institute will annually compile a list of vendors that can assist members seeking to implement a lay role studied in the Discovery phase. These vendors will be fully coached by the Institute's team to gain a comprehensive understanding of best practice guidelines, essential features of the specific model, and key

components of the implementation toolkit. As part of the program, preferred vendors may be charged for the initial training. Once these vendors demonstrate a full understanding of all the Institute's studied lay models, CCI will be able to assure any potential clients that these vendors will facilitate implementation in accordance with the Institute's standards of practices should more in-depth implementation services and training resources be requested. The preferred vendor list will be available to any members and the Institute's partners/sponsors. The preferred vendors will retain the ability to negotiate directly with requesting organizations in order to tailor services to best fit the need, or decline if timing/resources do not align. The preferred vendor will enter into a separate agreement with the organization and will set up consulting fees independent from CCI.

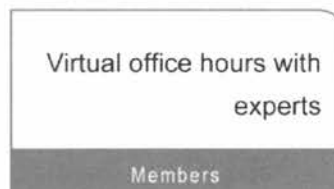


Description: As the Institute gains increasing knowledge on discovered lay roles and models currently in use, CCI will synthesize this information and produce the following publications: issue briefs, action briefs, white papers, position papers, and academic research papers. Published papers will be stored in the CMS.

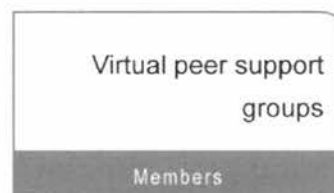


Description: The team will maintain a virtual catalog of conferences that support the mission and vision of the Institute. The catalog will be available to members along with the Institute's partners and sponsors. Through this virtual catalog, members will be able to search for upcoming conferences hosted by

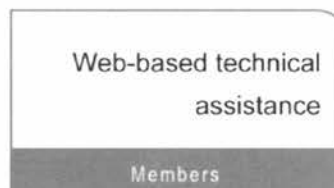
organizations external to CCI and assess whether attendance is appropriate. Once a robust network is built, the Institute will host an annual conference that convenes the leading experts on lay roles in care settings. The central repository will serve as a medium for promoting this annual conference. The central repository will allow for members to post professional opportunities related to the lay role/model implementation and program operations. Such professional opportunities will relate to the lay role, the lay role supervisor, and the lay role program administrative team. This repository will also be a valuable source for the Institute's partners and sponsors to look for potential clients. This library will be stored in the CMS and published via the CCI web site.



Description: The Institute's advisory board panel will be invited to hold specific "office hours" for members implementing new lay roles/models to solicit the experts' advice. Experts are welcome to host office hours for the duration of their service on the advisory board (advisory board description in section 8.6). Additionally, office hours will not overlap with other experts host office hours. This service will be accessible via conference calls or hosted video chat sessions.

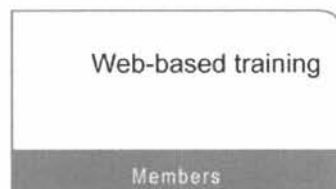


Description: Through the use of the Institute's technology solution, individuals serving in lay roles will gain peer support from others in similar roles. Lay role peers will have continuous access to one another to pose questions and share best practices and experiences. Virtual peer support groups will be available to members who have implemented lay roles and will be accessed via a secure, login-enabled section of the CCI web site.



Description: The Institute will work collaboratively with a selected vendor specializing in learning and development to create interactive web-based modules for members seeking to implement and evaluate

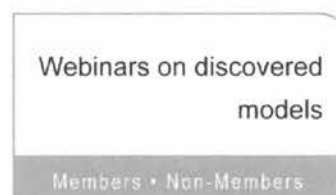
specific lay roles/models studied and translated in the Institute. Technical assistance will be derived from best practices and the model specific implementation toolkit developed in the Translate phase. Web-based technical assistance will be available only to members who are implementing specific lay roles and models studied and translated in the Institute. Technical assistance may be primarily delivered through the website, the Institute's adapted technology solution, or via the LMS, and sporadically over the phone or in-person.



Description: The Institute will work collaboratively with a selected vendor specializing in learning and development to create e-Learning modules for members seeking more information on specific lay roles and models. The activities conducted in the Discover focus area will inform the content used to create these web-based training modules. These web-based training modules will be role/model

specific. Examples include:

- Lay role and model background
- Specifics of the lay role (i.e., scope of practice, differentiators, a day-in-the-life, etc.)
- Standard workflow and skills building (i.e., basics of documentation, professional boundaries, communication techniques, etc.)
- Training modules and content will be stored in the CMS and accessible to members either directly or through the learning management system (LMS) if audit is needed for the purpose of certification



Description: The Institute will routinely release webinars to introduce discovered lay roles and models. The sole function of these webinars is not to synthesize any knowledge gained from discovering these models, but rather to present the basic facts on these models. CCI will ask organizations using these models to

provide the content to be used for building these webinars. For members and non-members in the early stages of researching various lay roles and models to adopt, CCI anticipates that these webinars will play a valuable role in informing their decisions.

5.6 Institute Differentiators

The Care COPILOT team has had the opportunity this past year to learn about current trends and needs within the healthcare market. The team's observations and interactions confirm that research is plentiful and care management is undeniably a focus. Furthermore, there is little support for healthcare organizations in adopting new lay role models. Currently, healthcare organizations are motivated to change their operations in an effort to follow new regulation and reimbursement. Translation from research to practice is limited in scope and inhibits the ability to truly transform the way healthcare is delivered.

The CCI model was developed to lift up the existing research and identify potential evaluation projects, while providing the support necessary to implement lay role programs in healthcare delivery. While other dissemination models focus solely on research, evaluation, best practices, or tools, the CCI model combines all three to ensure organizations have the capacity to make clinical, organizational, and policy changes that ultimately transform care. In addition, CCI will provide the opportunity for all Institute participants to connect and learn from an integrated network which will further increase the value, reach, and impact that lay roles will have on the future of care delivery.

It is the unique combination of technologies that makes the differentiators possible. Technology provides infrastructure and tools to support an integrated network of various lay role programs, partners, and sponsors along with tools to support evaluation, continuous improvement, and the goals of the CCI. Details of the implementation and development of CCI technology-related components are detailed in Section 7.1.

6. Marketing Strategy

Care COPILOT Institute will engage in a number of marketing activities to promote lay roles in healthcare delivery broadly as well as to promote the activities, products and services to members, partners, and sponsors. Implicit in many of the products and services listed above is the marketing aspects that are woven throughout the main Institute functions. The following marketing strategy provides further details on how marketing will play a role in the operations of CCI.

Actively reach out and travel to meet in person with potential partners and early adopters. In order to establish a meaningful presence as an institute, it will be essential for CCI to build its partner network by drawing on current experts in the field of lay role research and implementation. Over the past few months, Care COPILOT has networked with Ed Wagner and the MacColl Center to learn about other lay role models being studied within the healthcare industry. CCI will use the MacColl Center as a starting point to learn more about these roles and the researchers behind them in an effort to strategically align with these groups and build a broader interest in the Institute. Key activities include, and are not limited to, the following:

- Make direct contact via phone, email with these individuals and groups
- Host and attend in-person meetings
- Become co-presenters with these groups
- Build a panel for a discussion session at a conference
- Offer collaboration resources to partners in the evaluation of laypersons
- Host webinars
- Host a CCI annual conference and invite these innovators to present
- VIP invitation
- Members invitation

Actively promote the Institute through presentations, exhibiting at conferences and networking. Over the past year, Care COPILOT has built relationships with local, regional, and national organizations

and has participated in several conferences within each of these audiences. The team will continue to promote and build CCI through these channels by sharing the Care Guide Model and other models, building a network with others to collect additional results and conduct evaluations.

Actively promote the Institute through CCI website. The CCI website will be redesigned to reflect the needs of the Institute. The website will offer access to downloadable implementation toolkits, web-based training, a discussion portal with other members, links to conferences and professional opportunities, and web-based technical assistance. CCI will identify key areas of interest and provide membership only access to these areas while maintaining an engaging and informational site for non-members.

Actively recruit members. CCI will begin engaging in conversations with potential members at the initial onset of the Institute. The team has identified a few key groups to begin this process with; this includes potential clients from last year, clients currently working with Care COPILOT, and high potential clients that the team has met through conversations, published articles and exhibiting at conferences (detailed in 5.3, Target Market).

CCI will incorporate lessons learned over the past year to launch the Institute. CCI will also take time to understand current market needs through surveying members as they define their needs and roles in the Institute. CCI will develop programs and offerings from these conversations and will actively seek organizations that have an interest in implementation and will work collaboratively to develop future models. Through these actions, a member base will be formed and retained.

7. Operations

Care COPILOT Institute will be operationalized at a careful and meaningful yet rapid pace. There is currently a demand for the products and services that CCI aims to offer and it will be incredibly important to establish a presence early as healthcare organizations are currently seeking changes to their delivery systems. The following section provides timelines for the implementation of Institute activities and technology development as well as an overview the plan to evaluate Institute impact.

7.1 Implementation Timeline

The timeline shown below (Figure 5) provides a broad overview of the how the Institute will be operationalized. The figure does not detail all of the Institute's activities, but rather depicts the emphasis on building infrastructure and standard processes over the first two years. The years shaded with darker colors indicate times of increased building and standardizing.

Figure 5. CCI Activities Timeline.



The Figure 5 timeline depicts the implementation of the Institute overall. The following implementation needs and timeline are specific to the technology development component of CCI.

The volume of data and significant expansion in data sources will require a more formal content management system to track, organize the new and continuous streams of data in a way that exposes it to Institute staff for internal consumption, and to assist in the three Institute focus areas.

The technology tools required will support data collection, relationship management, implementation, communication, and data analysis. The tools and systems needed to support these functions (listed in Table 10) will provide infrastructure during the creation of the CCI but also support the Institute focus areas in a recurring manner.

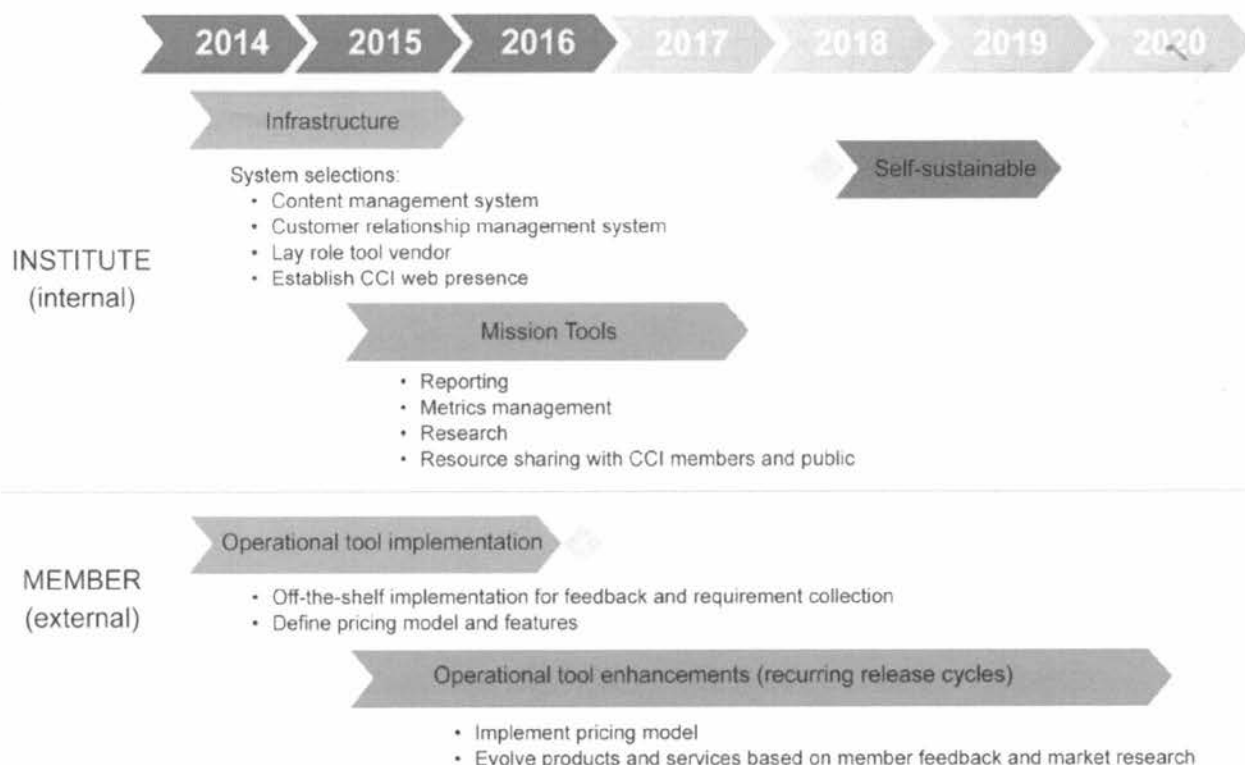
Table 10. Operational Technology Tools.

Objective	Tool/System
DATA COLLECTION	Content Management System (CMS)
MANAGING RELATIONSHIPS (members, partners, and sponsors)	Customer Relationship Management System (CRM)
INITIAL PILOT IMPLEMENTATIONS	Platform/tool selection Learning Management System (LMS)
WEB-BASED COMMUNICATION AND COLLABORATION	Revised CCI website with additional capability
OVERSIGHT, RESEARCH AND ANALYSIS OF PILOT IMPLEMENTATION DATA	Reporting and data collection tools that draw from the platform/tool selected

The timeline below (Figure 6) indicates where in the overall technology roadmap these system selections are needed. A more detailed table of all technologies required is located in Appendix E.

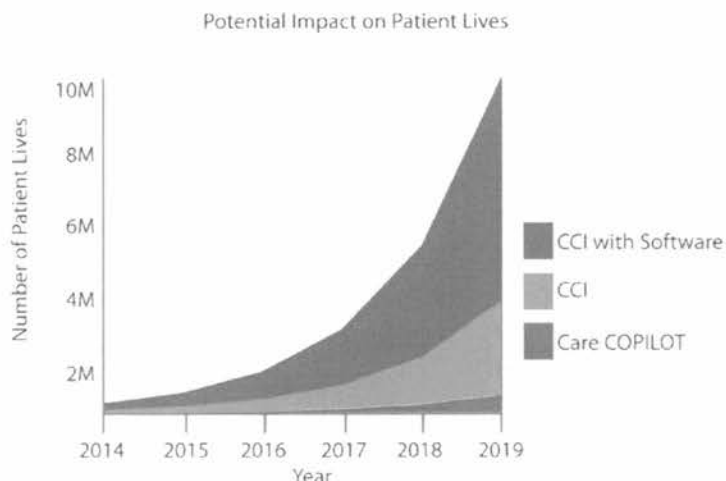
The technology approach for developing the lay role tool in 2014 will be to partner with an established, commercial care navigation product vendor, WellFrame, to confirm that their platform will support the lay role workflow and objectives or identify gaps in their platform that would need to be addressed prior to full commercialization for the CCI. The relationship would have both branding and financial aspects including a "white label" enhancement so that the product in the market is branded as CCI and a financial model where royalties are paid to WellFrame in exchange for using their product in the market. Following the discovery and evaluation period, a decision would be made on formalizing and continuing the partnership or changing direction if any platform gaps are insurmountable or organizational alignment between the CCI and WellFrame can't be reached.

Figure 6. Technology Development Timeline.



7.2 Evaluation of Institute Impact

Impact on Patient Lives. Based on current dissemination efforts, Care COPILOT has reached over 214,000 individuals and organizations through research publications, articles, exhibiting, presentations, website hits and partnerships solely in the last year. Furthermore, approximately 5,000 patients have utilized the services of a care guide. Provided the Care COPILOT Institute continues down this path of dissemination, lay roles could impact an additional 16,000 patient lives in a single year, thereby reaching 85,000 patients by year five.



According to the Centers for Disease Control, 133 million Americans live with at least one chronic disease. In addition to this number are other patients with complex cases, experiencing care transitions, and requiring post-acute care support. Care COPILOT believes that patients in these categories would benefit from a lay role supporting their healthcare experiences. If given the opportunity to expand and scale Care COPILOT's current work through the Institute, the team estimates it has the potential

engage one-tenth of 1% of that market through lay roles in year one and double each subsequent year for the first five years. With that, the Care COPILOT Institute would reach 133,000 individuals in year one and expand our dissemination to over 4.2 million individuals by year five. Moreover, if CCI adds in supportive technology, lay roles will have the ability to double patient panels. As a result of this technology platform, CCI's reach would expand to 260,000 individuals in year one and upwards of 8.5 million individuals by year five.

Organizational Impact. It is vital to the success of the Institute to develop organizational measures that provide focus, drive performance, and support growth. In addition to the ability to monitor Institute performance at an organizational level, these measures will serve as the foundation for department work plans and individual goals for CCI staff. Evaluations will be conducted in five key areas:

- **Customers and Members** (e.g., quantity and/or quality of membership, tiers of members, quantity and/or quality of sponsors/partners)
- **Innovations and Products** (e.g., number of members using technology product, use of implementation toolkits, deployment of implementation grant program)
- **Organization** (e.g., expand personnel, build infrastructure for policies and procedures)
- **Finances** (e.g., net revenue growth, operating margin)

Within each distinct area, specific goals and metrics have been determined for 2014 and are outlined in Appendix F. As the Institute grows and adjusts accordingly to market needs, the CCI team

intends for these goals to remain the same with only the metrics and measures changing and adapting as outside factors fluctuate. The CCI team will revisit the relevance of goals and metrics annually, and will conduct evaluations quarterly as a means to make adjustments in a timely fashion.

8. Human Capital

8.1 Current State Organizational Structure

Since the initial proposal was submitted and approved, Care COPILOT has experienced growth in both the number of staff involved as well as the skills and competencies gained to evolve the mission and vision.

Over the last year, Care COPILOT has functioned under a flat organizational structure allowing for efficiency and agility as staff helped clients with questions and established relationships to understand the current marketplace. Care COPILOT has also utilized this flat structure to determine how CCI can differentiate from others and establish itself as the subject matter expert in regards to the lay role in healthcare delivery. Thus far, Care COPILOT employees have been hired because of their domain knowledge and firsthand experience as or with the lay role in care delivery. All of these advantages have provided a quick learning curve for the team.

As Care COPILOT looks to expand its offerings and achieve the new mission under CCI, it will be necessary to grow the number of employees. There currently is not an adequate number of personnel to complete the necessary Institute work in the timeframe required to stay at the forefront of lay roles and associated technology in care delivery. Furthermore, as CCI looks to expand its offerings and services, some specialized skills will be required and are not present within Care COPILOT's current employees. Figure 7 shows the current organizational structure and its advantages and challenges.

Figure 7. Current Organizational Structure.



Advantages

- Flat organizational structure
- Maximized skills utilized that are currently available
- Efficient
- Quick to respond / agile
- Relationship based
- Strong domain knowledge; firsthand experience

Challenges

- Resource constrained
- Gaps in required competencies
- Organizational processes, procedures, and existing governance fall under Allina's structure
- Reliant upon Allina's corporate infrastructure to accomplish milestones

8.2 Initial Structure

As Care COPILOT grows into CCI, it is the intention to keep it relatively small from a staffing perspective while still ensuring that adequate skills and competencies are available to achieve the mission and goals. CCI does not plan on the organizational structure growing to have several reporting layers and bureaucracy. The Institute's goal is to remain the agile, efficient, expedient body that it currently is while providing key services and products to members, non-members, sponsors, and partner network.

Hiring will have to take place in order for CCI to evolve and reach its potential. Growth of the internal organizational structure has been well thought out. There will be several triggers that need to take place in order for the Institute to take action and add the additional costs of hiring another employee. Key hiring triggers include the following:

- Volume of RFPs
- Number of implementations
- Membership count increase
- Number of partners in network/sponsors
- Number of sites served
- Healthcare or public policy changes
- Updates (e.g. to the ToolKit, software, website)
- Revenue

During any given phase of grant implementation, an operations and evaluation employee will be needed to dedicate half their time to support a single grantee organization. Thus, a Care COPILOT employee has the bandwidth to accommodate 2-3 grantees at any given time, depending on the size and customization level for the organization.

In the initial organizational structure, with CCI's goal of providing 4 grants in the initial year, the Institute will need to hire additional operations and evaluation team members to ensure a smooth and successful implementation and evaluation. These additional hires are reflected in Figure 8, which also depicts the overall initial organizational structure of CCI. This initial phase has a paced hiring process, as indicated by the different colors in the figure.

Figure 8. Initial Organizational Structure



9 Employees required for initial phase

- Immediate need
- Hire over next 1-2 years

*Skills/experience preferred: Financial, Medical, Consulting and Healthcare or Public Policy background

**Outsourced function (e.g. Legal, HR, Principle Investigator, Finance Admin, Developers, Web Editor, Testing)

Unpaid roles: MHA Intern Program, Volunteers

8.3 Initial Organizational Roles

The description for each role in the Institute has been carefully researched. Again, the goal is to keep the organization flat. CCI will hire employees that are able to: fulfill various duties, have direct experience with care delivery and lay roles, push the Institute to the forefront of lay role knowledge, and have a passion to help members succeed. Detailed job descriptions for the Institute's initial organizational structure can be found in Appendix F.

8.4 Initial Organizational Salaries

Several data points were researched and reviewed to ensure that CCI compensates its new and current employees fairly. The Institute will ensure that compensation is equitable both internally and at a fair market price.

The Institute anticipates that new employees will be brought into the organization with a review of the number of years of experience, the number of years in the healthcare industry and their background/degree. They will be slotted into a range that has been established for each role. The salary ranges will be reviewed on an annual basis to ensure that they are market competitive and realistic for the Institute's budget. Information on the anticipated salaries for each position in the Institute's initial structure can be found in the Financials section (section 9.1).

Information on the anticipated rates for outsourced functions of the Institute were also collected and reviewed. These rate will also be reviewed annually to ensure they are market competitive and within the budget of the Institute.

8.5 Goal for CCI Personnel

The goal of the Institute will be to fill the roles with employees who embody the mission and vision of the Institute. It will be necessary to grow the organizational structure and to establish processes to ensure that the Institute functions efficiently with all of the proper tools and communication. CCI aims to meet the needs of members, non-members, sponsors, and partners while staying on the cutting edge of healthcare delivery through the lay role.

8.6 Advisors

CCI will have an advisory board that will be comprised of individuals than can help it:

- Achieve the mission and vision laid out in this document
- Keep CCI apprised of up and coming research and advancements in the area of healthcare industry trends and technology solutions
- Connect CCI to existing networks to help discover novel lay roles and models nationally and internationally
- Advise the Institute on selecting discovered models to enlist for formal discover and translation
- Review implementation grant applicants, and provide recommendations for recipients
- Ensure stewardship of the funds

As such, CCI will construct an advisory board that consists of 5 external and one to two Allina Health individuals. At this point, the team has identified the following external individuals as potential board members: Robert Stevens, MHA, CEO of Ridgeview Medical Center; Robert Tavares, VP of Strategic Partnerships, Emmi Solutions; a leader from the MacColl Center for Health Care Innovation; and another external national leader.

The Allina Health individuals would include Penny Wheeler, MD, president of Allina Health and Ben Bache-Wiig, MD, president of Abbott Northwestern Hospital. Kim Radel, MHA will be the primary point of contact between CCI and the advisory board and an ex officio member. As such, she will call the meetings, define the agenda and lead the advisory board meetings. The external advisors will be considered and solicited when approval to proceed has been received from the Robina

Foundation Board. The COPILOT advisory board will convene on a quarterly basis to review the elements noted above.

9. Financials

9.1 Budget

Care COPILOT anticipated spending \$1.18M of the \$2M total in the first year of operation. In actuality, though much was accomplished over the course of the last year and three months, Care COPILOT has only spent \$518,543, one fourth of the previously proposed budget. A large portion of the original funds were dedicated to building out a new space, website development and grant awards to provide organizations funds to implement the role. Given that the Care COPILOT staff offices are located within the Allina Health corporate offices, the budgeted \$300,000 was not spent. Furthermore, the initial website expense was half of the anticipated cost.

With the newly accelerated direction to fulfill our mission to rapidly spread the lay role model, Care COPILOT requests an additional \$7,403,372 over the next 4 years for the development of CCI. Please refer to Table 11 on the following page for a detailed pro forma.

Table 11

		Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
		2014-15	2015-16	2016-17	2017-18	2018-19	
Software Implemented in # Clinics		2	5	10	25	75	
REVENUES							
	Robina Foundation - previously approved	\$ 1,396,065					\$ 1,396,065
	Robina Foundation - request	\$ 410,347	\$ 2,861,471	\$ 2,607,506	\$ 1,551,295		\$ 7,430,619
	Revenue from software	\$ -	\$ 360,000	\$ 720,000	\$ 1,800,000	\$ 5,400,000	\$ 8,280,000
	Revenue from services		\$ 36,000	\$ 72,000	\$ 180,000	\$ 540,000	\$ 828,000
	Revenue from sponsors, grants, social venture capital		\$ 250,000	\$ 250,000	\$ 300,000	\$ 400,000	\$ 1,200,000
	Total Revenue	\$ 1,806,412	\$ 3,507,471	\$ 3,649,506	\$ 3,831,295	\$ 6,340,000	\$ 19,134,684
EXPENSES							
{Salaries}		2 qtrs					
Staff	Medical Director		\$ 50,000	\$ 52,500	\$ 55,125	\$ 57,881	\$ 215,506
	Executive Director	\$ 82,500	\$ 173,250	\$ 181,913	\$ 191,008	\$ 200,559	\$ 829,229
	Director of Operations	\$ 54,500	\$ 114,450	\$ 120,173	\$ 126,181	\$ 132,490	\$ 547,794
	Operations Lead		\$ 63,368	\$ 66,536	\$ 69,863	\$ 73,356	\$ 273,122
	Member Implementation Lead	\$ 32,500	\$ 68,250	\$ 71,663	\$ 75,246	\$ 79,008	\$ 326,666
	Membership/HR/Training Lead	\$ 25,625	\$ 107,625	\$ 113,006	\$ 118,657	\$ 124,589	\$ 489,502
	Director of Information Technology		\$ 140,700	\$ 147,735	\$ 155,122	\$ 162,878	\$ 606,435
	IT Sales		\$ 134,000	\$ 140,700	\$ 147,735	\$ 155,122	\$ 577,557
	Director of Research and Development	\$ 54,500	\$ 114,450	\$ 120,173	\$ 126,181	\$ 132,490	\$ 547,794
	Evaluation Lead		\$ 93,400	\$ 98,070	\$ 102,974	\$ 108,122	\$ 402,566
	Research & Data Analytics Lead	\$ 16,375	\$ 68,775	\$ 72,214	\$ 75,824	\$ 79,616	\$ 312,804
	Grant Coordinator	\$ 30,875	\$ 64,838	\$ 68,079	\$ 71,483	\$ 75,058	\$ 310,333
	Director Marketing/PR/Policy	\$ 30,875	\$ 129,675	\$ 136,159	\$ 142,967	\$ 150,115	\$ 589,790
	Marketing Lead	\$ 36,750	\$ 77,175	\$ 81,034	\$ 85,085	\$ 89,340	\$ 369,384
	Administrative Assistant		\$ 48,500	\$ 50,925	\$ 53,471	\$ 56,145	\$ 209,041
	Total Salary Expenses	\$ 364,500	\$ 1,448,455	\$ 1,520,878	\$ 1,596,922	\$ 1,676,768	\$ 6,607,522
{Benefits}							
	27%	\$ 98,415	\$ 391,083	\$ 410,637	\$ 431,169	\$ 452,727	\$ 1,784,031
	Legal	\$ 7,800	\$ 8,190	\$ 8,600	\$ 9,029	\$ 9,481	\$ 43,100
Outsourcing	IT	\$ 216,000					\$ 216,000
	Strategy	\$ 45,000	\$ 63,000	\$ 66,150			\$ 174,150
	HR	\$ 20,800	\$ 21,840				\$ 42,640
Total Personnel & Other		\$ 752,515	\$ 1,932,568	\$ 2,006,264	\$ 2,037,120	\$ 2,138,976	\$ 8,867,443
OTHER EXPENSES							
Grants	Implementation (2 FTEs/site)	\$ 150,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,750,000
Lease			\$ 52,500	\$ 55,125	\$ 50,000	\$ 50,000	\$ 207,625
Supplies	All, including food	\$ 11,250	\$ 11,813	\$ 12,403	\$ 13,023	\$ 13,674	\$ 62,163
	Printing	\$ 7,500	\$ 10,500	\$ 11,025	\$ 11,576	\$ 12,155	\$ 52,756
Travel	Mileage, Business, Conf related	\$ 50,000	\$ 220,500	\$ 231,525	\$ 243,101	\$ 255,256	\$ 1,000,383
Advisors	Advisory Board (2/year)	\$ 25,000	\$ 52,500	\$ 55,125	\$ 57,881	\$ 60,775	\$ 251,282
Partners	Partners (research PIs) 5	\$ 70,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,070,000
Technology	Care COPILOT platform - develop	\$ 250,000					\$ 250,000
	Platform development - royalties		\$ 25,200	\$ 72,000	\$ 180,000	\$ 360,000	\$ 637,200
	Institute infrastructure and tools						
	Server / hosting	\$ 9,750	\$ 13,650	\$ 14,333	\$ 15,049	\$ 15,802	\$ 68,583
	Microsoft Office software	\$ 400	\$ 420	\$ 441	\$ 463	\$ 486	\$ 2,210
	Content management system (CMS)	\$ 25,000	\$ 26,250	\$ 27,563	\$ 28,941	\$ 30,388	\$ 138,141
	Customer relationship management (CRM)	\$ 30,000	\$ 31,500	\$ 33,075	\$ 34,729	\$ 36,465	\$ 165,769
	E-mail campaign management	\$ 500	\$ 525	\$ 551	\$ 579	\$ 608	\$ 2,763
	Learning management system (LMS)	\$ 250,000	\$ 262,500	\$ 275,625	\$ 289,406	\$ 303,877	\$ 1,381,408
	Reporting and analytics	\$ 2,500	\$ 2,625	\$ 2,756	\$ 2,894	\$ 3,039	\$ 13,814
Other fees	Web site development	\$ 75,000	\$ 20,000	\$ 21,000	\$ 22,050	\$ 23,153	\$ 161,203
	Webinar broadcast	\$ 1,188	\$ 1,247	\$ 1,310	\$ 1,375	\$ 1,444	\$ 6,564
	Dues/Memberships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Furniture & equip Expenses		\$ 50,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 140,000
Total Other Expenses		\$ 958,088	\$ 1,431,730	\$ 1,493,856	\$ 1,631,068	\$ 1,847,121	\$ 7,361,864
Indirect (10%)		\$ 95,809	\$ 143,173	\$ 149,386	\$ 163,107	\$ 184,712	\$ 736,186
Total Operating Expenses		\$ 1,806,412	\$ 3,507,471	\$ 3,649,506	\$ 3,831,295	\$ 4,170,809	\$ 16,965,493
Net Income		\$ 0	\$ 0	\$ (0)	\$ 0	\$ 2,169,191	\$ 2,169,191

TOTAL 2014 - 2018 Robina Request

\$7,430,619

9.2 Budget Justification

9.2.1 Care Copilot Institute Revenue

Revenue will flow into CCI through three major sources. The first is from Robina Foundation funds. The second will be funding obtained through CCI sponsorships, other external grants and other social venture capital organizations. Lastly, the funding that will ultimately be necessary to make CCI self-sustainable will be the software-related revenue model. The software model is based on a per-patient subscription with consulting/implementation fees and uses the following assumptions:

Assumptions	
Cost per patient/month	\$10
Patient per care guide	300
Care guides per clinic	2
Royalty paid for software platform	5%
One-time white label	\$250,000
Consulting % of platform revenue	10%

To establish the market opportunity, Care Copilot examined a research report that includes revenue forecasts for clinical analytics. The clinical analytics subcategory of CRM provides a proxy for the care guide work that is founded in relationships.¹⁸ Based on the projected number of clinic implementations and a market survey on the growth of medical analytics software, CCI's software-related revenue reached in Year 4 (2017) would represent slightly less than 1% of the overall market forecast.

9.2.2 Care Copilot Institute Expenses

A few major shifts in the CCI vision have attributed to the budget adjustments from the original proposal in 2012 (Appendix I, Original Care Copilot Pro Forma). The tools and systems that need to be in place, as described above in Table 10, make up \$394,000. Each required system will have ongoing annual fees. Additionally, since CCI will not be charging member organizations for access to lay role tools, resources, or general training offerings, the cost to staff the CCI development will be an ongoing annual expense no longer offset by consulting fees. Additional staff will be dedicated to the implementation and support of grantee organizations throughout the year. This will allow interested organizations, who would otherwise not have the resources to implement and study a new care model innovation, to hire, train, and evaluate care guides and other lay roles while benefiting from the use of new lay role technology to better engage patients in their care.

¹⁸ (2012). "Healthcare Analytics & Medical Analytics Market (Predictive Modeling, Clinical Analytics, Financial Analytics & Others) – Trends & Global Forecasts to 2017", *Markets and Markets*.

Appendices

- A. Descriptions of Lay Roles in Healthcare Delivery
- B. Technology Business Models Explored
- C. List of Clinics Participating in LEAP Program
- D. Potential Software Models
- E. Technology Tools to Support Phases, Products, and Services
- F. Institute Goals and Metrics
- G. Organizational Role Descriptions
- H. Original Care COPILOT Pro Forma: 2013-2017

Appendix A. Descriptions of Lay Roles in Healthcare Delivery

Layroles in Healthcare Delivery	Description
Coaching Models • Health Coach • Transitions Coach • Peer Coach	The various coaching models are based on a similar foundation that the coach partners with patients to share information and enhance skills in order to self-manage their disease and communicate with providers. <i>Examples:</i> Eric A. Coleman, MD, MPH, Division of Health Care Policy and Research, University of Colorado Denver, School of Medicine. (Personal communication). Huffman, M. (2007). Health coaching: A new and exciting technique to enhance patient self-management and improve outcomes. <i>Home Healthcare Nurse</i>, 25(4), 271.
Peer Support Models • Expert Patient • Peer Support Specialist • Chronic Disease Self-Management	Peer support models encompass lay persons that have the same disease as the patient and are charged with providing support and/or education to encourage effective self-management of their conditions. <i>Examples:</i> Kennedy, A. (2007). The effectiveness and cost effectiveness of a national lay-led self care support programme for patients with long-term conditions: A pragmatic randomised controlled trial. <i>Journal of Epidemiology and Community Health</i>, 61(3), 254. Lorig, K.R. (1999). Evidence suggesting that a chronic disease self-management program can improve health status while reducing hospitalization: A randomized trial. <i>Medical Care</i>, 37(1), 5.
Health Lead Advocates	Health Leads Advocates are college students recruited and trained to fill doctor-provided prescriptions for basic resources such as food and heat for a patient's home. The Health Leads Advocates fill these prescriptions by working side-by-side with patients to navigate and connect them with community resources. <i>Examples:</i> HealthLeadsUSA.org
Community Health Worker • Promotoras	Community Health Workers (CHW) include lay members of communities who often share ethnicity, language, socioeconomic status and life experiences. CHWs provide culturally appropriate health education, assist people in receiving the care they need, offer counseling on health behaviors and may assist with chronic condition self-management. <i>Examples:</i> Corkery, E. (1997). Effect of bicultural community health worker on completion of diabetes education in a hispanic population. <i>Diabetes Care</i>, 20(3), 254. Witmer, A. (1995). Community health workers: Integral members of the health care work force. <i>American Journal of Public Health</i>, 85(8 pt 1), 1055.

Appendix B. Technology Business Models Explored

Blueprint: Blueprint Care Navigator solution uses standard technologies in their applications to support a wide customer base and to make communication and workflow tools accessible to providers, care guides, and patients. These applications are available over the web and on mobile devices and Blueprint also has a desktop tool for clinicians to use alongside an EHR. Building upon the Microsoft suite lends itself to tight integration with other workflow-related Microsoft tools such as Outlook for managing communication and Excel for data analysis.

The platform is designed for administrative workflow and communications as opposed to clinical operations; therefore it can be rolled out to new customers relatively quickly. The base functionality includes standard care plan and workflow templates that can be used immediately or customized based on provider preference. Additional functionality, typically derived from interfaces to leverage insight from clinical data, can be added later. Once the system is configured and in production, real-time communications and workflow management is available to all users in all applications.

WellFrame: WellFrame is a technology supplier with a hosted patient engagement and communication platform. With an initial audience of therapeutic programs at academic medical centers, the company has expanded to also serve pharmacy benefit management and insurance plan customers.

The WellFrame platform is focused on post-care communication with patients outside of the EHR and emphasizes use of the care plan for management of the patient. When a care plan is established for a patient, the WellFrame system algorithm intakes the care plan, tailors it based on inputs such as motivational interviewing, and creates a plan for check-ins with the patient by expert patients, peer patients, or any specified lay person. The timeline and reminders for check-ins are driven by algorithms including care plan gaps in activity and data-based changes, such as new lab results. The timelines, reminders, and platform for communication between the patient, care guides, and other care team members are available via tablet, mobile, and browser-based interfaces.

Spyder Trap: Spyder Trap is a Minneapolis-based online marketing, web design, and web development company. Based in part on their successes in marketing and healthcare application development, Spyder Trap was engaged by Care COPILOT to design a prototype for CCI infrastructure, research, and platform for patient engagement by lay role resources. The work conducted by Spyder Trap included observation of a care guide focus group, identification of possible user roles needed in a deployed CCI model, and documentation of high-level functional and non-functional requirements for the infrastructure and platform.

The product of their work is a proposal for the development of a custom solution to support all aspects of the CCI model from research and administration to the platform for patient engagement. Phases of the proposal include additional discovery, design, development, testing, implementation and ongoing support. The complete proposal and supporting documents are available for review.

Appendix C. List of Clinics Participating in LEAP Program

The LEAP (Learning from Effective Ambulatory) Project has selected 31 primary care sites across the country to visit and learn from to identify practice innovations that make primary care more efficient, effective, and satisfying to patients and providers. The practices will share their innovative uses of staff both during the site visit and in a learning community with their fellow exemplars. Site visits have begun and will continue through autumn 2013.

Primary Care Practice	City	State
Sebastopol Community Health Center	Sebastopol	CA
Asian Health Services	Oakland	CA
Clinica Family Health Services	Lafayette	CO
High Plains Community Health Center	Lamar	CO
Westminster Medical Clinic	Westminster	CO
Miramont Family Medicine	Ft. Collins	CO
Unity Health Care	Washington	DC
Mercy Clinics Inc. - Mercy Indianola Family Medicine	Indianola	IA
Maple City Health Care Center	Goshen	IN
Daughters of Charity Health Centers	New Orleans	LA
Harvard Vanguard Medical Associates, Medford	Medford	MA
Cambridge Health Alliance - Union Square Family Medicine	Somerville	MA
Martin's Point Health Care, Bangor Health Care Center	Bangor	ME
Penobscot Community Health Center	Bangor	ME
Fairview - Rosemount Clinic	Rosemount	MN
Dartmouth Hitchcock-Keene Clinic	Keene	NH
Hidalgo Medical Services	Silver City	NM
Union Health Center	New York	NY
Highland Family Medicine	Rochester	NY
Neighborhood Family Practice	Cleveland	OH
Old Town Clinic	Portland	OR
Eastern Oregon Medical Associates	Baker City	OR
The Wright Center for Primary Care Mid-Valley Clinic	Jermyn	PA
11th St Family Health Services of Drexel University	Philadelphia	PA
North Willow Grove Family Medicine	Willow Grove	PA
CareSouth Carolina	Bishopville	SC
South East Texas Medical Associates	Beaumont	TX
Providence St. Peter Family Medicine	Olympia	WA
Family Care Network	Bellingham	WA
Ellsworth Medical Clinic	Ellsworth	WI
Cabin Creek Health System	Clendenin	WV

Appendix D. Potential Software Models

Based on the need to support variable price levels and functional needs, two potential software models are proposed: a Traditional model and a Freemium model.

The Traditional model assumes a free evaluation period during which lay role programs can assess the software for fit within their needs. The core, off-the-shelf tool selected will have been based on market research, so the base program will meet the needs of many organizations. In addition, the evaluation period will provide an opportunity to solicit feedback from the pilot organizations on product and service capabilities that are desired but not yet included in the platform.

These identified gaps will part of a continuous feedback loop into the software development roadmap so that over time, the platform will be enhanced to provide additional capabilities that meet the lay role market need. Following the evaluation period, the software will be available to organizations at a cost aligned with the ROI (return on investment) and organization's ability to purchase the software license.

"Traditional" Model



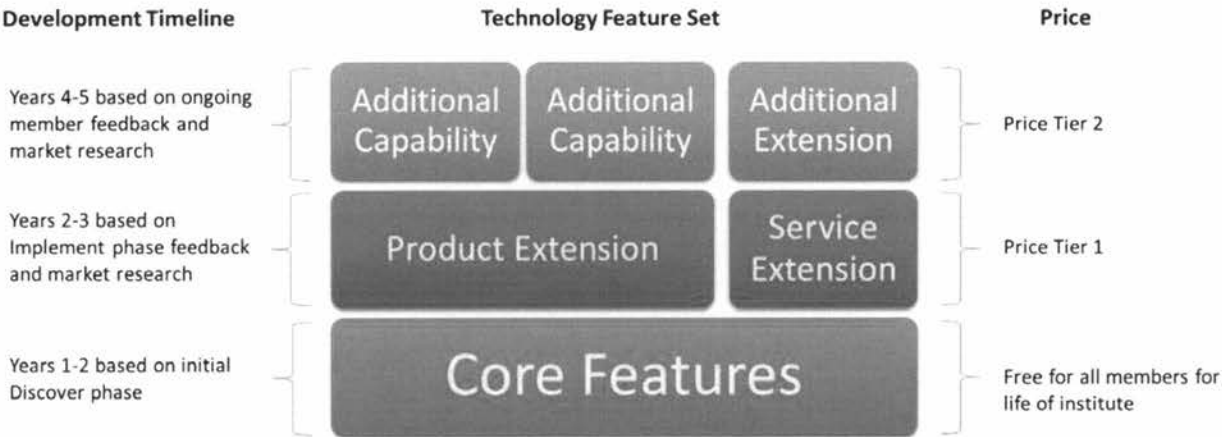
The Freemium model differs slightly from the Traditional model in a key dimension: price. The Freemium model will be designed so that a set of core features will be free not only during an evaluation period but for the life of the Institute. Similar to the Traditional model, features and requirements will be defined through market research and member feedback loops but the Freemium model differs in that certain features that are more expensive to produce and deliver will be first available to those organizations that purchase software extensions.

In a sense, the organizations that can afford to purchase software will be assisting the CCI in providing a free model to those organizations that cannot afford the expense or choose to operate with a reduced feature set. LinkedIn and Google have similar business models where a base feature set is free to all users but advanced features are available at cost. Over time and based on

the CCI financial status, a decision could be made to include advanced features in the base model, similar to the auto industry. Features that were once only available in luxury automobiles (e.g. air conditioning, power windows, air bags) are now standard features in most automobiles.

“Freemium” Model
Feature limited

- Freemium model begins with a set of core features that are free for institute members and will remain free for life.
- Additional layers of functionality (product features and services) are added over time
- The price (member cost) for each additional, optional layer is based on the development/delivery cost and market price tolerance to ensure sustainability
- Examples of this model are LinkedIn and Google
- Additional pricing tiers could be added based on capacity, user/patients, or member category (e.g. non-profit)



Appendix E. Technology Tools to Support Phases, Products, and Services

Tool/Technology	Description	Phase Use / Goals Supported	When Needed	Approach
CCI platform	The system used to allow lay person roles to engage, manage, and support patients. This system may be developed or adapted from a commercial offering based on the experience of care navigators and requirements gathered during the Discover phase.	• Translate • Implement	Prior to implementing first CCI site	Build based on requirements from the Discover phase or adapt an existing commercial product/platform that has the required functionality.
Content management system (CMS)	A system that provides a centralized repository for all content that is used internally by the institute and provides the ability to distribute and make accessible content to the public, members, partners, and sponsors.	• Discover • Translate • Implement	In support of the lay role discovery and market scan	Identify an existing commercial product.
Customer relationship management (CRM) system	A system for managing interactions with interested parties including members, sponsors and partners.	• Discover • Implement	In support of the lay role discovery and market scan	Identify an existing commercial product.
E-mail campaign management	A system for managing e-mail communications to sets and subsets of members, sponsors, and partners.	• Translate • Implement	In support of the dissemination of institute resources to members, partners, and sponsors	Identify an existing commercial solution.
Learning management system (LMS)	A system for providing educational materials, tracking progress, and allowing for certification upon completion of specified activities.	• Implement	In support of site implementations and ongoing education.	Identify an existing commercial solution.
Reporting and analytics	A set of tools to provide for extraction and analysis of program data to enable member support, ongoing evaluation and measurement of lay person programs.	• Implement	In support of site implementations	Identify an existing commercial product.
Web-based video calls and chat	The ability for interaction between institute staff and members over live, web-based video and through online chat.	• Implement	In support of site implementations	Identify an existing commercial product.
Web-based member forum	A system to enable online, member-to-member discussions for peer support and without the requirement of the institute to facilitate.	• Implement	In support of site implementations	Identify an existing commercial product, integrate into the institute web site, or integrate into the CRM
Webinar broadcast	The ability to transmit live and pre-recorded video over the web.	• Translate • Implement	In support of the dissemination of institute resources to members, partners, and sponsors	Identify an existing commercial product.

Appendix F. Institute Goals and Metrics

	GOAL 1	GOAL 2	GOAL 3
CUSTOMER / MEMBER	1000 enrolled members - signed up by the end of the year	Get formal commitment (contracts) from 5 partners by the end of the year	Active members; need to define active Evaluation
INNOVATION / PRODUCTS	eLearnings - produce 7 to 10 modules / videos by Q3 • # of people using by end of Q4 • Customer satisfaction survey	Standardize toolkit process by the end of the year	Develop grant program and implementation • Two (2) grants implemented by the end of the year; Fill 2-4 lay roles; Evaluate
ORGANIZATION	Attract and retain talent to internal institute	Become wholly owned subsidiary by Q3	Build infrastructure: policies, procedures, process (technology, HR, etc.) Governance 2015 Establish Advisory Board (8-9 members; establish market, assess who gets grants, network to expand CCI) and Governance Board/Board of Directors (keep small, 5 members)
FINANCIAL	Gain \$250K external money - beyond Robina Foundation (sponsors, grants, social venture capital)	Build revenue model by the end of the year	Choose technology vendor by Q3

Yearly goals + metrics?

Appendix G. Organizational Role Descriptions

The role descriptions and salary information listed below were compiled using the following sources: Charity Navigator, 2013 Charity CEO Compensation Study, October 2013, Minnesota Non-Profit Salary and Benefits Survey (2012), Allina salaries, Industry websites (e.g. salary.com, indeed, Compasspoint.org, Guidestar.org, The Bridgespan group, Chronicle of Philanthropy, eHow, SimplyHired, Bureau of Labor Statistics, PayScale, Chron) and a consulting group Collective Genius.

Role	Description	Activities
Medical Director	This role is responsible for ensuring that the Institute meets and achieves its mission, goals and financial objectives.	Business Development; establish presence in marketplace Lead team to meet mission, goals and finances of the Institute
Executive Director	This role works with the Medical Director, ensures that CCI meets its mission, financial objectives and oversees the running of the Institute. This role is responsible for creating the strategy of the organization, providing leadership for CCI employees, and building relationships in order to gain Members.	Establish Institute's presence in the market Run day to day operations of CCI Provide strategic direction Provide leadership to CCI employees Oversee budget
Director Programs & Operations	This role works hand in hand with the Exec. Director/President to provide leadership to the Institute's strategic planning process and will implement new program strategic initiatives.	Develop, implement, manage operational aspects of the budget Assist with the growth of the institute Cultivate relationships Provide leadership Create tools to track and report on progress of the strategic plan implementation
Operations Lead	This role supports the Director of Operations to ensure member needs are met. The role is also responsible for product development and implementation, grants management, and ensuring implementations meet the Institute's organizational mission.	Support Director of Operations Help lead implementations Assist with product development Assist in reviewing RFPs and awarding of grant money Ensures Institute goals are met
Member Implementation Lead	This role supports the operations by ensuring Membership implementations are smooth; providing customer service to the new member.	Manage questions from Members Provides materials and updates to Members Capture best practices Assist in the review of grants

Membership/HR/ Training Lead	This role works hand in hand with the Members, leading communications, updates, training for sponsors at the client site, as well as the layperson role.	Provides direction communication, training and other updates to members and lay roles Provides HR and training needs to Institute employees
Director Finance and Administration	This role is responsible for ensuring that the appropriate financial infrastructure/systems are in place to support the Institute's growth. The role will manage the financial systems (and consultants) and be involved in the strategic planning for the Institute.	Manage the financials and all reporting materials Oversee budget, financial forecasting, and cash flow Coordinate all audit responsibilities Oversee Institute's physical space Manage consultants
Director Information Technology	This role will define, update and implement the IT strategy; managing it across the enterprise. Will oversee software/hardware for Institute and members. Create IT processes.	Set IT strategy Manage software/hardware Oversee consultants Ensure eLearning modules for members meet Institute's mission
Director Research & Development	This role will be responsible for understanding the marketplace landscape and develop the research and development strategy.	Research marketplace trends Develop and manage strategic partnerships/relationships Oversee the development and evaluation of member products Communicate findings to members, partners, and sponsors
Evaluation Lead	This role will lead the evaluation/measurement activities to identify the effectiveness of lay roles in healthcare.	Develop and implement evaluation plans for Institute models Develop and implement technical assistance/support plan and resources for members Provide customized evaluation consultation to Institute grantees Determine and communicate best practices in lay role models
Research & Data Analytics Lead	This role will be responsible for developing the data analysis scope, plan and metrics for the organization.	Conduct data analysis for Institute grantees Develop technical assistance/support plan related to data analysis for members Translate data into findings Document trends and provide recommendations

Grant Coordinator	This role will be responsible for facilitating the RFP process and overseeing the CCI grant program.	Oversee RFP process Coordinate grantee needs, logistics, communications and reports Develop report findings
Director Marketing/Communications/ Public Policy	This role will be responsible for developing and managing all communications/marketing plan/activities, while staying on top of public policy and the shifts in healthcare that affect CCI and its role in the marketplace.	Create Marketing and communications strategy Involved in public policy, what is trending in the marketplace and relaying back to ensure CCI is on the cutting edge Ensuring CCI is represented at the appropriate conferences/venues
Marketing Lead	This role will help set and guide the strategy for all communications, website, collateral, and PR to consistently articulate the Institute's mission. This role helps ensure that the communications plan is rolled out to create awareness of the Institute's mission.	Assists Director in ensuring strategy met Overseeing collateral to make sure CCI is a recognizable brand Ensures white papers are written, conferences attended
Administrative Assistant	This role supports the Executive Director; managing their schedule, travel, speaking events, etc. The role manages the office of the Institute as well.	Manage calls, calendar, travel, and schedule of Exec. Director and President Create presentations Office supplies; misc Support administration duties of office

Appendix I. Original Care COPILOT Pro Forma: 2013-17

	<i>CoPILOT Five-year Pro Forma</i>					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Revenue						
Robina Foundation	\$1,180,000	\$300,000	\$238,000	\$175,000	\$107,000	\$2,000,000
Revenue from Operations	\$0	\$164,800	\$254,400	\$392,400	\$537,600	\$1,349,200
Governmental Revenue	\$0	\$140,000	\$150,000	\$130,000	\$150,000	\$570,000
Private Foundation	\$0	\$70,000	\$175,000	\$185,000	\$150,000	\$580,000
Total Revenue	\$1,180,000	\$674,800	\$817,400	\$882,400	\$944,600	\$4,499,200
Expenses						
Personnel & Fringe						
Relationship/Project Manager	\$99,840	\$102,835	\$105,830	\$108,826	\$111,821	\$529,152
Training/Program Development	\$99,840	\$102,835	\$105,830	\$108,826	\$111,821	\$529,152
Business Development	\$0	\$64,272	\$132,288	\$136,032	\$139,776	\$472,368
Clinical Lead	\$62,400	\$64,272	\$66,144	\$68,016	\$69,888	\$330,720
Total Personnel & Fringe	\$262,080	\$334,214	\$410,093	\$421,699	\$433,306	\$1,861,392
Other Expenses						
Implementation Award	\$0	\$100,000	\$125,000	\$125,000	\$125,000	\$475,000
Study Award	\$40,000	\$50,000	\$50,000	\$50,000	\$50,000	\$240,000
Space build-out	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Lease	\$15,000	\$15,450	\$15,900	\$16,350	\$16,800	\$79,500
Website Development	\$100,000	\$20,000	\$20,600	\$21,218	\$21,855	\$183,673
Supplies	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$26,546
Travel	\$0	\$32,000	\$48,000	\$72,000	\$96,000	\$248,000
Printing	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$26,546
Total Other Expenses	\$465,000	\$227,750	\$270,109	\$295,495	\$320,910	\$1,579,264
Indirect Expenses (10%)	\$451,208	\$111,171	\$136,118	\$162,665	\$189,240	\$1,050,403
Total Expenses	\$1,178,288	\$673,136	\$816,320	\$879,860	\$943,455	\$4,491,059
Net Income	\$1,712	\$1,664	\$1,080	\$2,540	\$1,145	\$8,141



Glossary of Terms

Care guide. A care guide is a non-clinically trained professional on the care delivery team that is easily accessible to patients and providers, builds longitudinal peer relationships and supports traditional clinic roles at a low cost. A care guide: has an initial face-to-face introduction, provides routine interactions, shares information, clarifies questions, provides motivational coaching, connects to resources, and documents in patient record.

Care COPILOT. A program to disseminate the Care Guide model, expand the concept to new clinical domains and prepare for establishing a center for the promotion of laypersons on care delivery teams.

Care COPILOT Institute (CCI or Institute). Refers to the Institute that Care COPILOT proposes to establish. Care COPILOT Institute (CCI) is used as a working name in this proposal and it is subject to change.

CCI Platform. The cloud-based software system used by the Care COPILOT Institute with two components: 1.) Care guide tools which allow lay person roles to engage, manage, and support patients and 2.) Database and software to collect program data for analysis by institute researchers and the Care COPILOT Team.



Care COPILOT Team. The current full time staff of Care COPILOT.

Care Guide Model. The Care Guide Model is designed to integrate a non-clinical layperson called a “care guide” who is a minimally trained, but carefully qualified individual. Care guides are involved in direct patient interactions and are active participants in a patient’s primary care delivery team. The Care Guide Model was implemented as an economical solution to improve the quality of care that a chronic disease patient receives.

Content management system (CMS). A software system that is used to collect, edit, and publish content such as documents, images, and videos from a central repository.

Customer relationship management (CRM). A software system that is used for managing contact information and interactions. The system typically is used with customers and more generically with any external entity with whom the organization relates.

COPILOT. Center for the Promotion of Laypersons on Care Delivery Teams.

Electronic Health Record (EHR). A systematic collection of electronic health information about an individual patient or population. It is a record in digital format that is theoretically capable of being shared across different healthcare settings.



Lay role. Non-clinically trained professional; Care Guide specific to the Care Guide Model.

Learning from Effective Ambulatory Practices (LEAP). A program out of the MacColl Center for Healthcare Innovation studying 30 high-functioning primary care practices nationwide and their workforce model innovations that can be replicated and adopted widely.

Learning Management System (LMS). A software system used to delivery educational materials including documents, videos, surveys and quizzes as well as provide tracking and reporting on users and results for audit and reporting purposes.

Members. Active participants of the Institute (healthcare organizations, foundations, centers, universities, etc.).

Non-members. Individuals with interest in the layperson role and the potential career opportunities.

Patient Centered Medical Home (PCMH). A care delivery model whereby patient treatment is coordinated through their primary care physician to ensure they receive the necessary care when and where they need it, in a manner they can understand.

Request for Proposals (RFP). A solicitation made by CCI to seek interested healthcare organizations and offer the opportunity for them to submit a proposal of interest for grant funding support in an effort to implement a lay role within the healthcare organization.

Value. An integrated framework that optimizes patient satisfaction, clinical outcomes, and total cost of care.

ROBINA FOUNDATION

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March 18, 2014

Penny Wheeler, MD, Chief Clinical Officer
Alina Hospital and Clinics

Eric W. Anderson, MD, Medical Director, Palliative Care
Allina Home and Community Services

Dear Penny and Eric,

I am writing to confirm the decision of the Robina Foundation Board of Directors to provide \$3.99 million in funding for the 2015 Transition Phase of LifeCourse. Payment of these funds will be made in February 2015. We understand that this funding will better prepare the LifeCourse team, system, and partners for a multi-arm trial in 2016 through 2018.

Eric reported that the recent NAC meeting was well attended and very productive. We're eager to learn more about the committee's review of your findings to date, as well as committee members' comments on your 2015 proposal. I know that you are working with Steve Schroeder's assistant to find a time for a call in April. I would like to participate in that call, so please keep me posted.

As Steve noted in an email to Eric, the Robina Board had a good discussion of LifeCourse, both the request for 2015 funding and the annual report. Steve passed along several comments made by Board Members:

- In the Brief Project Summary, the fifth bullet point under "Goals" could be expanded to reference palliative care as well as hospice care.
- If the trial shows positive results, you should be prepared for some push back that initiatives that work with Minnesota "nice" may not translate to other parts of the country.
- Steve wondered if you have done power calculations on your most important outcome variables to determine best sample size to achieve significant results.

In addition, Board Members would like more information on why patients and families decline participation in LifeCourse as noted on the graph of Initial Data in your report.

Perhaps we can discuss those items during the upcoming conference call.

We hope that it will be possible for you and other members of the LifeCourse team to attend the Board's August meeting to discuss the initiative and its future. Although we haven't determined the agenda for the meeting, I anticipate that a meeting on August 12 will work best in our schedule.

We were sorry that the Robina Board Meeting conflicted with the special event at Twin Cities Public Television to launch the six-part TPT series aimed at fostering a community dialogue focused on the challenges and opportunities around late life care. I've marked my calendar with the times the first segment will air and am eager to see it.

The Robina Foundation is proud to support this initiative, which holds great promise to improve the quality of late life care in the face of significant changes in health care and the economy. Board Members are impressed by your thoughtful, thorough approach to implementation of the initiative and look forward to working with you as you move to test the model with the multi-arm trial.

Please feel free to contact me if you have questions or concerns.

Warm regards,

Penny A. Hunt
Executive Director

cc: Sandy Schellinger, Heather Britt, Kim Radel

April 11, 2014

Allina Health 

**ABBOTT NORTHWESTERN
HOSPITAL FOUNDATION**

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

Penelope A. Hunt
Robina Foundation
80 S 8th St Ste 4900
Minneapolis, MN 55402-2226

Dear Ms. Hunt:

On behalf of the Board of Directors of the Abbott Northwestern Hospital Foundation, it is my privilege to thank you and the Robina Board for your generous support of the tremendously important LifeCourse project. Together, we can change how our society, our families and our caregivers view, discuss, make and then capture health care and end of life care decisions. The Robina Foundation's commitment of \$3.99 million to the 2015 Transition Phase of the LifeCourse Project will allow this important work to continue on its journey! We are so very grateful.

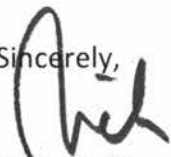
On behalf of my colleagues on the LifeCourse project team, I also want to thank you for providing the comments and questions from Robina's Board Members. We appreciate the Board's insights. The LifeCourse project is true partnership and collaboration. It is more than a grantor-grantee relationship. For that we are most grateful.

Thank you, also, for the invitation to attend your August Board of Directors meeting to discuss the initiative and its future. Representatives from the LifeCourse team and Allina Health, ANW Hospital and Foundation leadership (Ken Paulus, Dr. Ben Bache-Wiig, several ANW Foundation volunteers and I) look forward to joining you!

Sometime in the next month, I will work to get a meeting set so we can discuss the August Board meeting and how Abbott Northwestern Hospital Foundation, on behalf of ANW Hospital, can discuss ways we might honor Mr. Binger and present a request for support of our Critical Care Campaign to the Robina Board.

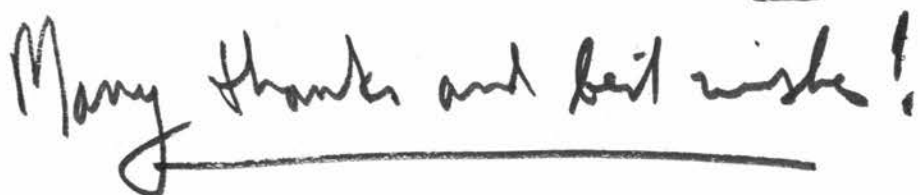
Again, from the entire LifeCourse team, the Foundation, and our Board of Directors, thank you for your compassion and generous support for the LifeCourse project and our continuing partnership and collaboration as we strengthen ANW Hospital's ability to provide great care.

Sincerely,



Richard Meyer
President

Abbott Northwestern Hospital Foundation



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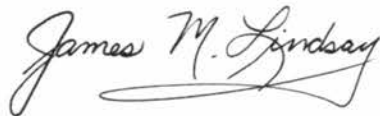
Dear Penny:

I am pleased to submit the annual progress report for the Council on Foreign Relations (CFR) Expanded Diversity Initiative in Foreign Policy. The report covers the period March 1, 2013 through April 29, 2014.

In the second year of the initiative, CFR has worked tirelessly with collaborators at Humanity in Action, the International Career Advancement Program, and the Global Access Pipeline to broaden minority representation in the foreign policy community. The initiative's highlights include exceeding the annual target number of Franklin Williams minority interns; holding a successful Conference on Diversity in International Affairs; and recruiting the inaugural Diplomacy and Diversity Fellowship class. Enclosed you will find two reports: one details activities CFR executed in collaboration with Humanity in Action, while the second details the other activities CFR pursued as part of the Expanded Diversity Initiative.

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
tel 202.509.8405 fax 212.434.9880
jlindsay@cfr.org

Expanded Diversity Initiative in Foreign Policy: CFR Activities

Annual Progress Report to the Robina Foundation

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

Reporting Period: March 1, 2013 – April 29, 2014

Report Due: April 29, 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.

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 partnership 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 activities falling in categories two, three, and four 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.

CFR's efforts to increase the number of minority students choosing foreign policy careers will by definition yield demonstrable results only over a period of years. During its second year in operation, the Expanded Diversity Initiative is accomplishing its long term goal of increasing the number of minority students choosing foreign policy careers. CFR successfully executed all of the proposed activities for year two. Specific program achievements include: exceeding the annual target number

of Franklin Williams interns; deepening contacts with department chairs and professors at historically black colleges and universities, which should broaden the pool of applicants for CFR staff recruiting, the Franklin Williams Internship program, and the Humanity in Action summer programs; executing a successful Conference on Diversity in International Affairs that included an appearance by U.S. National Security Adviser Susan Rice; and hiring a diversity coordinator.

Briefly outline your original goals and objectives as stated in your proposal.

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 initial Expanded Diversity Initiative was launched in March 2012. It consists of four specific elements that were conceived to be interrelated, complementary, and mutually reinforcing: (1) a collaboration with Humanity in Action; (2) an expansion of CFR's current Franklin Williams Internship for college and graduate students from underrepresented groups; (3) a collaboration with ICAP and GAP to heighten awareness among minority students and young professionals about foreign policy career opportunities and to deepen their involvement in the foreign policy community through an annual Conference on Diversity in International Affairs; and (4) increased CFR participation in college career fairs in New York, Washington, DC, and other select cities around the country.

The Expanded Diversity Initiative added additional activities in September 2014. The additional activities covered in this report were: the creation of the diversity coordinator position at CFR, and additional funding for the Conference on Diversity in International Affairs.

These forward-looking and practical activities build on CFR's extensive, longstanding, and ongoing efforts to promote diversity, leveraging CFR's demonstrated strengths in the foreign policy arena, and mobilizing the complementary skills and networks of outside organizations rather than building redundant infrastructure at CFR. The organizations CFR has worked with to carry out the Expanded Diversity Initiative all have considerable expertise on diversity issues.

ICAP seeks to bring greater diversity to staffing of senior management and policymaking positions in international public service and the global private sector through a selective mentorship program and a close-knit alumni network. ICAP's alumni association constitutes the most diverse and robust network of people of underrepresented groups working across every sector in international affairs. Its participants are identified as "rising stars" early in their careers, and many of them now hold senior foreign policy positions. GAP brings together an array of think tanks and nonprofit groups to enhance the quality and diversity of U.S. participation in international affairs; CFR is a founding member of the GAP consortium.

Summarize your progress in meeting these goals and objectives and describe how your activities related to achieving the ultimate goal/purpose of the program.

In the second year of the Expanded Diversity Initiative, CFR built on the success of the existing components and launched the additional activities. CFR continued recruiting, placing, and mentoring an expanded class of Franklin Williams interns and sent CFR staff to participate in university career fairs around the country with significant minority student populations. CFR planned and executed the

2014 Conference on Diversity in International Affairs with ICAP and GAP. CFR also hired 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 original goal of the diversity initiative was to recruit five Franklin Williams interns during the 2013 fiscal year, which includes three additional placements, and to track recruitment progress. CFR exceeded these goals by placing seven Franklin Williams interns during the course of CFR's 2013 fiscal year. (Appendix A provides the biographies of all Franklin Williams interns who were employed by CFR with a start date after February 2013.)

CFR conducted outreach for the internship program through meetings at historically black colleges and universities, attending career fairs with large populations of minority students, and promoting opportunities on CFR's award-winning website, CFR.org, and CFR's Human Resources (HR) Twitter handle. CFR also shared position announcements with all students that CFR staff met during the career fairs attended this year; many of these students came from underrepresented groups. CFR posted a call for applications on CFR.org; sent the description of the internship opportunity to historically black colleges and universities, as well as to colleges with large Hispanic populations; promoted the internship at the Conference on Diversity in International Affairs; and shared the internship posting with affiliates of the Global Access Pipeline.

From July 2012 to June 2013, the 2013 fiscal year and recruitment calendar year for CFR, Human Resources received over 1,200 applications for the Franklin Williams Internship. From July 2013 to January 2014, the first seven months of the 2014 fiscal year and recruitment calendar for CFR, Human Resources has received over 900 applications for the Franklin Williams Internship.

The students chosen as interns underwent a rigorous selection process including a review of academic standing and interviews with CFR staff. Franklin Williams interns were placed in departments across CFR, including Global Communications and Media Relations, Corporate Program and Strategic Partnerships, and within the David Rockefeller Studies Program, where interns worked with teams including Publications, Director of Studies, Global Health, and International Institutions and Global Governance.

While at CFR, Franklin Williams interns participated in skills-based seminars through CFR's Intern Professional Development Program. Seminars included the following sessions: resume writing; library and research techniques; the basics of fundraising; editing and grammar skills; careers in foreign policy; and careers in intelligence. Interns are invited and encouraged to join staff brown bags hosted by senior foreign policy practitioners who are in residence; recent luncheons have featured former treasury secretary Timothy Geithner and former national security adviser Tom Donilon. Students in the Franklin Williams program are encouraged to sit in on CFR meetings and roundtables that are of interest, and each intern travels to the CFR office where they are non-resident (i.e., New York or Washington, DC) to attend an event and meet with team members.

In addition to 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, and growing accustomed to a think tank's working environment.

Past interns have taken on impressive roles elsewhere in the field of international affairs after their internships at CFR. For example, Michael Aryee, who was a Franklin Williams intern in fall 2013, went on to intern at the UN in spring 2014. Juan Ramirez, who was a Franklin Williams intern in fall 2012, went on to intern at the New York City Mayor's Office for International Affairs.

B. Conferences 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 reporting period included both the 2013 and 2014 Conferences on Diversity in International Affairs.

The 2013 Conference on Diversity in International Affairs was held at CFR's Washington, DC, office on April 26 and 27. The conference—which drew **nearly three hundred participants** from across the country, including young and mid-career professionals and high school and college students—consisted of sessions on an array of topics. The conference began with a networking reception and keynote address, “A View from the State Department,” by Carmen Lomellin, U.S. permanent representative to the Organization of American States. Throughout the conference, attendees had the option of attending a number of skills-building sessions, ranging from improving negotiation and presentation skills to resources for education, fellowships, and careers in foreign policy. Appendix B contains the 2013 conference agenda.

Conference participants also attended a plenary session, “International Cooperation at NASA,” with Charles F. Bolden Jr., NASA administrator, and Frank Klotz, CFR senior fellow for strategic studies and arms control. The discussion focused on future NASA missions and international cooperation on the International Space Station (ISS). Bolden described how his childhood in the segregated South and the U.S. Naval Academy played important roles in his professional development.

Special features of the conference included informal mentoring and one-on-one career counseling for the CFR-sponsored student participants in the 2012 HIA fellowship and the 2012-2013 Franklin Williams interns, two target groups of the Robina-funded initiative. **Close to forty underprivileged high school students from around the country who are members of GAP received travel support from CFR to participate.**

The conference sparked considerable attention in the social media sphere. Conference participants were asked to tweet using the hash tag “#GAPatCFR.” The resulting tweets reached 134,072 twitter followers and were viewed more than 288,000 times in the first three days—greatly expanding the conference's reach and impact. The tweets described the young conference participants as superstars and future leaders, highlighted the discussions on recruiting diverse talent into international careers, and hailed the conference as refreshing and timely.

A survey that CFR commissioned with its partners after the conference **found that participants were uniformly enthusiastic about their experience.** When asked how to rate the conference overall, 62 percent of those who completed the survey answered that the conference was excellent and 38 percent answered that it was good. Respondents also said that the conference gave them a better sense of

international career opportunities, connected them with someone who offered career advice they plan to use, and taught them something that will enhance their effectiveness as a professional in international affairs. Appendix C contains the full 2013 survey findings.

CFR held the 2014 Conference on Diversity in International Affairs at its Washington, DC, office on April 4-5, 2014. The conference exceeded participation targets, with 315 people attending some or all of the sessions. The guest list drew from college and graduate students from GAP's affiliate organizations, groups like One World Now that start the pipeline by engaging underrepresented students in world issues from a young age. CFR invited Franklin Williams interns from the past year, as well as the previous class of Robina-supported Humanity in Action fellows. CFR made funding for travel available to these students. ICAP's alumni network and CFR's term member program attracted an impressive group of mid-career professionals working across the foreign policy community. CFR also invited established life members in the foreign policy community who have a particular interest in mentoring younger generations and promoting a more diverse foreign policy community.

National Security Adviser Susan Rice headlined the conference. At the conference, Dr. Rice discussed what she sees as a dwindling supply of minority international affairs professionals in the generation following her own. She also offered the audience career advice and fielded questions on topics like balancing family obligations with career demands. Vali Nasr, dean of the Johns Hopkins School of Advanced International Studies, gave the keynote address and took questions on the foreign policy challenges the United States faces in the Middle East. The conference also included plenary panels as well as smaller workshops. The workshops were designed to appeal to the various demographic groups that the conference brought together and to enhance participants' access to, and preparedness for, international careers. There were workshops geared toward college and graduate students seeking jobs in international affairs, mid-career professionals building their careers, and specialist workshops on foreign policy topics for seasoned practitioners. These smaller group environments allowed an intimate setting for discussion as well as direct skills training and feedback.

Sessions included:

- A plenary panel on the importance of women and youth in development efforts;
- A plenary panel on how technology is transforming public policy and defense;
- Foreign policy workshops on Iran and the Middle East, social entrepreneurship, and U.S. foreign policy trends;
- Career workshops on writing, finding scholarships and jobs in international affairs, and succeeding as a minority in the workplace.

The conference agenda is included in appendix D. A dedicated conference page on CFR.org includes the audio and video of the plenary sessions as well as a rapporteur's report and conference photos.

The conference stressed networking. CFR staff actively sought to introduce the attendees to one another during breaks in the sessions, and they worked to establish formal mentor relationships by pairing students with professionals for mentoring in advance of the conference. The conference also offered career counseling sessions with professional counselors from Washington, DC area universities and professional organizations. These sessions were available by advance registration to all guests, and all Franklin Williams interns and Humanity in Action program alumni had a one-on-one session with a career counselor.

An early measure of the conference's influence was the enthusiasm it generated on Twitter. Participants tweeted to the hashtag #CDIA2014; a review of the comments participants shared about the experience speaks to finding role models, career guidance, and inspiration.

A survey that CFR again commissioned with its partners after the conference found that participants were enthusiastic about their experience. Respondents expressed great satisfaction with the conference's quality. When asked to rate the conference overall, 78 percent of respondents answered

How many HIA?
(2)

that the conference was “excellent” and 21 percent answered that it was “good.” These ratings are higher than the comparable responses for survey conducted after the inaugural conference in 2013; then 62 percent of respondents rated the conference as “excellent” and 38 percent rated it as “good.” One of the respondents to the 2014 survey wrote: “It was a magnificent opportunity, especially for graduate students like myself who are looking to make the transition towards the professional field. It was well organized and the topics discussed during both days were on point with current events. The crowd was full of energy and knowledge, but more importantly willing to share experiences and help others.” The survey respondents said that the best event was the discussion with National Security Adviser Susan Rice. When asked to identify the most useful aspect of the conference, the respondents named networking, informative sessions, practical advice, and mentoring. Appendix E contains the full 2014 survey findings

C. Career Fairs

CFR exceeded its goals for attending career fairs, sending representatives to eighteen events during the reporting period. At the career fairs, CFR representatives recruited candidates for CFR opportunities, including for the Franklin Williams internship as well as the Humanity in Action fellowships. CFR representatives also provided foreign policy reading materials to interested students.

CFR representatives attended the following career fairs during the reporting period:

- Columbia University career fair focused on careers in public service
- Columbia University general career fair
- St. John University
- Hofstra University
- Stanford University
- University of California, Berkeley
- University of North Carolina diversity career fair
- Atlanta University Center Consortium Career Fair: This fair included students from Morehouse College, Spelman College, and Clark Atlanta University.
- Georgetown University
- Howard University
- Johns Hopkins School of Advanced International Studies
- Macaulay Honor’s Program at CUNY Hunter College
- Historically Black Colleges and Universities Career Development Marketplace: This is a two-day career development conference for upperclassmen studying varied disciplines at Coppin State University, Delaware State University, Savannah State University, Saint Augustine’s University, North Carolina Central University, Bowie State University, Elizabeth City State University, Virginia State University, and Virginia Union University.
- University of California, Los Angeles
- Colin Powell School for Civic and Global Leadership and CUNY City College
- University of Texas at Austin
- George Washington University
- American University

These career fairs were chosen due to several factors, including their New York or Washington location (crucial for recruiting school-year Franklin Williams interns), their high percentages of minority students, and their reputations for strong programs in political science or related fields.

CFR sent human resources personnel to each career fair. In many cases CFR sent Studies program staff as well, so that the students could converse with a CFR research associate about what the role is like. Where applicable, CFR invited employees who are professors or alumni at the relevant university to join in representing CFR at the fair.

In addition to sending teams to career fairs, when possible, CFR representatives used these recruiting trips to meet with political science faculty and university administrators. In these meetings university representatives typically offered to alert CFR of highly qualified candidates for internships and career opportunities. Where available, CFR hosted information sessions for students in the political science departments about foreign affairs employment opportunities.

The informal networking opportunities that come along with attending the career fairs have already yielded results. For example, CFR hired a full-time employee, Clifford Hunt, a recent Morehouse College graduate as the Interdepartmental Program Associate in the New York office. Clifford was put in touch with Human Resources by one of the professors CFR representatives met in fall 2012, and he attended the Atlanta University Center Consortium Career Fair in fall 2013 as an alumnus of the college.

D. CFR Diversity Coordinator

CFR hired a diversity coordinator, Kate Collins, in September 2013. Ms. Collins had previously served as research associate and special assistant to James M. Lindsay, senior vice president, director of studies, and Maurice R. Greenberg chair. In that role, she worked on the first Humanity in Action-CFR workshop, and developed strong working relationships with the various parties involved in the diversity initiative, as well as the project management skills needed to implement the activities of the initiative. Ms. Collins 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. Collins manages the day-to-day activities of CFR's diversity initiative. She is primarily responsible for: 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.

Ms. Collins' role consolidated responsibilities that were previously scattered across CFR staff working in different parts of the organization and who were already stretched handling their primary job responsibilities. It simplified CFR collaboration with organizations like Humanity in Action, GAP, and ICAP by giving them a designated point of contact for their work with CFR. Consolidating the day-to-day management of the Expanded Diversity Initiative under one person ensures greater integration and harmonization of the various parts of the initiative, thereby increasing the chance that it will achieve its intended goals.

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

The Expanded Diversity Initiative achieved all of its program goals in year two. CFR broadened its outreach to members of underrepresented groups, brought new Franklin Williams interns to its New York and Washington, DC, offices, and held a successful Conference on Diversity in International Affairs. Increasing the presence of minorities in the U.S. foreign policy community is a long-term proposition that will require the efforts of many organizations. CFR is pleased that its Expanded Diversity Initiative has attracted such great interest and served to catalyze the efforts of other groups.

The second year of the initiative produced two main lessons. First, CFR found that its own staff and members continue to be enthusiastic about supporting and advancing the initiative's specific goals, as they have been about CFR's broader diversity efforts. Numerous CFR staff willingly worked beyond standard business hours, including working on a Saturday, to make the Conference on Diversity in International Affairs the success that was. CFR members came forward to volunteer their time, expertise, and influence within organizations to advance the goals of the initiative. The foreign policy experts who participated (without compensation) as panelists and attended the reception at the Conference on Diversity in International Affairs were leaders in the field. National Security Adviser Susan Rice went to great lengths to arrange her schedule so that she could speak at the conference; despite her demanding role at the White House, she made it a priority to appear at CFR because she valued the conference's goal and she understood CFR's unique ability to bring attention to the issue. The tremendous excitement that percolated throughout the two-day conference suggested that it may be possible to attract broader media coverage to the Conference on Diversity in the future. Over the next several months CFR will be exploring how it might best to promote this broader media coverage in 2015.

A second lesson is that having a diversity coordinator makes a difference. Collaborations offer considerable advantages. Other organizations bring complementary expertise and networks to the table. Humanity in Action has long experience in running educational programs for college students. GAP and ICAP have ties to college students and professional groups outside the CFR membership. These advantages increase the impact and reach of the diversity initiative. At the same time, however, coordinating the activities of various organizations places tremendous demands on CFR. Different organizations have different work patterns, expectations, rhythms, schedules, and norms. The result is that it can be challenging and time-consuming to ensure that, for example, CFR and its collaborators are maintaining a consistent public message, have the appropriate agreements in place outlining respective duties and responsibilities, and can transfer funds as needed. The addition of the diversity coordinator has enabled CFR to better handle the many demands and challenges that collaborations associated with the diversity initiative inevitably generate, and in turn to make the collaborations more productive and efficient for the organizations involved.

Outline your plans to share your results or findings.

CFR has worked with Humanity in Action, ICAP, GAP, and many other organizations over the past year to reach minority students, raise awareness of CFR and its commitment to diversity, and promote international opportunities available to minority students. To reach the widest audience, the initiative promoted the program through a combination of direct, in-person outreach, tailored social media and other web-based marketing, and leveraging existing relationships.

To promote the Franklin Williams internship, CFR aggressively marketed the internship on CFR.org, with historically black colleges and universities, through a variety of listservs that target minority students, and through social media channels. Senior staff from CFR's HR team and the Studies program participated in person in career fairs targeting underrepresented students. Meetings with department chairs and professors from historically black colleges were arranged to further deepen contacts and raise awareness of both CFR's work and the internship. HR also reached out to all minority students CFR staff met with at the various career fairs to encourage them to apply for the Franklin Williams Internship.

CFR and its co-collaborators, ICAP and GAP, extended invitations to the Conference on Diversity in International Affairs to mid-career professionals and college and graduate students ranging from diverse backgrounds. CFR recorded the on-the-record sessions of the two-day workshop. The video and audio of these sessions, as well as other conference materials, are posted on a dedicated page on CFR.org so that anyone with an Internet connection can see what was discussed at the conference. CFR staff used Twitter, Facebook, and other social media to publicize the videos. A news story on the

conference highlights will be included in the May/June 2014 edition of the *Chronicle*, CFR's member newsletter, which is distributed monthly to CFR's roughly 4,700 members.

CFR has continued to promote the work of the Expanded Diversity Initiative to CFR members and the broader public. The dedicated webpage CFR created two years ago details the various workshops and conferences held as part of the Expanded Diversity Initiative. Following the completion of the 2013 Humanity in Action workshop, a summary of the discussion and the agenda materials were posted on the webpage. CFR included a news story summarizing the workshop in the July/August 2013 edition of the *Chronicle*. The agenda for the 2014 workshop and a summary of the workshop discussion will be posted on the Expanded Diversity Initiative webpage after the completion of the event.

CFR updated the dedicated Expanded Diversity Initiative webpage to include information about the Humanity in Action Diplomacy and Diversity Fellowship and the Humanity in Action fellowship program for undergraduate students. The new material included links to Humanity in Action's homepage and to the page on the Humanity in Action website that explain the goals of the Diversity and Diplomacy Fellowship and how to apply.

Additionally, CFR shared the call for applications for the Diplomacy and Diversity Fellowship with CFR staff and interns as well as the network of former CFR interns, including Franklin Williams participants. CFR facilitated outreach conversations for Humanity in Action representatives with contacts at area universities including George Washington University, the Johns Hopkins School of Advanced International Studies, and American University. CFR also distributed the call for applications through the GAP network and on its Facebook page.

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

At the completion of year two, the Expanded Diversity Initiative in Foreign Policy has successfully executed all of the proposed activities for the year, including holding the initial Conference on Diversity in International Affairs, which took place during this reporting period, and applying the balance from year one to support year two activities. The line-item difference in year two owes to four factors.

First, both the 2013 and 2014 Conferences on Diversity in International Affairs took place during this reporting period. Savings from year one were applied to 2013 conference. The application of savings allowed CFR to eliminate the need to charge fees for conference participants and for employers attending the conference. These savings also were used to pay for travel expenses for students with hardships that would have otherwise been unable travel to Washington, DC, to participate in the conference.

Second, CFR kept travel expenses for both core staff and for the HIA students lower than budgeted. This happened particularly because HIA requested that student participants share hotel rooms at the two-day workshop and because HR staff secured air fare at discounted rates because the career fairs were identified well ahead of time.

Third, the variance in the internship program reflects scheduling conflicts. While the annual target number of Franklin Williams interns have been secured, recent interns worked reduced hourly schedules to accommodate school commitments.

Finally, there are savings at this point in the CFR program management line for the Expanded Diversity Initiative: Additional Activities. We are just over halfway through the first year, and are on track to spend down the approved budget line by September 2014.

Please distinguish the work funded by the Robina Grant from your broader, ongoing work on the subject. Include a list of additional funders (if any), including amounts received, for this program.

The Robina Foundation-funded Expanded Diversity Initiative complements CFR's other, longstanding efforts to encourage members of underrepresented groups to participate in the foreign policy debate and consider careers in foreign policy.

Franklin Williams Internship. CFR's Franklin Williams Internship, which supports salaries for two of the five annual interns, is funded through an endowment that was created in 1990 in honor of the late Ambassador Franklin H. Williams.

CFR Fellowships. CFR administers eight fellowship programs. These programs enable promising early and mid-career government officials, private sector employees, and academics to spend up to a year broadening their perspective on foreign affairs and pursuing research at CFR or another institution. Individuals who spend their fellowship placed at CFR are considered visiting fellows, while those who spend the fellowship elsewhere are considered fellows not-in-residence.

CFR extensively markets its fellowship programs to organizations and networks with deep ties in minority communities. CFR reaches out to faculty at Howard University, Morehouse College, Spelman College, and Temple University, as well as with contacts at the Ron Brown Scholars Program, International Career Advancement Program, Charles B. Rangel International Affairs Program, Thurgood Marshall College Fund, and the National Association for Equal Opportunity in Higher Education to ask these individuals to circulate CFR's call for applications and to identify possible fellowship candidates. Additionally, CFR's Fellowship Affairs team markets the programs through U.S. Department of State affinity groups that serve underrepresented groups as well as at conferences, such as the annual Historically Black Colleges and Universities Conference.

CFR Staff and Fellows. CFR is an equal opportunity employer, and it actively seeks candidates from diverse backgrounds. CFR policy forbids discrimination against any applicant or employee on the basis of age, race, creed, color, national origin, sexual orientation, military status, sex, disability, genetic predisposition or carrier status, or marital status. This policy applies to all employment and personnel practices, including recruitment, hiring, promotion, transfer, benefits administration, training, compensation, and termination.

Think Tank Diversity Consortium. CFR is a founding member of the Think Tank Diversity Consortium (TTDC), which 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. CFR is one of ten think tanks in the consortium, which also includes the Aspen Institute, the Brookings Institution, the Carnegie Endowment for International Peace, the German Marshall Fund, and the Peterson Institute for International Economics. TTDC provides members with research and reports on the importance of diversity and inclusion, convenes roundtables to discuss best practices for promoting diversity in a think tank setting, and holds networking events for people of diverse backgrounds.

Academic Outreach. Since CFR launched its Academic Initiative in 2005, it has made a special effort to reach out to historically black colleges, community colleges, and organizations that advance opportunities for minority groups. CFR works with Global Kids, a high-school and after-school program for at-risk urban youth, to expose their participants to opportunities in foreign policy. Global Kids seeks to ensure that urban youth have the knowledge, skills, experiences, and values they need

to succeed in school, participate effectively in the democratic process, and achieve leadership in their communities and on the global stage. CFR sponsors a range of programs with Global Kids each year. These programs include hosting a three-week summer institute for high school students at CFR's New York headquarters, which includes presentations by CFR fellows on foreign policy topics and a session on career planning. The 2013 workshop involved twenty-seven students. CFR also organizes and hosts a monthly roundtable on foreign policy topics for Global Kids, bringing together about forty-five students for each session. During these sessions, CFR staff gives historical background and current policy perspectives on pressing international topics and engages the students in discussion. Once a year, CFR hosts the Global Kids fund-raising gala.

CFR also works with the Colin Powell Center for Policy Studies at the City College of New York, which was established in 1997 to prepare new generations of publicly engaged leaders from populations previously underrepresented in public service and policymaking. CFR hosts small student groups for customized briefings throughout the year. Students are also invited to attend select CFR meetings. The collaboration's expenses are funded through membership dues and internal CFR funds.

CFR's educational outreach activities also include foreign policy briefings to college classes in New York and Washington, DC. Past student groups have included Howard University's Charles B. Rangel International Affairs Program and the United Negro College Fund Institute for International Public Policy Fellows Program.

CFR is building relationships with ethnically diverse educational institutions through its Higher Education Working Group, which convenes college and university presidents at the New York headquarters once a year to explore the role of higher education institutions in meeting the challenges posed by major global issues. Invitees have included the presidents of Tuskegee University, Spelman College, Morehouse College, and select colleges within the City University of New York system.

CFR also organizes educators' workshops at the secondary and post-secondary level. The purpose of the workshops is to introduce CFR classroom resources and discuss student needs with educators. In the 2013 workshop, professors from historically black institutions such as Morehouse College, Tuskegee University, and Spelman College participated.

In September 2013, CFR President Richard N. Haass traveled to Atlanta to speak on America's Role in the World at Morehouse College. John Silvanus Wilson Jr., president of Morehouse College and a CFR member, hosted Dr. Haass. CFR also used the opportunity to promote career opportunities in foreign affairs, distributing information on the Franklin Williams Internship, CFR career opportunities, and offering a student discount to *Foreign Affairs*.

CFR's Academic Initiative is funded by internal CFR funds and an outside grant from an individual donor. The Higher Education Working Group, held in cooperation with the Forum for Higher Education, is partially funded by a grant from TIAA-CREF.

Religious Outreach. CFR makes a concerted effort to engage emerging religious leaders and scholars of minority faiths. In particular, CFR has recently focused on members of the Sikh community, drawing attention to leaders at the World Sikh Council, Sikh Coalition, and the Sikh Spirit Foundation. CFR's Religion and Foreign Policy Initiative also uses its conference call series to address the global persecution of minority faiths, including Baha'is and Copts. CFR's Religion and Foreign Policy Initiative has increased the participation of unique religious traditions by 27 percent in the past year. On average, thirty different denominations are represented at the annual summer workshop. This year, the religion initiative is focusing on outreach to East Asian religious traditions. The Religion and Foreign Policy Initiative is partially supported by a gift from an individual donor, a grant from the Ford Foundation, and by internal CFR funds.

COUNCIL ON FOREIGN RELATIONS

Expanded Diversity Initiative in Foreign Policy
Expanded Diversity Initiative in Foreign Policy: Additional Activities
 Financial Statement
 Robina Foundation
 March 1, 2013-April 29, 2014

	Approved Budgets*	Actual Expenses**	Variance
Expanded Diversity Initiative in Foreign Policy			
Humanity in Action Two-Day Workshop at CFR	\$63,647	\$43,009	\$20,638
Expanded Franklin Williams Internship Program	\$31,338	\$22,093	\$9,245
Conference on Diversity in International Affairs (Collaboration with the International Career Advancement Association and the Global Access Pipeline)	\$23,899	\$68,176	-\$44,277
CFR Participation in Career Fairs	\$19,267	\$16,051	\$3,216
Program Management	\$54,677	\$54,700	-\$23
Indirect Costs (excluding minority participation in summer internship program)	\$39,664	\$30,604	\$9,060
Subtotal	\$232,492	\$234,633	-\$2,141
Expanded Diversity Initiative in Foreign Policy: Additional Activities			
Conference on Diversity in International Affairs (Collaboration with the International Career Advancement Association and the Global Access Pipeline)	\$50,000	\$50,000	\$0
CFR Program Management	\$143,000	\$40,950	\$102,050
Indirect Costs	\$28,950	\$13,642	\$15,308
Subtotal	\$221,950	\$104,592	\$117,358
Total	\$454,442	\$339,225	\$115,217

* The approved budget for the Expanded Diversity Initiative covers the period from March 1, 2013, through February 28, 2014. The approved budget for the Expanded Diversity Initiative: Additional Activities covers the period from September 25, 2013, through September 24, 2014.

** The reporting period for the Expanded Diversity Initiative details expenses from March 1, 2013, through April 29, 2014. The reporting period for the Expanded Diversity Initiative: Additional Activities details expenses from September 25, 2013, through April 29, 2014.

Appendix A

Biographies of Franklin Williams Interns

Employed by CFR with a start date after February 2013

Joel Alexander was the intern with the Development department and the Director of Studies office in summer 2013. He is a senior at Columbia University and is studying Political Science with minors in Russian Language and Business Management. Before attending Columbia, Joel studied biology at Kingsborough Community College while working as a Dental Assistant/Receptionist and tutoring fellow students and working professionals. He participated in a week-long, international studies seminar in Austria in March 2010, and while there, completed a research proposal for the U.N. that included methods for solving hunger and poverty. Joel is currently a Development Intern at the Asia Society.

Ashley Thompson interned CFR's Global Communications and Media Relations department in summer 2013. She is a senior at Boston University studying Journalism with a concentration in Spanish. Prior to joining CFR, Ashley has held internships in the media, production and communications capacity at World Vision US, Brookline Access Television, and Affiliate Media, LLC. She is also the Executive Producer at *BUTV On That Point* and has held that role since January 2011.

Michael Aryee was the fall 2013 intern with the Corporate Program and Strategic Partnerships team. Michael is working on a M.A. in International Affairs from The New School and has a Conflict and Security concentration. Prior to beginning his master's program, Michael receives a B.A. in Philosophy, Politics, and Economics from Trinity College. Michael's nonprofit experience includes working as a Volunteer Family Mentor at the International Rescue Committee, as a Program Assistant at the Samuel's Foundation, and as Chapter President of Amnesty International at Trinity College. He was awarded the Fannie Lou Hamer Fellowship and worked with the Mississippi Workers' Center for Human Rights in the summer of 2006. Michael has also worked as a Business Analyst for Bank of America and in Bankruptcy Loss Mitigation for Nationstar Mortgage, LLC.

Ramiro Sebastian Funez is the spring 2014 intern in CFR's Publication Department. He is working on a M.A. in Politics from New York University and prior to that, graduated Magna Cum Laude from St. John's University with a B.S. in Journalism. Ramiro is a contributing writer for the World Policy Institute and the *Americas Quarterly*. He has also written for PolicyMic and 33 Universal, and worked as a freelance reporter for the *Canarsie Courier*. His internship experience includes editorial or journalistic work as the *Queens Chronicle*, *El Diario La Prensa*, NY1 News, the *Queens Tribune*, the *New York Daily News*, the *Queens Courier*, and *Latin Trends* magazine.

Jeanifer Uwaechie is the spring 2014 intern in Global Health, Governance, with the David Rockefeller Studies Program. Jeanifer is attending Rutgers's University and will be graduating with a B.A. in May 2014. Her major is Public Health and she is minoring in Biological Science. She is an intern and Student Ambassador Manager for the Louis Stokes Alliance for Minority Participation at Rutgers's University as well. Prior to her internship at CFR, Jeanifer was a Public Policy Intern/Peer Educator at the Hyacinth AIDS Foundation. Jeanifer's background also includes her work as a Research Intern at the African Women's Development Fund USA, as a Ralph Voorhees Bloustein Fellow, a Save the Children Canvasser for a grassroots campaign, a Student Assistant at Rutgers's, a Summer Sickle Cell Intern for the Howard University Sickle Cell Center and Children's National Medical Center in Washington, DC, a Youth Community Ambassador for the DC Office of Human Rights, and a Payroll Department Intern for the Howard University Hospital.

James Gadea is the spring 2014 intern in the Director of Studies Office in Washington, DC. James is attending Georgetown University and will be graduating with a B.S. in Foreign Service in May 2016. His major is International Relations. James is currently the Regional Director of Compass Partners and Compass Fellow, and a Food For Thought Co-founder. Prior to that, he has worked as a Search Firm Intern at AGB Search, as Political Pundit and Policy Researcher at PolicyMic, as an International Business Teaching Assistant for the Robert Emmett McDonough School of Business, and as a Congressional Intern for the United States House of Representatives.

COUNCIL *on* FOREIGN RELATIONS

WASHINGTON, DC

Conference on Diversity in International Affairs

Friday, April 26

REGISTRATION AND RECEPTION

5:30 – 6:00 p.m.

Rockefeller-Peterson Reception

WELCOMING REMARKS

6:00 – 6:15 p.m.

Jan Mowder Hughes, *Vice President, Human Resources and Administration, Council on Foreign Relations (CFR)*

E. Thomas Rowe, *Founder and Director, International Career Advancement Center (ICAP); Senior Adviser, Global*

Access Pipeline (GAP); Associate Professor, Josef Korbel School of International Studies, University of Denver

Rockefeller-Peterson Room

PRESENTATION OF ICAP AWARD

6:15 – 6:30 p.m.

Honoree: William H. Itoh, *Senior Adviser, McLarty Associates; Director of Washington International Programs, University of North Carolina at Chapel Hill; Former U.S. Ambassador to Thailand (1995-99)*

Presenter: Latanya Mapp Frett, *Vice President-Global, Planned Parenthood Federation of America*

Rockefeller-Peterson Room

KEYNOTE ADDRESS

6:30 – 7:30 p.m.

A View from the State Department

Carmen Lomellin, *Permanent Representative to the Organization of American States, U.S. Department of State*

Presenter: Kimberly McClure, *Foreign Service Officer, U.S. Department of State; Co-Chair, GAP*

Rockefeller-Peterson Room

NETWORKING RECEPTION

7:30 – 8:30 p.m.

Rockefeller-Peterson Reception

Saturday, April 27

REGISTRATION AND BREAKFAST

9:30 – 10:30 a.m.

Rockefeller-Peterson Reception

WELCOME MESSAGE

10:40 – 10:45 a.m.

Zarina Durrani, *Director of Diversity Initiatives, The Brookings Institution; Co-Chair, GAP*

Live feed to breakouts

BREAKOUT SESSION ONE

10:45 a.m. – 12:00 p.m.

Please refer to breakout assignment sheet

World Demographics and Economic Challenges

Carl Haub, Senior Demographer, Population Reference Bureau

Laura Taylor-Kale, Special Assistant to the Vice President, Sustainable Development Network, World Bank Group

President: Jerry L. Johnson, Founding Member and Managing Director, RLJ Equity Partners
7th Floor Reception

“Speed Networking” Activity

Facilitator: **Kristin Hayden**, Founder and Executive Director, OneWorld Now!
8th Floor

Strengthening Negotiation & Presentation Skills

***Please note this session will end at 12:30 p.m. ***

Chuka Asike, Financial Economist, Office of Development Finance, U.S. Department of State

Kathleen Davis, Senior Adviser, Office of Recruitment, Examination and Employment, Bureau of Human Resources, U.S. Department of State

Harold Scott, Interim Director, Ralph J. Bunche International Affairs Center, Howard University

Teddy Taylor, Diplomat in Residence, U.S. Department of State

President: Patricia Scroggs, Director, Charles B. Rangel International Affairs Program, Ralph J. Bunche International Affairs Center, Howard University
Room 100

Defining Your Brand: Making Your Mark in International Careers

Jen Kim Field, Executive Director, Global Partnerships and Marketing, United Nations Foundation

Ted Rubin, Chief Social Marketing Officer, Collective Bias

Mark Vlastic, Adjunct Professor of Law, Georgetown University Law Center; Senior Fellow, Institute for Law, Science, and Global Security, Georgetown University; Principal, Madison Law & Strategy Group PLLC

President: Lauri Fitz-Pegado, Partner and Director, International Practice, The Livingston Group
Rockefeller-Peterson Room

LUNCH RECEPTION

12:00 – 12:45 p.m.

Rockefeller-Peterson Reception

PLENARY SESSION

12:45 – 1:45 p.m.

International Cooperation at NASA

Charles F. Bolden Jr., Administrator, National Aeronautics and Space Administration

President: Frank G. Klotz, Senior Fellow for Strategic Studies and Arms Control, CFR
Rockefeller-Peterson Room

BREAKOUT SESSION TWO

2:00 – 3:15 p.m.

Please refer to breakout assignment sheet

U.S. Education and Global Competitiveness

Julia Levy, Cofounder, Culture Craver

Curtis Valentine, Former Executive Director, MarylandCAN

President: Edith Bartley, Director of Government Affairs, United Negro College Fund

Scholarships and Fellowships in International Affairs Careers

Katrina Finch, Program Administrator for Scholarships, Congressional Black Caucus Foundation, Inc.

Erin Mann, National Director, Public Policy and International Affairs Program

Caryl McFarlane, Senior Program Officer, Thomas R. Pickering Foreign Affairs Fellowships and Mellon Programs, Woodrow Wilson National Fellowship Foundation

Patricia Scroggs, Director, Charles B. Rangel International Affairs Program, Ralph J. Bunche International Affairs Center, Howard University

Presider: Catalina Talero, Director, Washington, DC, Global Kids, Inc.
8th Floor

Making Yourself Marketable for International Careers

Latanya Mapp Frett, Vice President–Global, Planned Parenthood Federation of America

Kenneth A. Goodwin Jr., Vice President, HSBC Securities

Palak Shah, Foreign Service Officer, Office of Transition Initiatives, U.S. Agency for International Development

Lynne Sport, Senior Director, Human Resources and Administration, Carnegie Endowment for International Peace

Laura Taylor-Kale, Special Assistant to the Vice President, Sustainable Development Network, World Bank Group

Mischa Thompson, Staff Adviser, Commission on Security and Cooperation in Europe

Presider: Teddy Taylor, Diplomat in Residence, U.S. Department of State
Rockefeller-Peterson Room

Getting Things Done in Washington: Public-Private Perspectives

Vivian Lowery Derryck, President and CEO, The Bridges Institute

Stephane LeBouder, Deputy Assistant Secretary, Legislative Affairs, International Affairs, U.S. Department of the Treasury

J. Robert Simmons, President and CEO, Alter Modus International Corporation

Christopher Smith, Principal Deputy Assistant Secretary and Acting Assistant Secretary for Fossil Energy, U.S. Department of Energy

Presider: Ian Solomon, U.S. Executive Director, World Bank Group
7th Floor Reception

BREAKOUT SESSION THREE

3:45 – 5:00 p.m.

Please refer to breakout assignment sheet

Congress and U.S. Foreign Policy

Micah Edmond, Assistant Vice President of Industrial Base Policy, Aerospace Industries Association

Tressa S. Guenov, Professional Staff Member and Designee for Senator Barbara Mikulski, U.S. Senate Select Committee on Intelligence

Presider: Chris Tuttle, Director, Washington Program, CFR
8th Floor

Study Abroad and Funding Opportunities

Kierra Adkins, Youth Ambassador, Global Kids, Inc.

Gretchen Cook-Anderson, Director of Diversity, IES Abroad

Philmon Haile, Student, University of Washington; OneWorld Now! Alumnus

Carol Radomski, Program Officer, Youth Program Division, Bureau of Educational and Cultural Affairs, U.S. Department of State

Presider: Catalina Talero, Director, Washington, DC, Global Kids, Inc.
7th Floor Reception

Strengthening Professional Writing Skills

Jan Mowder Hughes, Vice President, Human Resources and Administration, CFR

Eleanor Monte Jones, Associate Director, Master of Science in Foreign Service Program, Edmund A. Walsh School of Foreign Service, Georgetown University

Amanda Taylor, Director of Graduate Admission and Financial Aid, American University School of International Service

President: Sandra Rivera, Acting Director, Office of Economics, U.S. International Trade Commission
Room 100

Recruiting Diverse Talent in International Careers

Crispian Kirk, President and CEO, OIC International

Teddy Taylor, Diplomat in Residence, U.S. Department of State

President: Zarina Durrani, Director of Diversity Initiatives, The Brookings Institution
Rockefeller-Peterson Room

CAREER COUNSELING SESSIONS

BY APPOINTMENT ONLY

SATURDAY, APRIL 27

9:30 a.m. – 5:00 p.m.

One-on-one career counseling sessions are available by appointment only. If you are registered to meet with a career counselor, please arrive at the designated room five minutes prior to the start of your session.

William Chichester III, Principal Associate, Capital One Room 102

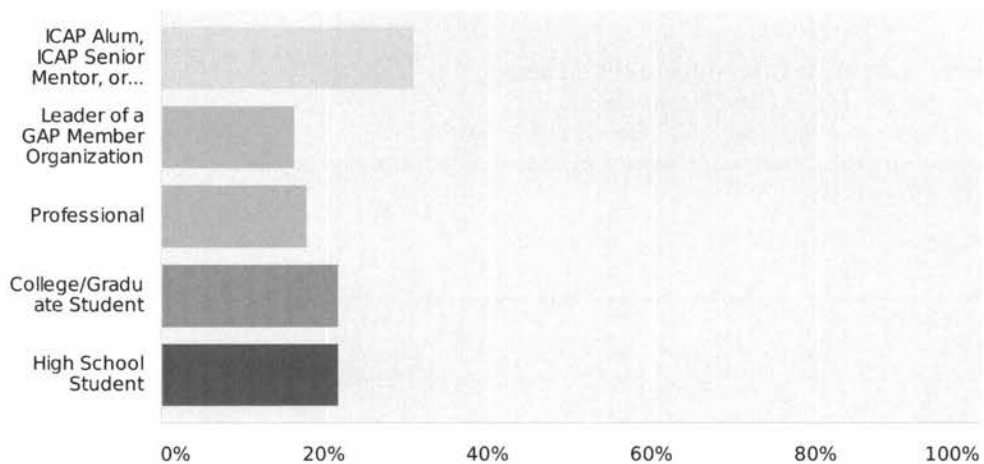
Marisa Osorio, Assistant Director, Career Services and Alumni Relations, Room 201
Graduate School of Journalism, City University of New York

Maria Pinto Carland, Senior Adviser and Career Counselor, ICAP Room 202

Marc St. Hilaire, Career Adviser, American University Room 701

Q1 I attended the Conference on Diversity in International Affairs as a:

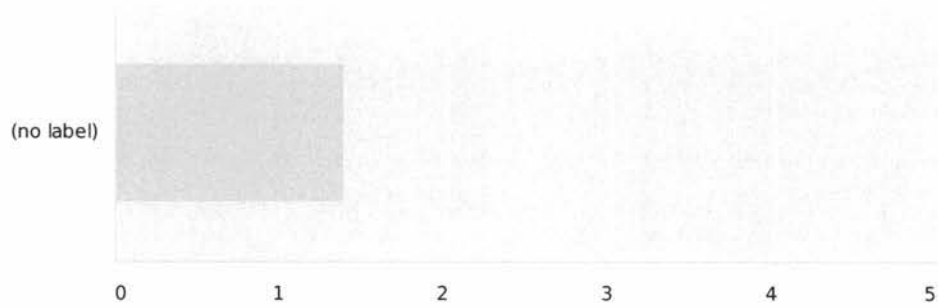
Answered: 130 Skipped: 0



Answer Choices	Responses	
ICAP Alum, ICAP Senior Mentor, or ICAP Staff	30.77%	40
Leader of a GAP Member Organization	16.15%	21
Professional	17.69%	23
College/Graduate Student	21.54%	28
High School Student	21.54%	28
Total Respondents: 130		

Q2 How would you rate the conference overall?

Answered: 130 Skipped: 0



	Excellent	Good	Fair	Needs Great Improvement	Total	Average Rating
(no label)	61.54% 80	38.46% 50	0% 0	0% 0	130	1.38

#	We welcome your general comments about the conference.	Date
	There are no responses.	

Q3 What was the most useful aspect of the conference to you?

Answered: 130 Skipped: 0

#	Responses	Date
1	Career development sessions	5/28/2013 1:33 PM
2	Getting the opportunity to speak to both professionals and current grad students. The resources were also extremely helpful	5/28/2013 11:09 AM
3	I enjoyed the most the writing workshop.	5/25/2013 10:11 PM
4	Panels, Key speakers.	5/25/2013 4:33 PM
5	Workshops and networking events.	5/25/2013 2:04 PM
6	getting an opportunity to hear from other colleagues experiences - validates the challenges that i deal with and also provides ideas on how i may address those challenges	5/25/2013 12:37 PM
7	Networking reception	5/25/2013 7:30 AM
8	Networking	5/25/2013 4:58 AM
9	The networking was vital; however, the content of the sessions, especially the plenary ones was equally valuable for gaining the kind of insight we should be able to bring as a group of professionals in international affairs.	5/25/2013 12:48 AM
10	The different workshops were the most useful.	5/24/2013 6:06 PM
11	I loved having a Mentee. I have met with him already	5/24/2013 3:21 PM
12	Networking with the ICAPers.	5/24/2013 2:24 PM
13	The speed networking workshop because it gave me a chance to speak with 20+ people in one setting.	5/24/2013 1:37 PM
14	The guest speakers at the conference that told us about scholarships and internships programs.	5/24/2013 1:35 PM
15	Connecting with ICAP alumni	5/24/2013 1:20 PM
16	Getting to network with a ton of people from a variety of fields of work.	5/24/2013 12:37 PM
17	I only attended the Friday event and reception. The most useful part was feeling inspired to pursue my career at State. I also loved talking to the youth at the reception. I also liked the packet with everyone's names and bios. It will be great for networking purposes. Coming to this ICAP event has inspired me to apply next year.	5/24/2013 12:35 PM
18	The wide range in backgrounds of the participants	5/24/2013 11:58 AM
19	The opportunity for students to network with professionals was valuable.	5/24/2013 11:54 AM
20	I enjoyed the Friday reception specifically the time for networking. I also liked the panel on branding as it involved foreign policy professionals and professionals in unusual sectors such as marketing. I also really enjoyed the lunch speaker, the head of NASA. He was dynamic and provided a unique perspective to international affairs. We should continue to have speakers of his caliber.	5/24/2013 11:04 AM
21	Meeting other professionals in related fields.	5/24/2013 10:30 AM
22	The ability to network with people from many different places. It was even more helpful because these people came from many different programs and had many different experiences.	5/24/2013 10:29 AM
23	The networking opportunities were wonderful. Great information and good career mentoring.	5/24/2013 10:27 AM
24	I really found the fellowships and the negotiation sessions to be very useful.	5/24/2013 10:18 AM
25	the relationships formed and strengthened..	5/24/2013 10:17 AM
26	For me, it is very powerful and meaningful to have the young people come to Washington and begin to understand what these careers are about and how to target these careers. We can host up to 60 people at GMF. I wonder if there would be space for smaller groups to divide up and visit different institutions, and then exchange notes in a debrief on their return to the larger group?	5/24/2013 10:14 AM

CFR-GAP-ICAP

#	Responses	Date
27	Small group sessions with expert panelists	5/24/2013 10:12 AM
28	Meeting my mentor and talking to him about the different possibilities there are out there for me. And also seeing that there are different organizations that give students the same opportunities that I am given	5/24/2013 7:31 AM
29	The part in the program that allows people to ask questions and to present.	5/24/2013 1:33 AM
30	the networking skills I gained and the connection with so many other people who can be very useful in the future.	5/23/2013 9:22 PM
31	Networking, sharing info with students	5/23/2013 10:20 AM
32	Seeing the ICAP alumni and meeting some of the speakers.	5/22/2013 10:39 PM
33	Opening plenary and reception - great networking event and formal program. But formal program went on for too long, and CFR kicked us out, so there was not enough time for networking.	5/22/2013 10:15 PM
34	Connecting with other alum	5/22/2013 9:37 PM
35	Being able to interact with many different people from different backgrounds.	5/22/2013 7:16 AM
36	I found the break-out sessions to be extremely helpful. Also, the mentorship pairings were especially useful.	5/22/2013 5:35 AM
37	I like how they are very communicative, and giving you their business card so you can reach out to them.	5/22/2013 12:41 AM
38	The panels and discussions with experts	5/21/2013 11:58 PM
39	As always, the informal exchange among people.	5/21/2013 11:38 PM
40	Something that was most useful was how everyone there gave each other advice about what they should do and how they are able to improve in their future	5/21/2013 9:18 PM
41	The workshop about how to make myself more appealing to big companies	5/21/2013 7:27 PM
42	The most useful aspect of the conference were the plenary presentations.	5/21/2013 3:15 PM
43	The opportunity to see ICAPers I hadn't seen for awhile.	5/21/2013 11:23 AM
44	connecting with other ICAPers	5/21/2013 10:44 AM
45	Ability to reconnect with old colleagues and also to interact with younger, enthusiastic students.	5/21/2013 10:16 AM
46	Networking with fellows. Panel discussions	5/21/2013 10:03 AM
47	Meeting so many young people interested in foreign affairs.	5/21/2013 8:46 AM
48	I was really impressed with some of the comments and aspirations of the youth.	5/20/2013 11:59 PM
49	The opportunity to engage in a mix of policy and career development discussions and to do a mix of networking and mentoring all in one venue.	5/20/2013 10:26 PM
50	I only attended the conference and found it very useful. Good way to catch up and interact with the younger crowd.	5/20/2013 10:20 PM
51	The most useful aspect was the writing workshops on how to develop a proper essay.	5/20/2013 8:26 PM
52	Catching up with ICAP alums, and meeting the young people who are potential ICAPers - the counselees I met with were terrific.	5/20/2013 8:49 AM
53	Sessions that had perspectives from both the private and public sectors.	5/19/2013 8:31 PM
54	Speed networking with government officials and independent non-profit organization directors	5/19/2013 5:09 PM
55	Branding yourself seminar	5/19/2013 2:12 PM
56	Panel discussions	5/18/2013 9:06 PM
57	Personally, the one-on-one career session was the most useful for me.	5/18/2013 1:41 PM
58	Breakout workshops and hands on activities. I participated in the negotiations workshop and absolutely loved it!	5/18/2013 12:29 AM

CFR-GAP-ICAP

#	Responses	Date
59	The opportunity to meet and talk with other interesting, informative, and experienced people. Their stories and advice were not only interesting and informative, but provided new perspectives, possibilities, and insight.	5/17/2013 1:26 AM
60	Peer mentoring	5/16/2013 10:51 PM
61	Participants from outside the beltway.	5/16/2013 10:09 PM
62	I believe the most useful aspect was the social time we had in between workshops; I used this time to network and make connections with people who can potentially help me "get my foot into the door" for a career in international affairs.	5/16/2013 9:24 PM
63	Hearing and meeting such a variety of people working in international affairs in a diversity of fields.	5/16/2013 8:43 PM
64	Learning about the different scholarship/fellowship programs.	5/16/2013 6:45 PM
65	Networking	5/16/2013 4:36 PM
66	Break out sessions on negotiation and talk on federal budget and hill.	5/16/2013 4:29 PM
67	Meeting professionals	5/16/2013 3:29 PM
68	The panel on making yourself marketable for international careers, very diverse panelists (think tank, world bank, private sector, nonprofit sector) with different kinds of stories about how they got into this work.	5/16/2013 3:04 PM
69	Ability to network.	5/16/2013 2:32 PM
70	Speaker panels and interactive sessions.	5/16/2013 2:01 PM
71	Hearing professionals speak about their career and work.	5/16/2013 12:59 PM
72	I found the Negotiation Skills workshop and the Professional Writing Skills workshop most useful.	5/16/2013 12:57 PM
73	I was not aware of all the opportunities available.	5/16/2013 12:25 PM
74	The last breakout session.. I believe it was on getting things done in DC. Probably the best presentation I've attended at any conference or event I've gone to in the past. It was engaging and entertaining, yet insightful and informative. The panelists were great and very accessible after the presentation to answer questions or to engage in more in-depth conversations.	5/16/2013 12:14 PM
75	Reconnecting with other ICAP alums on subject matters, work matters, and as friends.	5/16/2013 12:06 PM
76	I appreciated getting a sense of what other youth-serving organizations were doing around the country.	5/16/2013 11:56 AM
77	The career counseling and i enjoyed the workshops. I received a lot of useful information throughout the day. I was truly inspired by several presenters - so thank you.	5/16/2013 11:49 AM
78	The panel on U.S. Education and American Competitiveness was by far the best I've seen in a long time.	5/16/2013 11:42 AM
79	Mentoring and Plenary Sessions!	5/16/2013 11:36 AM
80	Connecting with the GAP and ICAP network.	5/16/2013 11:35 AM
81	Seeing old friends again!	5/16/2013 11:34 AM
82	Certainly the panels where they gave career advice and the resume-building sessions.	5/16/2013 11:24 AM
83	Learning about GAP and ICAP and meeting professionals in the field.	5/14/2013 9:00 PM
84	The opportunity to refresh knowledge on eminent international matters such as issues related to demography and space exploration.	5/14/2013 5:35 PM
85	The networking was the most useful aspect of the conference for me.	5/14/2013 4:33 PM
86	Catching-up with ICAP friends.	5/14/2013 2:55 PM
87	ICAP reunion always gives me an opportunity to reach out and catch up	5/14/2013 2:01 PM
88	Re-connecting with ICAP colleagues and meeting some new folks.	5/14/2013 1:26 PM
89	The information in the sessions	5/14/2013 1:23 PM
90	The interaction with students.	5/14/2013 10:49 AM

#	Responses	Date
91	The high quality and accessible networking.	5/13/2013 7:25 PM
92	networking!	5/13/2013 2:43 PM
93	Many of the speakers emphasized the importance of being open. Don't be too set on something because you never know what may happen.	5/13/2013 2:36 PM
94	The session on professional writing.	5/13/2013 1:34 PM
95	Networking reception, panels, all of it!	5/13/2013 12:54 PM
96	N/A	5/13/2013 11:19 AM
97	The advice from the ICAP mentors and panel discussions.	5/13/2013 11:08 AM
98	Networking opportunity.	5/13/2013 10:40 AM
99	The chance to network and meet others in the field.	5/13/2013 10:28 AM
100	Networking.	5/13/2013 9:57 AM
101	The sessions--specifically the Q&A portions.	5/13/2013 9:43 AM
102	the opportunity to interact with a broad group of people from students to professionals in a short period of time	5/13/2013 9:39 AM
103	the professional development sessions and general networking	5/13/2013 9:38 AM
104	networking with other professionals in DC	5/13/2013 9:34 AM
105	Listening to professionals in the workshops and hearing their experiences and advice.	5/13/2013 12:32 AM
106	The diplomacy and negotiation exercise.	5/12/2013 10:06 PM
107	Hearing the stories of people who have jobs related to foreign relations	5/12/2013 9:31 PM
108	networking	5/12/2013 6:47 PM
109	Session on scholarship opportunities for study abroad.	5/11/2013 8:18 PM
110	Social Networking!	5/11/2013 7:14 PM
111	The most useful aspect of the conference was the reception where we were allowed to network. It was a very good set-up as we were able to chat while getting morsels of sustenance and there wasn't a backlog of hungry people. I liked the large open space that allowed people to get through easily, but also crowd slightly because it allowed fellow networkers the excuse to speak to each other which is really beneficial for the high school students since we do not have as much experience starting conversations. I enjoyed the reception greatly because it was a time where we could communicate with others and as a high school student, I was able to learn a great amount by simply talking to people and getting the feel of the conference as well as the people I would be learning beside. Thank you for the amazing reception to prepare us for the actual conference.	5/11/2013 1:00 PM
112	Ian Solomon's panel on How to Get Things Done in Washington + the career counselling session with Maria Pinto Carland.	5/11/2013 10:56 AM
113	All the different professionals available for students to talk to.	5/11/2013 1:02 AM
114	Hearing frank thoughts about race and diversity from senior members in international affairs. and the networking.	5/10/2013 8:57 PM
115	Getting to meet people and create great bonds	5/10/2013 8:31 PM
116	I liked the activities on the second day. I was able to relate more easily to the panelists in a more intimate setting.	5/10/2013 8:27 PM
117	Variety of topics and the choices were ours to make.	5/10/2013 7:30 PM
118	The opportunity to network and the mentor I gained	5/10/2013 7:23 PM
119	The content in the workshops was relevant and the conversations challenging. I was so inspired by the accomplishments of the presenters and their candid conversations on diversity issues in their personal careers.	5/10/2013 5:27 PM
120	The professional works information about their work and also the information available in the field of international affairs. The information on scholarships was helpful also.	5/10/2013 4:58 PM

CFR-GAP-ICAP

#	Responses	Date
121	Hearing from alum who value the tools and network from their years in ICAP.	5/10/2013 4:43 PM
122	Networking	5/10/2013 4:24 PM
123	Networking, catching up with other ICAP alums.	5/10/2013 3:49 PM
124	Networking	5/10/2013 3:24 PM
125	My Mentor	5/10/2013 3:21 PM
126	Bringing all these organizations into the same space and exposing students of a wide ranges of ages to the ideas, organizations, and opportunities that were discussed. I also LOVED the mentoring match-up idea and am in touch with my mentee via email now.	5/10/2013 3:17 PM
127	Networking with like-minded professionals.	5/10/2013 3:16 PM
128	The linkages between different levels of the pipeline.	5/10/2013 3:11 PM
129	The relatively small size of the conference enabled me to meet and speak with quite a number of fellow attendees (professionals and students), which was quite valuable. I'm glad there were so many opportunities for networking available. The workshops were excellent and practical.	5/10/2013 3:10 PM
130	The networking time was invaluable. It would have been nice to have more of it at the end of the Saturday program to wrap up the conversations I'd been having in between sessions.	5/10/2013 3:04 PM

Q4 What suggestions do you have about the conference for our future planning?

Answered: 130 Skipped: 0

#	Responses	Date
1	Name tag identifiers (colored dots?) for panelists, participants in different industries or fields.	5/28/2013 1:33 PM
2	I wouldve loved if we couldve heard a chat about current global issues	5/28/2013 11:09 AM
3	I thought it was perfect, maybe extend it a little more.	5/25/2013 10:11 PM
4	I think there should be more food and more things that would attract young people.	5/25/2013 4:33 PM
5	None that I can think of now.	5/25/2013 2:04 PM
6	forming small peer groups that would touch base regularly on issues that we each commit to address as result of the conference discussion	5/25/2013 12:37 PM
7	Establish a second opportunity for networking	5/25/2013 7:30 AM
8	All Was Great!	5/25/2013 4:58 AM
9	Perhaps, building on this past year we do less of the smaller sessions but and add 2 or 3 output-oriented sessions (e.g. developing preliminary position or platform that the group can take as a year-long agenda to report on next year.) - moderated by leading voices in groups of 15 or so max, limited registration.	5/25/2013 12:48 AM
10	There should be some form of icebreakers.	5/24/2013 6:06 PM
11	I would recommend also seeing if ICAPer's would like to have a mentor.	5/24/2013 3:21 PM
12	Be sure to have gender balance on the panels. Keep the kids, but make it clear that if a panel is n't for the high-schoolers, they need to stick to speaking to the professional audience, otherwise, it's just a boring waste of time.	5/24/2013 2:24 PM
13	I never found my mentor so organizing that section would be helpful.	5/24/2013 1:37 PM
14	I think there should be more one on one interactions with the scholarship program directors/representatives.	5/24/2013 1:35 PM
15	See comment below.	5/24/2013 1:20 PM
16	Allow more time for students to converse and get to know their mentors.	5/24/2013 12:37 PM
17	I would suggest having a session specifically geared towards perspective ICAPers. I would have liked to hear more about Aspen and what you learn there and the application process.	5/24/2013 12:35 PM
18	N/A	5/24/2013 11:58 AM
19	Expanded capacity to include more students, but still maintain the intimate nature of the event.	5/24/2013 11:54 AM
20	If we continue to invite a range of people to the conference then there should be time within the conference that is solely for ICAP alumna.	5/24/2013 11:04 AM
21	Everything was perfect! Excellent job!	5/24/2013 10:30 AM
22	I thought that the conference went well, but it could have a little more time or maybe organize a way in which the different programs are introduced so that people can network more efficiently.	5/24/2013 10:29 AM
23	Maybe a bit more explaining as to what ICAP is and how to get involved.	5/24/2013 10:27 AM
24	Perhaps better tracking of time since both of my sessions let out late and our groups did not have very much time to either eat lunch or comfortably get to our next session.	5/24/2013 10:18 AM
25	This conference worked well because of the incredible staffing of CFR. If we are going to do this again, we need to make sure that we have adequate staffing and logistical support.	5/24/2013 10:17 AM
26	I think the roster of mentors should be widened and that a mentor's and mentee's handbook should be produced so that people take both roles seriously and are clear about how to engage.	5/24/2013 10:14 AM

CFR-GAP-ICAP

#	Responses	Date
27	Need more advertising.	5/24/2013 10:12 AM
28	I felt like the sessions were to long and some people may have gotten tired so they should be shorten a bit but over all it was good.	5/24/2013 7:31 AM
29	To make the conference a bit longer	5/24/2013 1:33 AM
30	None it was very well planned out and helpful to the development of a student like myself, it helps to build character.	5/23/2013 9:22 PM
31	Nothing specific	5/23/2013 10:20 AM
32	I believe that the ICAP portion should be separated from the rest of the GAP conference.	5/22/2013 10:39 PM
33	Clearly tracked panels, find a better way to make sure mentors and mentees can find each other, instead of searching through hundreds of people, shorter formal program and more time to network Friday, 3rd set of sessions Sat was overkill.	5/22/2013 10:15 PM
34	Great job and good idea to partner with CFR	5/22/2013 9:37 PM
35	hopefully there would be more youth speakers able to talk about their experiences that they was able to take a vantage of from a prior conference.	5/22/2013 7:16 AM
36	More information targeted towards graduate students who are moving beyond internships and are looking for entry-level jobs in public service.	5/22/2013 5:35 AM
37	I would of liked a "mentor section" because I tried to find my mentor, and it was very hard.	5/22/2013 12:41 AM
38	Maybe provide 'tracks' that are more geared towards the youth in attendance, and a more formal way to connect mentors and mentees.	5/21/2013 11:58 PM
39	A panel lecture on a Friday night after work is a bit heavy. When ICAP alums are the speakers, please identify them as so. This was a missed opportunity to show that ICAPers are experts and that we no longer should look outside the network for desired speakers.	5/21/2013 11:38 PM
40	There should be more high school students	5/21/2013 9:18 PM
41	Maybe help us find out mentors/mentorees. It was a little awkward and I didn't find mine until the second day; the last day he was going to be there.	5/21/2013 7:27 PM
42	None	5/21/2013 3:15 PM
43	I would make this only a high school conference or only an ICAP and GAP conference. I wouldn't blend all three together.	5/21/2013 11:23 AM
44	Consider the goal of ICAP and the goal of GAP, are they one in the same? Leave more time for questions and interaction with panelists. Panelists did not really talk about diversity and what, if anything, made it different for them to progress in their careers due to their ethnic/racial/gender/cultural background.	5/21/2013 10:44 AM
45	No suggestions at this point	5/21/2013 10:16 AM
46	Less focus on high school students. Focus more on professional development for working professionals.	5/21/2013 10:03 AM
47	I like the collaboration but think we should have at least one session and one event for just ICAPers.	5/21/2013 8:46 AM
48	I have been out of the country for several years. Reconnecting with ICAP Alumni and having something specific for ICAP Alum would be an important incorporation in the future.	5/20/2013 11:59 PM
49	There should be a closing session that brings the group back together. I would recommend a higher-level keynote. I would also recommend some workshops focused on professionals and how they can advance their careers.	5/20/2013 10:26 PM
50	N/A	5/20/2013 10:20 PM
51	More options for the food, but otherwise a good conference.	5/20/2013 8:26 PM
52	Create a time between sessions when students could identify their mentors and spend a little time with them. Arrange a time period/reception focused on allowing students time to identify and talk to senior participants.	5/20/2013 8:49 AM
53	Including the contact information either emails/phone for each person who presented.	5/19/2013 8:31 PM
54	N/A	5/19/2013 5:09 PM

CFR-GAP-ICAP

#	Responses	Date
55	Too much focus on undergraduates and high school students	5/19/2013 2:12 PM
56	Broaden the panel discussions across industries and get more private sector participants.	5/18/2013 9:06 PM
57	We had one student who was very interested in learning more about international animal rights issues. It would be ideal to cover non-conventional areas as such.	5/18/2013 1:41 PM
58	N/a	5/18/2013 12:29 AM
59	It would be great if we could lengthen the workshop periods, even if only slightly.	5/17/2013 1:26 AM
60	None	5/16/2013 10:51 PM
61	Add a strictly only ICAP component.	5/16/2013 10:09 PM
62	Nothing really, everything went smoothly and the conference was incredible for me. And I thought the organization of it was amazing especially because it was a "first-ever". Great job, Ms. McClure and team!	5/16/2013 9:24 PM
63	A longer program, and a closing event. It was a new experience for many of the younger students and more time and more directed time would have been nice.	5/16/2013 8:43 PM
64	Since the conference has such a broad cross section of individuals, perhaps there can be more sessions running concurrently geared to the different segments. Then, there can be sessions such as those with a guest speaker and a theme/trend report, that can have everyone come together again. For example, have a fellowships and scholarships sessions geared toward HS students, versus Entry level/Mid level professionals. Additionally, have panelists balance talking about their own experiences, with concrete advice/steps to take actions. I reference the session on bridging the gaps between the public and private sectors session here. While the panelists were engaged and candid about their experiences, the content itself from the session was thin, and I felt I missed directives/recommendations on taking further in my own career.	5/16/2013 6:45 PM
65	It'd be nice if more diverse leaders could come in the future.	5/16/2013 4:36 PM
66	Get talk agendas out early when ppl sign up	5/16/2013 4:29 PM
67	I was not able to find my mentor. I wish there had been better coordination of that aspect of the conference. I would suggest having a 10-15 min meet and greet in a room for the mentors and mentees.	5/16/2013 3:29 PM
68	I think there should be a speed networking event for new professionals-- I am recently out of college and am looking to meet other young professionals, 1-5 years into their work after college.	5/16/2013 3:04 PM
69	Allow more opportunity to relax and network at Friday's reception. Allow for Speed Networking on Friday then the reception.	5/16/2013 2:32 PM
70	More small group interactive sessions with speakers.	5/16/2013 2:01 PM
71	Perhaps take into greater account audiences and matching them to workshops. The second conference was specifically for high school students and nothing in it applied to those beyond the HS level.	5/16/2013 12:59 PM
72	The conference was well thought out and coordinated.	5/16/2013 12:57 PM
73	Make it a little bit longer to be able to participate in more of the events	5/16/2013 12:25 PM
74	I was really looking forward to meeting my mentor, but never found her. Perhaps next year, mentor/mentee names can be written on our name tags or on our welcome material. After the conference, I thought I might send her a quick e-mail to chat over coffee, since we didn't have a chance to meet during the event.. perhaps, providing contact information next year for mentors/mentees would be helpful to encourage attendees to stay in touch with one another after the conference. I felt like once the event concluded, so did the opportunity to stay connected to ICAPers and other professionals.	5/16/2013 12:14 PM
75	It was great to have the reception co-mingled with non-ICAP alumni - espeically with youth. The conference workshops became targeted towards the youth present and was not as useful for mid-career professionals.	5/16/2013 12:06 PM
76	We could expand the program for the youth to include activities solely for them (ex. DC students could give tours to out-of-town youth; a meal just for youth to give them the opportunity to be challenged by each other and hear what the other groups are doing)	5/16/2013 11:56 AM
77	I would say a diverse panel for each workshop. Representation of Latinos and Latinas is important, especially for such a diverse audience.	5/16/2013 11:49 AM

CFR-GAP-ICAP

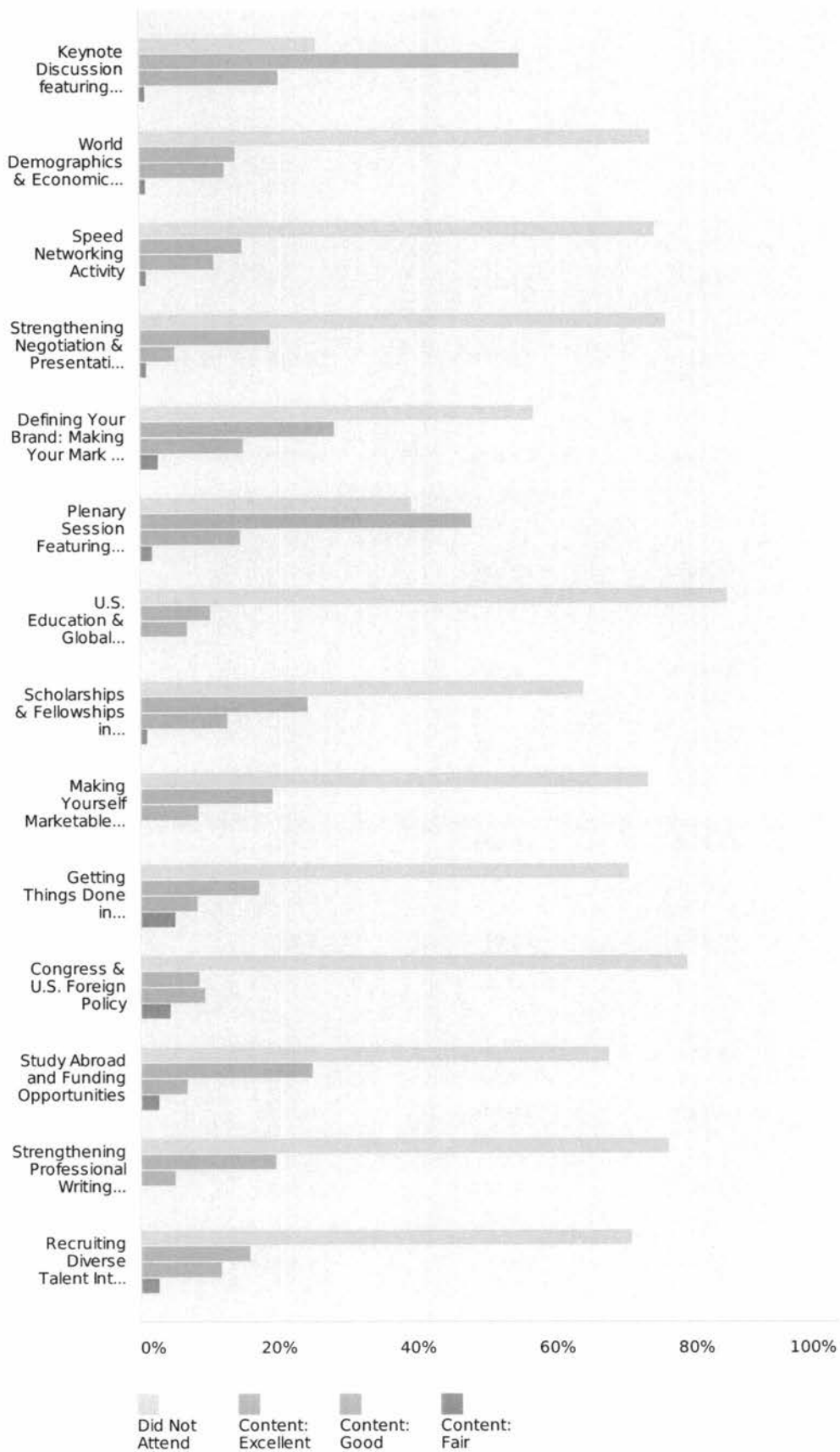
#	Responses	Date
78	I suggest you include more youth as panelists.	5/16/2013 11:42 AM
79	Nothing - except do it again!	5/16/2013 11:36 AM
80	I would have liked to see and participate in small group, open discussion sections, in addition to panels.	5/16/2013 11:35 AM
81	Need to have a topic on international finance and investments.	5/16/2013 11:34 AM
82	More Friday sessions	5/16/2013 11:24 AM
83	- Separate participants by background (e.g., high school and professionals) and offer one (or more) specific sessions catered to that group or consider doing separate 1/2 day sessions for each - Set Conference / session goals or explain rationale/take-aways for participants - Ensure that professional mentors have an interest in mentoring graduate school mentees (mine was not) - Overall, great job this year!	5/14/2013 9:00 PM
84	Include a topic dedicated to Africa on one of the following subjects: development, democracy, human rights or good governance,	5/14/2013 5:35 PM
85	In the future, I would welcome more opportunities to network.	5/14/2013 4:33 PM
86	It's great that the conference was geared toward younger students, but I wish I'd know that before hand, as the experience wasn't particularly relevant for me.	5/14/2013 2:55 PM
87	I don't have any suggestions at this time	5/14/2013 2:01 PM
88	It should be clearly noted in the program descriptions what target group the workshop is planned for.	5/14/2013 1:26 PM
89	It was difficult to deal with overlapping sessions. I suggest standardizing the time and adjusting the content to match the sessions. I refer specifically to the sessions that ran into lunch.	5/14/2013 1:23 PM
90	We need to include preparatory workshops for the students on how to take advantage of the conference. Some students were more prepared than others. We need to ensure that all students enter with a clear understanding of the objectives and goals.	5/14/2013 10:49 AM
91	There should have been a closing event on Day 2	5/13/2013 7:25 PM
92	Add a couple sessions/events by affinity group, e.g. HS students.	5/13/2013 2:43 PM
93	This was my first time attending this, and I must admit that it was frightening especially because I'm not sure what I want to do when I'm older, but I liked how it was set up.	5/13/2013 2:36 PM
94	None.	5/13/2013 1:34 PM
95	This is more a comment for participating high school groups than a comment for the organizers, but HS groups could have done more to meet up before the conference to have the students get to know each other, have briefings together to prepare for the conference, and even explore the city together.	5/13/2013 12:54 PM
96	N/A	5/13/2013 11:19 AM
97	I suggest the conference be two separate events for GAP and ICAP. The reception was a good way to mix in the crowds, but on day two, it would have been more helpful to have more focused discussions for ICAP and for GAP.	5/13/2013 11:08 AM
98	Propose a more senior, prestigious keynote speaker for the reception.	5/13/2013 10:40 AM
99	It was difficult to choose sessions because sometimes it was unclear which ones were for students versus professionals. It would have been nice to have a detailed description of each session, along with a note of who it would be most beneficial for.	5/13/2013 10:28 AM
100	Nametags that show a person's affiliation.	5/13/2013 9:57 AM
101	Put together a list or paper on various organizations that often look for volunteers. It could be a great way to help students get started in searching for ways to be involved with the community, immerse themselves in their career field, and begin to make powerful networks over their years of involvement.	5/13/2013 9:43 AM
102	To hold it again; it was very useful. To have more information from employers on the employer table.	5/13/2013 9:39 AM
103	perhaps making it a bit longer so that we can offer the sessions on int'l affairs topics separate from the sessions on professional development so people get to enjoy both aspects of the conference fully.	5/13/2013 9:38 AM
104	more detailed career planning advice	5/13/2013 9:34 AM
105	N/A	5/13/2013 12:32 AM

#	Responses	Date
106	Although I think it was a good idea to invite the young professionals, there needs to be more distinction between activities planned for young professionals and mid-career professionals. Some of the panelists seemed to be primarily concerned with addressing young professionals, which distracted, to a certain extent, from the focus of the mid-year reunion.	5/12/2013 10:06 PM
107	make it a little longer? it was really fun.	5/12/2013 9:31 PM
108	Infusing the dynamic with high schoolers is great. At times, though, the reception skewed to them more than other demographics.	5/12/2013 6:47 PM
109	Addressing activism and complications in study abroad versus national activism.	5/11/2013 8:18 PM
110	I think there should be more time for question at the end for the youth.	5/11/2013 7:14 PM
111	I think the idea of fun should be incorporated a bit since professionals are always so rigid and up there. Having a fun conference lets people bond more.	5/11/2013 1:00 PM
112	No suggestions for improvement.	5/11/2013 10:56 AM
113	Longer breaks would provide better opportunities to network and would make it a bit less tiring overall.	5/11/2013 1:02 AM
114	Might want to have some panels specifically for GAP and some for the older generation...the overlap was nice but sometimes it was too basic for me. Also send out information on who will be on which panels so that we can better accurately decide on what to attend.	5/10/2013 8:57 PM
115	Just for it to be longer	5/10/2013 8:31 PM
116	I was not able to find my "mentor" at all, so I would recommend a better system for pairing students with "mentors." Perhaps an email prior to the conference would be helpful.	5/10/2013 8:27 PM
117	For it to last 3 days and sort of a recap or closing reception so everyone may have a final chance to reconnect.	5/10/2013 7:30 PM
118	Lengthen sessions	5/10/2013 7:23 PM
119	Next time having the content sooner will help us to entice students who are interested in international careers. More time for small group collaboration during the workshops would be great. I learned so much from the speakers but would have loved some facilitated talk time with the other professionals in attendance on issues relevant to our field.	5/10/2013 5:27 PM
120	None! It was great!	5/10/2013 4:58 PM
121	I only attended the reception and it was a great networking opportunity. I only wish it was not on a Friday night.	5/10/2013 4:43 PM
122	Have dinner food at the reception instead of appetizers. The reception was in the evening around dinner time and people didn't have time to get food in between work/class and the reception. It was disappointing to have to network hungry.	5/10/2013 4:24 PM
123	More time for informal networking.	5/10/2013 3:49 PM
124	give out goodies AT registration (bags) rather than radomly placing at a table for all to grab as many as they wished. order LESS food or have MORE people - there seemed to be lots of leftovers.	5/10/2013 3:24 PM
125	To have more interactive workshops, instead of one's you just sit through.	5/10/2013 3:21 PM
126	I work at the School of International Service at AU and would love to be involved in future planning. Rebeccad@american.edu. We would also be happy to talk about utilizing space at AU depending on availability for the dates.	5/10/2013 3:17 PM
127	Nothing. I thought it all worked well.	5/10/2013 3:16 PM
128	Eliminate the second panel on Saturday afternoon and substitute an hour concluding reception.	5/10/2013 3:11 PM
129	Please list institutional affiliation with name on name tags so that it is easier to identify whether participants are students or professionals. I think that would enable students to identify individuals who work in places/fields that excited them and for professionals to identify students as such.	5/10/2013 3:10 PM
130	As a speaker the high chairs were slightly awkward. It would have been nice to have had someplace to set notes or my water bottle.	5/10/2013 3:04 PM

Q5 Please give us your thoughts on each of the following conference modules.

Answered: 130 Skipped: 0

CFR-GAP-ICAP



Did Not Attend

Content:
Excellent

Content: Good

Content: Fair

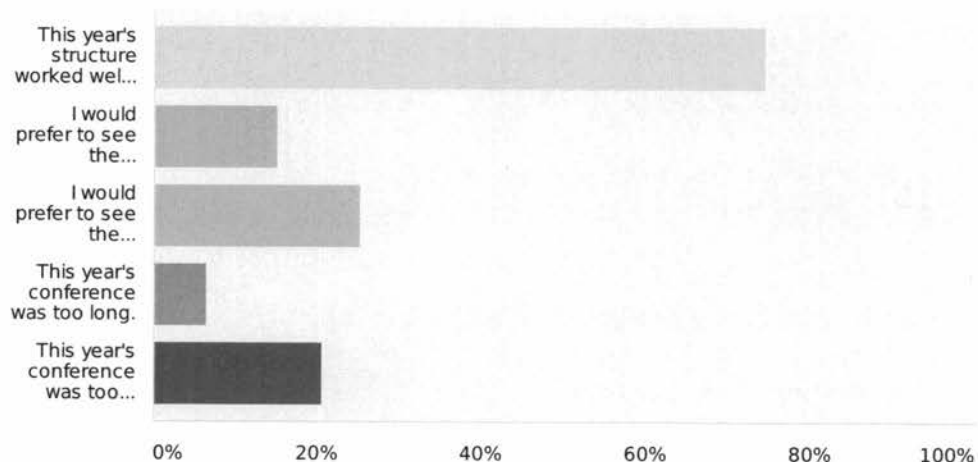
Total Respondents

Keynote Discussion featuring Ambassador Carmen Lomellin	25.38% 33	54.62% 71	20% 26	0.77% 1	130
World Demographics & Economic Challenges	73.39% 91	13.71% 17	12.10% 15	0.81% 1	124
Speed Networking Activity	73.98% 91	14.63% 18	10.57% 13	0.81% 1	123
Strengthening Negotiation & Presentation Skills	75.61% 93	18.70% 23	4.88% 6	0.81% 1	123
Defining Your Brand: Making Your Mark in International Careers	56.56% 69	27.87% 34	14.75% 18	2.46% 3	122
Plenary Session Featuring NASA Administrator Charles Bolden	38.89% 49	47.62% 60	14.29% 18	1.59% 2	126
U.S. Education & Global Competitiveness	84.30% 102	9.92% 12	6.61% 8	0% 0	121
Scholarships & Fellowships in International Affairs	63.64% 77	23.97% 29	12.40% 15	0.83% 1	121
Making Yourself Marketable for International Careers	72.95% 89	18.85% 23	8.20% 10	0% 0	122
Getting Things Done in Washington: Public-Private Perspectives	70.16% 87	16.94% 21	8.06% 10	4.84% 6	124
Congress & U.S. Foreign Policy	78.51% 95	8.26% 10	9.09% 11	4.13% 5	121
Study Abroad and Funding Opportunities	67.21% 82	24.59% 30	6.56% 8	2.46% 3	122
Strengthening Professional Writing Skills	75.81% 94	19.35% 24	4.84% 6	0% 0	124
Recruiting Diverse Talent Into International Careers	70.49% 86	15.57% 19	11.48% 14	2.46% 3	122

#	We appreciate your comments on what could have been improved during any of the above sessions. Be sure to specify which session you are commenting on.	Date
	There are no responses.	

Q6 This year's conference included a Friday reception and a full day of Saturday sessions. Most sessions were held on a Saturday so that attendees would not have to miss school or work. One drawback to this approach was that a number of desired speakers were unavailable/unwilling to participate during the weekend. To help our future planning, please let us know your thoughts on the conference structure (check all that apply):

Answered: 128 Skipped: 2

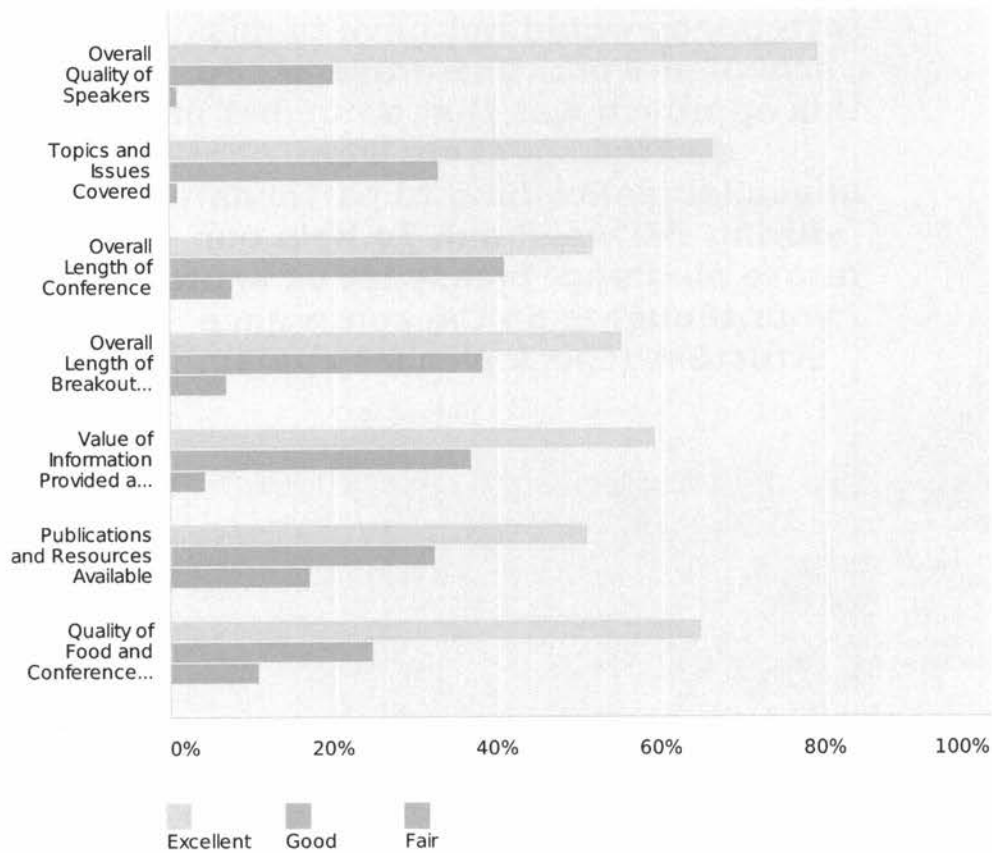


Answer Choices	Responses	
This year's structure worked well for me.	74.22%	95
I would prefer to see the substantive sessions take place during the week.	14.84%	19
I would prefer to see the substantive sessions continue to happen on a Saturday.	25%	32
This year's conference was too long.	6.25%	8
This year's conference was too short.	20.31%	26
Total Respondents: 128		

#	We welcome your comments on the conference structure.	Date
	There are no responses.	

Q7 Please rate each of the following aspects of the conference.

Answered: 125 Skipped: 5



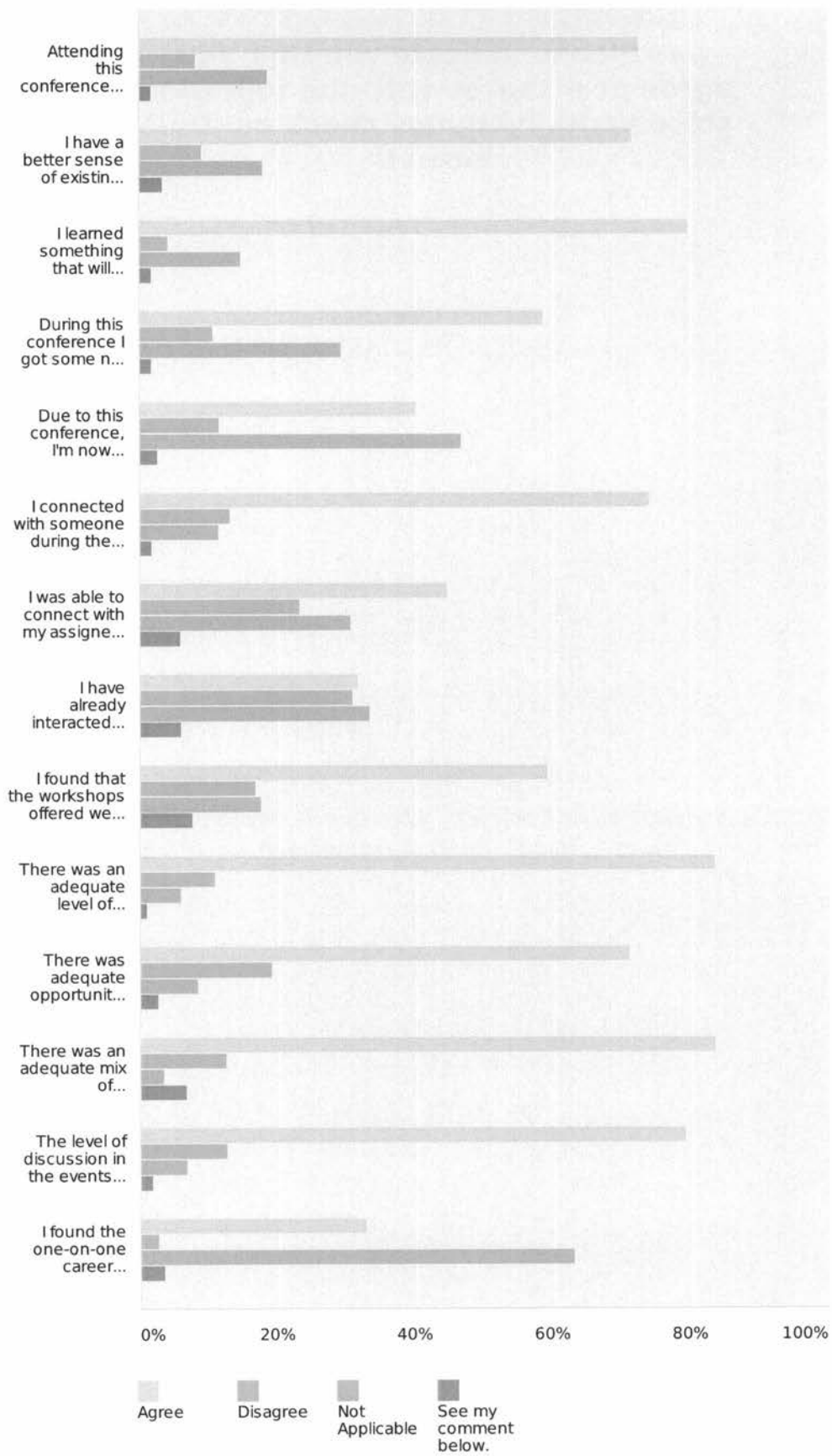
	Excellent	Good	Fair	Total
Overall Quality of Speakers	79.20% 99	20% 25	0.80% 1	125
Topics and Issues Covered	66.39% 81	32.79% 40	0.82% 1	122
Overall Length of Conference	51.67% 62	40.83% 49	7.50% 9	120
Overall Length of Breakout Sessions	55.08% 65	38.14% 45	6.78% 8	118
Value of Information Provided and Analysis Offered by Speakers	59.17% 71	36.67% 44	4.17% 5	120
Publications and Resources Available	50.85% 60	32.20% 38	16.95% 20	118
Quality of Food and Conference Site	64.75% 79	24.59% 30	10.66% 13	122

#	Additional comments welcome.	Date
	There are no responses.	

Q8 Please indicate whether you agree or disagree with the following statements (you may check multiple boxes):

Answered: 126 Skipped: 4

CFR-GAP-ICAP



Agree

Disagree

Not Applicable

See my comment below.

Total Respondents

Attending this conference gave me a better sense of international career options that exist.	72.58% 90	8.06% 10	18.55% 23	1.61% 2	124
I have a better sense of existing resources to enhance/pursue a career/studies in international affairs.	71.54% 88	8.94% 11	17.89% 22	3.25% 4	123
I learned something that will enhance my effectiveness as a professional in international affairs.	79.67% 98	4.07% 5	14.63% 18	1.63% 2	123
During this conference I got some new ideas for addressing diversity recruitment/issues in my field.	58.54% 72	10.57% 13	29.27% 36	1.63% 2	123
Due to this conference, I'm now considering an international career or adding an international angle to my work.	40.16% 49	11.48% 14	46.72% 57	2.46% 3	122
I connected with someone during the conference who offered me career advice that I plan to use.	73.98% 91	13.01% 16	11.38% 14	1.63% 2	123
I was able to connect with my assigned mentor/mentee during the conference.	44.63% 54	23.14% 28	30.58% 37	5.79% 7	121
I have already interacted with my mentor/mentee since the conference ended.	31.67% 38	30.83% 37	33.33% 40	5.83% 7	120
I found that the workshops offered were relevant to my current stage in my career and/or my studies.	59.17% 71	16.67% 20	17.50% 21	7.50% 9	120
There was an adequate level of diversity among the speakers and panelists.	83.47% 101	10.74% 13	5.79% 7	0.83% 1	121

There was adequate opportunity to discuss the challenges of diversity in international careers.	71.07% 86	19.01% 23	8.26% 10	2.48% 3	121
There was an adequate mix of professionals and students in attendance.	83.47% 101	12.40% 15	3.31% 4	6.61% 8	121
The level of discussion in the events I attended was engaging for both students and professionals.	79.17% 95	12.50% 15	6.67% 8	1.67% 2	120
I found the one-on-one career session useful.	32.77% 39	2.52% 3	63.03% 75	3.36% 4	119

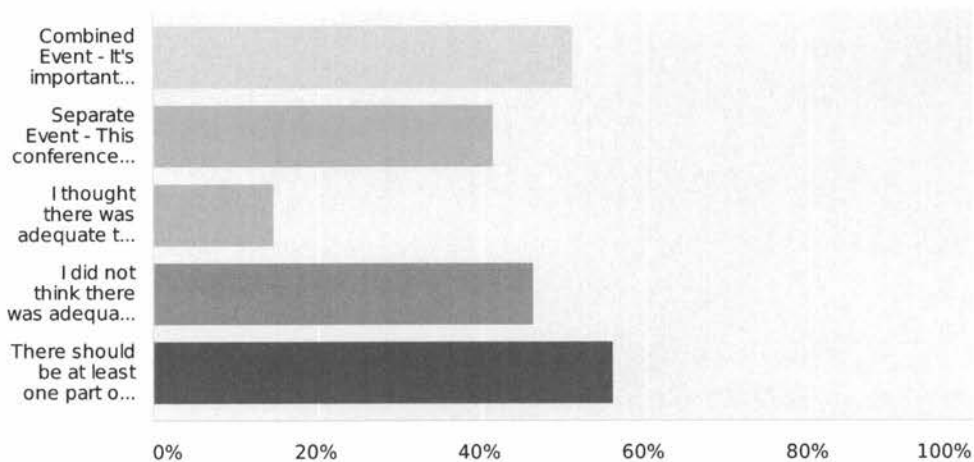
#	We welcome your comments on any of the topics above.	Date
	There are no responses.	

Q9 Would you be interested in opting into an email listserv to learn more about opportunities in foreign policy and efforts to increase diversity in international affairs? If so, please list your preferred email address for this purpose.

Answered: 74 Skipped: 56

Q10 THE FOLLOWING QUESTION IS FOR ICAP ALUMNI ONLY: Should the next ICAP Mid-Year Reunion (MYR) occur in conjunction with the Conference on Diversity in International Affairs, or be a separate event? Did you feel there was adequate time to reconnect with other ICAP alumni this year? (You may check multiple options below.)

Answered: 41 Skipped: 89



Answer Choices	Responses	
Combined Event - It's important that the ICAP MYR expand to include others in the pipeline.	51.22%	21
Separate Event - This conference should continue with ICAP as a partner but not substitute for the MYR.	41.46%	17
I thought there was adequate time to reconnect with other ICAP alumni.	14.63%	6
I did not think there was adequate time to reconnect with other ICAP alumni.	46.34%	19
There should be at least one part of the conference designed specifically for ICAPers to reconnect.	56.10%	23

Total Respondents: 41

#	Please elaborate on your answer.	Date
	There are no responses.	

WASHINGTON, DC

Conference on Diversity in International Affairs

Friday, April 4

REGISTRATION AND RECEPTION

5:30 p.m. – 6:10 p.m.

WELCOME REMARKS

6:10 p.m. – 6:15 p.m.

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

KEYNOTE ADDRESS

6:15 p.m. – 7:00 p.m.

Vali Nasr, *Dean, Paul H. Nitze School of Advanced International Studies, Johns Hopkins University*

President: Kendra Gaither, *Executive Director, Center for International Politics and Innovation, Carnegie Mellon University*

SPECIAL GUEST DISCUSSION on Diversity in International Affairs

7:00 p.m. – 7:30 p.m.

Susan Rice, *U.S. National Security Adviser*

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

NETWORKING RECEPTION

7:30 – 8:30 p.m.

Saturday, April 5

REGISTRATION AND BREAKFAST

10:00 a.m. – 10:30 a.m.

Registration: 1st Floor/Breakfast: 2nd Floor Foyer

WELCOME MESSAGE

10:40 a.m. – 10:45 a.m.

Kimberly McClure, *Foreign Service Officer, U.S. Department of State; Co-Chair, GAP*
Live audio to breakout rooms

BREAKOUT SESSION ONE

10:45 a.m. – 12:00 noon

Please refer to breakout assignment sheet

Iran and the Middle East

Negotiations between the P5+1 and Iran resulted in an interim agreement in November 2013. What are the implications of the Joint Plan of Action for the United States and the Middle East?

Elliott Abrams, *Senior Fellow for Middle Eastern Studies, David Rockefeller Studies Program, CFR;*

Michael Singh, *Managing Director, Washington Institute for Near East Policy*

President: Ziad Haider, *Attorney, White & Case LLP*

1st Floor

Social Entrepreneurship

Social enterprise has emerged as a powerful force of change in recent years. This session brings together leaders in the field to discuss how they broke into social enterprise and the causes that inspired them.

Maya Ajmera, *Founder, Global Fund for Children*

Sang Lee, *Chief Executive Officer and Founder, Return on Change*

Haroon Mokhtarzada, *Vice President of Digital Products, Vistaprint*

Presider: Ven Neralla, *Director of Congressional Affairs, U.S. Department of Agriculture*

2nd Floor: Rockefeller-Peterson Room

Please note that this breakout session is not for attribution.

Scholarships and Fellowships in International Affairs

Participants will learn about scholarships, fellowships, and other academic opportunities to study and fund degrees in international affairs.

Kenneth Jacobs, *Assistant to the Leadership Institute for Public Service, Congressional Black Caucus Foundation, Inc.*

Erin Mann, *National Director, Public Policy and International Affairs Program*

Caryl McFarlane, *Senior Program Officer, Thomas R. Pickering Foreign Affairs Fellowships and Mellon Programs, Woodrow Wilson National Fellowship Foundation*

Patricia Scroggs, *Director, Charles B. Rangel International Affairs Program, Ralph J. Bunche International Affairs Center, Howard University*

Presider: Wida Amir, *Director of Washington, DC, Programs, Global Kids, Inc.*

7th Floor

Increasing Your Chances of Landing an International Job

Breaking into an international career can be challenging if you are new to the field or a recent graduate. The panelists will discuss strategies for presenting a strong job application.

William Chichester, *Principal Associate, Campus Sourcing Strategy Lead, Capital One*

Eleanor Monte Jones, *Associate Director of the Master of Science in Foreign Service, Georgetown University*

Marc St. Hilaire, *Career Adviser, Career Center, American University*

Presider: Lily Lopez-McGee, *Manager of the Diversity Network, Diversity Abroad*

8th Floor

LUNCH RECEPTION

12:00 noon – 12:45 p.m.

2nd Floor Foyer

PLENARY SESSION

12:45 p.m. – 1:45 p.m.

Development: Women and Youth

This plenary will focus on development issues affecting women and youth around the globe.

Gwendolyn Mikell, *Professor of Anthropology and Foreign Service, School of Foreign Service, Georgetown University*

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

Presider: Nancy Walker, *President, AfricaNet Consulting*

2nd Floor: Rockefeller-Peterson Room

BREAKOUT SESSION TWO

2:00 p.m. – 3:15 p.m.

Please refer to breakout assignment sheet

Honing Your Writing Skills for Professional Success

This interactive seminar will focus on identifying and strengthening writing skills, critical to success in international careers. After the initial presentations, the group will break into smaller groups to work on interactive exercises.

Rebecca Davis, *Director, Diversity and Inclusion Initiatives, American University*

Ruth Davis, *Special Adviser and Chief of Staff, Africa Bureau, U.S. Department of State*

Lynne J. Sport, *Senior Director, Human Resources and Administration, Carnegie Endowment for International*

Peace

Presider: Terry Davidson, *Chief of Recruitment Outreach, U.S. Department of State*

1st Floor

Can Minority Men and Women in International Careers “Lean In?”

Is Facebook COO Sheryl Sandberg’s Lean In advice relevant and helpful for those who come from under-represented communities?

Abigail Golden-Vazquez, *Deputy Director, Leadership Initiatives; Vice President, The Aspen Institute*

Saafir Rabb II, *Director, Interculture Inc.*

Aaron Snipe, *Foreign Service Officer, U.S. Department of State*

Presider: Lauri Fitz-Pegado, *Partner, Livingston Group*

2nd Floor: Rockefeller-Peterson Room

Please note that this breakout session is not for attribution.

Why Study Abroad and How to Fund It?

Participants will explore the opportunities and challenges that come with study abroad. Panelists will address how to fund travel experiences through scholarships and other programs.

Gretchen Cook-Anderson, Director of Diversity Recruiting and Advising, IES Abroad

Roger Sanchez, Youth Ambassador, Global Kids, Inc.

Maurice Wilkins, Staff, LearnServe International and Paxen Learning Corporation

Presenter: Scott Rechler, Director and Chief Executive Officer, LearnServe International
7th Floor

Current U.S. Foreign Policy Trends

Panelists will discuss the current and upcoming priorities of U.S. foreign policy and consider how these goals will shape America's role in the world and the careers of young foreign policy practitioners.

Jonathan Burks, Policy Director, Committee on the Budget, U.S. House of Representatives

Reema Dodin, Floor Director, Office of Richard J. Durbin, U.S. Senate

Presenter: Aimee Carter, Washington Director, Corporate Affairs, CFR
8th Floor

CLOSING PLENARY

3:45 p.m. – 5:00 p.m.

How Technology is Changing the World We Live In

Leaders from varied sectors will discuss rapid technological changes and how they have disrupted tools of defense policy, international business and finance, and public participation in policy.

Albert Cho, Vice President, Strategy and Business Development, Xylem Inc.

Maria Teresa Kumar, President and CEO, Voto Latino

Peter Singer, Director, Center for 21st Century Security and Intelligence; Senior Fellow, Foreign Policy, Brookings Institution

Presenter: Guillermo Santiago Christensen, Attorney, Baker Botts LLP
2nd Floor: Rockefeller-Peterson Room

CAREER COUNSELING SESSIONS

BY APPOINTMENT ONLY

SATURDAY, APRIL 5

9:15 a.m. – 5:00 p.m.

One-on-one career counseling sessions are available by appointment only. If you are registered to meet with a career counselor, please arrive at the designated room five minutes prior to the start of your session.

David Fletcher, Career Adviser, School of International Service, American University Room 102

Julie Neill, Associate Director, Career Services, Johns Hopkins University School of Advanced International Studies Room 201

Maria Pinto Carland, Senior Adviser and Career Counselor, ICAP Room 202

Richard Roper, Former Associate Director of Master of Science in Foreign Service, Georgetown University Room 700

Marc St. Hilaire, Career Adviser, American University Room 701

Constant Contact Survey Results

Survey Name: 2014 GAP Conference Survey

Response Status: Partial & Completed

Filter: None

Apr 25, 2014 4:40:12 PM

1. Which of the following best describes your current status?

	Number of Response(s)	Response Ratio
ICAP Alum, ICAP Senior Mentor, or ICAP Staff	27	22.5%
Leader of a GAP Member Organization	15	12.5%
Professional	39	32.5%
Graduate Student	14	11.6%
College Student	30	25.0%
Other	10	8.3%
Total	120	100%

Young Professional
Recent grad from Baruch College
HACU Intern
Recent Graduate
organizational member
College Graduate
Pickering Fellow
Global Kids Alumni
Embassy
Admitted SAIS Student

2. How would you rate the conference overall?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Excellent	Good	Fair	Needs Improvement
	94	25	1	0
	78%	21%	1%	0%

44 Comment(s)

I enjoyed learning so much from the speakers and getting motivation to keep pushing for my dreams. The panels and speakers were engaging and the participants were prepared and excited about the content. I really enjoyed all of the speakers, but I was unable to find my appointed mentor. That was the one downside. Great panels that demonstrated respect for the participants; very professional level. It was a magnificent opportunity, especially for graduate students like myself who are looking to make the transition towards the professional field. It was well organized and the topics discussed during both days were on point with current events. The crowd was full of energy and knowledge, but more importantly willing to share experiences and help others.

great speakers
I was only there Friday, but our alumni gave me feedback about Saturday, which was excellent!

The quality of the discussions from the panelists is at a much higher level. While not having the HS students was unfortunate, it felt like a more professionally rewarding conference. In addition, I appreciated whomever organized the food enabled there to be MANY choice for folks to eat healthy OR NOT! :) It was wonderful to re-connect with my ICAP friends. Panels I attended were great.

It was an spectacular experience for network and learn from other professionals in the International Affairs! The reception was excellent! Hope to have opportunities to help or be part of the ICAP. Thanks so much for this unique and transformational experience.

Thanks so much
Very insightful and excellent speakers and workshops.

This is an excellent opportunity for people interested in the intersections of diversity and inclusion and international affairs to connect with one another and learn about what is going on in the field.

I met many international affairs professionals at the event and learned a great deal in different sessions
I think this was the best ever. Top quality panels and content, excellent speakers.

I only attended Friday evening - it was great!

I feel like the feedback from last year was taken to heart. For example there was more focus on youth and women on panels. It was too bad that high school students were not allowed this year and I think that the mentor aspect of the conference this year was weaker than last year. (Some mentors did not show up to the conference at all and mentors that did meet up with mentees did not seem to add much to the conference experience for the mentee--based on feedback I heard from mentees).

Very effective and relevant discussions at the panels and with Dr. Rice. The mentorship portion was also well organized. It was excellent.

Fantastic! You guys really stepped it up. 100% informative and uplifting. It met the needs and catered to a multi-level audience (students and professionals. There was a take away for everyone.

The reception felt like a family reunion of hearts and minds. It was just wonderful. Thank you for making it possible and for being so inclusive.

The conference was not only entertaining, but extremely refreshing and engaging. I never once felt like a fly on the wall.

I was very impressed at the level of panelists. It was a refreshing intersection of professionals and premiere leaders in their respective fields.

I felt that the sessions were relevant to my interests and that there was enough variety.

I loved the networking aspect and the wealth of information provided.

I loved the fact that professionals in the field of Foreign Relations were interactive with students. Most important, the GAP Conference was the best Conference I ever attended because I was assigned a mentor. That weekend changed my life forever.

I found the topics to be relevant. The event was thoughtful and well organized. I enjoyed observing the styles of the various moderators during the sessions. I appreciated the candor of those who participated in the 'Leaning In' session. The food was fantastic.

I thought the Saturday panels I attended were very good.

The topics of the sessions were good, the panelists were fantastic

I really appreciated the opportunity to speak with professionals in the field that I am interested in. I learned and networked with so many people from so many potentially helpful programs.

The content was strong overall, but there was a lot crammed in to a short amount of time. Plus there was little discussion of application for the topics raised in sessions. The content would be stronger if it was grounded in the practical.

It has been a couple of years since I have been inspired, but the infectious energy from both speakers and attendees sincerely moved me.

Great line of speakers. First day's reception was excellent for networking and giving young people the best venue to connect to professionals.

Workshop quality was a tad uneven. Panelists perhaps need more advance prep?

The ICAP panels were excellent and the plenary with Susan Rice was amazing.

It provided a good atmosphere for many people with the same interests to get together, network and connect. However, I thought there needed to be a better intention to involve students.

I was very pleased with the quality of the speakers - Nasser, Rice, Sang, etc.

I learned so much from the conference! Every speaker was extremely motivating and inspiring. I learned so much from everyone there.

I am confused with the integration of the ICAP mid year reunion with GAP. While the networking is helpful, the ICAP alums no longer have a space to reconnect amongst themselves.

Great initiative.

The conference and topics were really informative. you have a great range of speakers and topics

Hosting Susan Rice was a coup, and the it was, as always a pleasure to provide counseling. However, once again, found the ICAP reception full of people I'd never seen or met before, which made it difficult to catch up with ICAPers.

This conference has a lot of potential, but there is definite room for improvement.

The conference featured great speakers who addressed timely topics.

Big improvement from last year!

I felt that the conference was extremely well organized and very professional - it had an array of speakers and opportunities for advancement. Additionally, it was Excellent panels! Wonderful network of professionals working in international affairs.

3. What was the most useful aspect of the conference?

119 Response(s)

The most useful part was the panels and being able to hear from experienced professionals. I also found that the table full of flyers was helpful to gather as much information as possible.

The networking was a great benefit of this event.

The breakout sessions.

The networking time during the conference.

Breakout sessions with career advice.

Practical sessions that help young people improve skills, focus thinking.

Networking

The most useful aspect of the conference was the networking. The conference offered the opportunity to meet amazing people that a student can look up to and other students to relate to, who share the same interests.

The panels were very well organized, the participants were all extremely impressive and inspiring.

The knowledge and experience that everyone has.

Networking

the how to break into international careers and also the in between breaks that gave you an opp. to network

the keynote with Susan Rice

International careers and professional/fellowship writing workshops

High-level speakers on Friday - Ambassador Rice and the Networking!

I particularly liked the discussion by Amb. Rice, following by the panelists on social entrepreneurship...

Inspiration and insight.

Work life balance discussions- "Lean In" panel and the plenary with Susan Rice.

Excellent sessions; terrific networking opportunities.

Variety of panelists.

I have the honor to meet Ms. Maria Pinto G. She helped in my professional development and growth!

The how-to focus of the sessions and the networking opportunities

The keynote address from Susan Rice was inspiring and convicting.

The panels provided good opportunities to learn about important topics as well as connect people who are interested in similar topics.

networking with professionals

The one-on-one career coaching session

networking

Discussions on the importance of diversity in foreign affairs, Susan Rice. I thought the tech discussion was excellent.

Panels

Loved having Susan Rice - her comments and perspective were a healthy (and much needed!) dose of mentoring.

Break out sessions focused on hard skills and solid advice for students to prepare themselves for future jobs. Least useful were general foreign policy discussions unless they also included aspects of how the speaker overcame personal challenges of race/gender and what speaker advises youth today to do to also be able to overcome those challenges.

The most useful aspect of the conference was the chance to hear insights and advice from a diverse array of speakers working in the field of international affairs.

I left the conference with ideas and steps to take to advance myself professionally.

Key note speakers and breakout sessions, networking

The most useful aspect of the conference was the pairing of students with a mentor. It was very helpful to have one specific person with which I could ask questions and seek advice. My mentor introduced me to other people at the conference as well.

Options on the workshops, the receptions and the speakers

There was a topics for all.

Excellent speakers.

networking

The last panel discussion about technology and international affairs is great!

Every aspect of the conference was helpful and useful. I was impressed with the multi levels of information. It didn't matter if you were new to the field of IA or if you were an old timer. There was something for everyone. You could go as broad or as deep as your comfort level would allow. It was all there and available.

That's rare.

The unofficial mentoring

The career conference. Mr. Fletcher's advice has proven already to be helpful.

The networking done in between the sessions.

Being able to meet so many people in my field of interest.

Advice from the panelists

The most useful aspect was the networking opportunities during the meals.

I really appreciated the frankness of the conversations in the "Social Entrepreneurship" and "Can Minority Men and Women in International Careers Lean In?" sessions.

The networking and all the useful information.

The time to network with other attendees.

The most useful part of the conference was having a 1-on-1 advising session.

Hearing from professionals five years or so ahead of me in my career.

Networking and meeting awesome people

I was only able to attend the Friday evening session, but everything was well organized from the venue, to the incredible speakers and the issues they each talked about. The room and open format were conducive to networking and meeting new people. A success all around!

watching Susan Rice in action; seeing confident women of color

The session on minorities leaning in

Exposure to ideas that I haven't experienced, such as social entrepreneurship.

All of it! Networking with esteemed leaders, professionals and students. The plenary and break-out sessions provided the most up-to-date information and tools we can utilize in real time.

networking breaks

The mentors helped network better

Ability to interact with other professionals, offer hands on advising, and access to meaningful information.

The most useful aspect of the conference was the interaction with the people. Moreover, the workshop that I attended was very helpful; specially because it was interacting.

I really enjoyed the breakout sessions, because being in small groups made it easier to speak to the panelists and to meet people who were in the same session. Networking with professionals in the field and learning more about how to prepare a successful application to the Foreign Service.

I really appreciated the opportunity to speak with professionals in the field that I am interested in. I learned and networked with so many people from so many potentially helpful programs.

I really thought the guest speakers were fantastic they were each very inspirational in their own way. I thought it was useful because since I'm a freshman in college I was reassured even further that I can make it in this field just like those speakers.

panels

Loved Ambassador Rice and the one on one counseling session on my career.

I most appreciated the lean-in session Saturday afternoon.

Options for selecting sessions depending on interest and stage of career.

Session content.

The panel series.

I thought the networking and small group events were a sound success. It was evident that attendees and speakers both received so much from the interaction (which might not be common for either group).

A very well thought out program that opens doors for youth/young people to connect to professionals. The break out sessions were also excellent. It's a unique opportunity.

Opportunity to network with others

Being able to network

The receptions before and after.

The speakers were great and relevant to the conference.

The breakout sessions were the most useful aspect of the conference.

The networking receptions were what I found most useful to generate conversations among all levels.

Networking with industry professionals.

Networking opportunities; Caliber of key note panel discussions and workshops

I thought the discussion with Susan Rice was such a rare and special experience.

Questions at the end of each talk, and workshop, however, I do think there should be more time to ask questions and meet with panelists.

The opportunity to network with and solicit advice from experienced professionals in international education/international affairs.

guest speakers

The panels were great and the panelists were very willing to share ideas.

The staffers from the Hill were very forthcoming and informative.

Networking

The Study Abroad session I signed up for was incredibly helpful and got me in great contact with professionals who could help me later in college.

The workshop on Writing Skills was most useful because it was interactive and informational. It was also nice that there was a lot of time to network built into the conference.

Being able to choose the workshops that best suited us.

Networking

Access to subject matter experts and counseling session

The Saturday reception though I was confused that it was larger than just ICAP.

First evening - very good.

I liked the bigger sessions.

The workshops were great! It is great to hear personal stories of those that have overcome similar issues that young people are facing now when dealing with their careers.

Networking, encouraging topics.

the career counseling and breakout sessions. ofcourse the receptions were a great way to meet new people and catch up with alumni and friends

Great topics and speakers which were engaging to all the participants. Appreciate that student/grad participants had lots of opportunities to pose questions during discussions.

Networking.

The discussions following the presentations.

Quality of speakers and panels, and the reduction in number of breakouts and plenaries.

As an aspiring Foreign Service Officer, it was fantastic to hear FSOs on the panel discussions, as well as meeting them in the audience. There were FSOs of all levels -- seniors to junior officers -- who thus offered a wealth of perspectives.

Ambassador Rice. Writing session, networking

The Career Development focus...work/life balance issues

Being able to have a Career professional look at my resume.

I appreciated the different diversity represented (in both the speakers and attendees), along with various viewpoints reflected (from the non-profit, to government to private sectors and from race, gender, ethnic background/nationality and age diversity!)

Career counseling appointments. Panel on "Leaning In".

Susan Rice and general networking.

The workshop was extremely helpful in helping me develop my writing skills.

Both keynotes helped set the stage for me in terms of discussions during the conference and food for thought afterwards.

Resume review!

The amount of people in that room with expertise and experience in international affairs, was truly inspiring.

Networking with people with expertise in their field, speaking to young, ambitious students and getting inspired

Opening night discussions.

These conferences offer an invaluable opportunity for networking and mentoring.

I thoroughly enjoyed the reception and time in between to network and talk to other professionals and students. It was also a nice way to break up the panel discussions and speakers

The individual breakout sessions and the plenary session talks.

4. Please share something you learned from attending this conference.

78 Response(s)

I learned to lean in and to keep going for my dreams. I remembered what it is I came to DC for and what I actually want. I also learned that there are so many opportunities out there I have to keep an eye out for.

The "Lean In" panel was fantastic and full of helpful information.

I learned that a lot of recruiters actually do spend a significant amount of time recruiting on LinkedIn.

Learned more about some of the GAP member groups and their work; encouraged by the level of the young people who were invited.

I learned about the importance of choosing your education wisely and looking for programs, scholarships and internships that can help you with your graduate studies.

I learned that to reach my goals, I need to be in action and always excel.

There are so many jobs that you don't have to take one "traditional" track.

how to utilize your connections and also how to go about searching for international careers

the importance of linkedin for job hunting

I learned that there is no set career path to follow in order to gain success in the field. The focus should be more on skills-building and education in order to be competitive.

We need more investment in K-12 Orgs at GAP if we are truly going to support and fulfill the pipeline.

What thought leaders are currently discussing as how security issues will change throughout our lifetime...How Amb. Rice deals with work-life balance issues.

What are the tools that will help me to advance my career

The USG is looking for strategies to increase diversity among senior levels of government. The topic of the conference was very timely for them.

Current topics in International Affairs, Fellowships and Internships, Professional Development, etc

perspectives on social entrepreneurship

The importance of having a mentor.

"Excel and you will have a mentor"

There are more minorities in the medical, law, and business field compared to the policymaking field.

More about the risks and returns technology can offer in international affairs and in mobilizing people.

Info about net neutrality

From the workshop on resumes, I learned some key recommendations for youth on making your resume stronger (take quant and budgeting classes and add them to the resume, and take a personality test like the Myers-Briggs and be able to talk about how your personality will complement your qualifications for a job).

I really enjoyed the panel on honing your writing skills - I had been working on an international affairs-related application and feel that my essays will be stronger because of my participation in this session.

There is no set path to obtain a career within this industry.

Overall, I learned that it is perfectly okay to not have the rest of my life planned out. I was motivated to take risks and to follow my passions even if the specific path does not already exist.

To be curious

Commitment of Susan Rice to increasing diversity at the NSC.

Being comfortable with technology is very important.

It was so impressive to have access to the dignitaries like Amb Susan Rice, Ruth Davis and others. I was impressed that they didn't leave immediately but instead gave of their time and nurtured the audience. The young people were in awe. The ICAP community gave them hope and ambition.

Facts Tell; Stories Sell

Well, I came to the conference looking for guidance on how to expand my network in DC. I went to a different session than the one that offered guidance on networking. It was clear that there were plenty of networking opportunities- not just with panelists, but with the moderators and conferees!

I learned that it is in everyone's best interest to ensure that the faces of our government employees better represent the diversity of our great nation.

I learned that there is a whole population of people working internationally that aren't necessarily affiliated with the Dept. of State.

I learned that it is useful to "frontload" your career, especially if you are planning to have a family in the near future.

I learned about the Pickering Fellowship and I learned new factors that recruiters look for when hiring for international positions.

Well I learned what ICAP was and what a great program it is for those interested in international affairs.

Something I learned from attending the conference was that never apologize for being inquisitive.

It seems we all have the same concerns.

Practical techniques to use to improve my delivery and writing skills. Overall there are quite a variety of positions available to us as long as we are willing to explore, step out of our comfort zones, nurture and build relationships with people who have the countries' best interests at heart; no matter the age.

Diversity initiatives such as this one are wonderful but there is still a lot of work to be done.

I learned that there are multiple ways to enter the field of international affairs, and there is no one way to go about pursuing a career in this field.

I learned about essay requirements for the Foreign Service and specific traits and experiences that they look for as they read your essay. A current Foreign Service Officer that I met at the conference showed me the rubric of traits that they look for in evaluating the essays: public knowledge that most applicants don't know about.

I was not aware of the multiple internships and summer programs I could do while in college. Money is a big issue for me so the fact that I could learn, work, and get a stipend is an amazing opportunity.

In any kind of application having your own personal story is much better than just professionally answering with fancy words.

It is important to be open to opportunities. Prepare yourself with education but don't trap yourself by being too hyper-focused.

Suggestions for navigating success.

- Trends in and scale of social entrepreneurship A better definition of leaning in

Different lenses for viewing social entrepreneurship.

I was surprised about how many speakers encouraged younger professional to not only seek out mentors, but to be candid in their questions about how to achieve certain goals.

The selection of scholarships, fellowships, and internships.

The importance of LinkedIn to recruiters

Women are under represented in the field of foreign affairs.

I learned just how tightly knit the foreign affairs network is and how limitless the possibilities are.

There are real opportunities for minorities.

I learned how to navigate LinkedIn to find jobs and network with recruiters.

I enjoyed both social entrepreneur and lean in panel. I learned that hard work and excelling in your career is the best way to find a mentor.

I learned that the NGO sector continues to grow in size and impact. I was glad to have the opportunity to network with non-profit leaders as I am in the start-up phase.

I learned about private sector jobs abroad.

How technology is affecting our world all over. It's such an advancement and I learned how we can go about incorporating it into our lives for beneficiary purposes.

This conference encouraged me to continue pursuing a career in International Affairs. I started out wanting to do this but have found a difficult time breaking into the field. The sessions, speakers, and some of those I networked with gave me some ideas though and I do want to continue.

Networking is the key to everything. It's all about who you know.

I learned about ICAP and GAP, two great organizations that I had never heard about.

I was reminded I am going to succeed at what I do and in what I am passionate about if I continue to work hard.

I learned the power of support networks and ICAP has such a strong sense of family and fellowship.

The United States has a great new generation of young professionals who are rising up and taking the initiative to prepare themselves for careers in international affairs.

Success requires grit and commitment.

The current state of diversity in international affairs. While we may be doing a lot of work, senior leaders like NSA Rice may not be seeing results yet. There is more work to be done.

I tweeted this on my jpham1 Twitter account - the FSO on the "Lean In" panel advised young workers to take the challenging positions early in our career, such as working in Afghanistan or Iraq the way he did.

Writing for fellowship apps

Learned more about the Middle East.

I learned that we as people of color need to be more aggressive in our efforts of having an impact on the foreign service work force. By doing so we can expand our nations abilities to work with other nations and culture.

The importance of networking - it was great to meet so many players during the networking events and to have the opportunity to learn from the incredible speakers (from Susan Rice to Ambassador Davis and Gadsdon, to actors in business and from the White House!) What an array of speakers, participants and a true wealth of networking opportunities

I learned about ICAP program, Global Access Pipeline, and numerous professionals and programs in int'l affairs. I always knew there was a lack of diversity in essentially every sector, but the disparity that exists in int'l affairs specifically was reinforced. I'm thrilled to know there are coalitions like GAP making this a priority.

U.S. Foreign Policy position regarding Iran.

Men and women of color CAN lean in. Also, there are few people of color in high level foreign policy positions in our government.

We still seriously need to bridge the gap as People of Color, and as Women, for us to be represented as much as we ought to be in this society. I need to write a relevant, thoughtful, intriguing essay to apply for international affairs graduate school scholarships.

Since men apply to jobs they only fit 60% of requirements for, perhaps I can try.

From the panel with the current trends in foreign policy: if you have a dream, go for it, and make your way up slowly. You'll get there eventually, just be the best intern or student or person you can be and things will work out.

To lean in but to define "leaning in" for yourself.

5. What suggestions do you have about the conference for our future planning?

73 Response(s)

I just graduated from with my BA and the advice given was to get experience before going back to school, but where do we start what are our options. I couldn't afford to take as much unpaid experiences as others at state or etc that could advance of international affairs, so what can I do, what are my options since for most you have to be in school.

The closing plenary was long and it might have been more interesting to have a session recapping different learnings or something that is shorter so there can be longer networking breaks.

Allow the mentors and students they are appointed to to receive each other's contact information beforehand.

There should be some closing remarks from the organizers. Otherwise, it ended on a flat note.

More of the same. This was a great balance between foreign policy inspiration and practical skills development.

This was definitely one, if not the first, most organized conference I have attended. From the minute I signed-up to the moment I left I felt that every single detail was given thought. Thank you!

It was wonderful, I would not change a thing.

None,

have organization the person is representing on their name tag

to continue to focus on practical skills in the breakout sessions

Ask all members in advance for ideas about speakers/workshops/etc.

Advertise earlier! Announce earlier! I think I saw the invite just 3 weeks before. Why not 5-6 weeks before?? Other than that, you all did an amazing job pulling this off!

Etiquette and professional development for the student as would be helpful- topics like networking would be good.

NA

More time allocated for one-on-one career counseling. I requested counseling but never received confirmation. Also, my mentees were able to locate me but make it easier to find each other during the Friday night reception.

Please prolong the one-on-one career session. I enjoyed it, but it was too short. I know that my coach had more suggestions to give me about my future goals and resume, but her time was limited.

That the panel be less of a think tank and more of a career development platform

Even if a speaker (like the dean of SAIS) comes to speak about foreign policy, I'd also like to know about his personal challenges and triumphs and advice for youth aside from his views on foreign policy issues.

More break out sessions

In the future I would like to see the conference last three days, as opposed to just two. Some of the workshops and sessions felt a little rushed.

Have a segment on how to work directly with ICAP Alumni

More time for resume and cover letter writing.

N/A

There needs to be a tab bit more work on directing the crowds to their break-away groups.

Keep doing what you're doing CFR! One tiny suggestion, maybe the moderator could announce that the conference has concluded and the building will be closed in 15 minutes. This approach might help the staff to move attendees towards the door (instead of the staff eyeballing and/or clapping their hands at attendees!).

Lets make sure that this remains an annual thing.

I would suggest that the conference be more widely advertised. I would also suggest that the Peace Corps have an opportunity to present in the fellowships session. There are two excellent graduate school programs that combine Peace Corps and graduate school that would be of interest to many conference participants.

Longer breaks between workshops and panels. I was trying to connect with some of the presenters when I was heralded right away to the next event.

Have preliminary group seminars, organized by attendee status, so that people have an early idea of who has a similar background (ex: college students).

I had a great time and I felt that the event was organized.

More communication before the conference.

None at this time.

adding a session for individuals who are looking to move up in senior positions and leadership to include SES trainings, fellowships for mid-senior individuals, applying for and selecting detail opportunities at other agencies, political positions, how to get a job at NSC on in the WH--guidance on how to break those nuts. Shorter break out sessions with some of them being offered repeatedly throughout the day. Some students mentioned their disappointment at having to choose between important sessions. Then they were not allowed to leave on session early to catch part of another.

I would appreciate having less time as a large group, and more time in smaller groups. Small groups make it easier to make connections with people, and develop more meaningful relationships.

Create more formal ways for conference attendees to meet one another. More small group discussions; I found them to be very helpful in meeting new people and learning more about them.

I actually never got to meet my informal mentor. My first mentor did not show up and as far as I know the replacement did not either. I would have felt more comfortable had these talks been more formal and less social.

For the Mentor and Mentee part, many I know could not find each other maybe it would be better for the Mentors to have huge signs on a stick they can carry so their Mentees can easily see the names.

I wish the lean-in session was longer. Perhaps having an extended session or both a morning and afternoon session focusing in on slightly different aspects. Social media engagement and promotion. This will bolster the organizing institutions, prepare participants, and generate additional cache/notoriety.

Longer breaks, preferably in a larger space. Networking felt rushed. The mentoring program also needs more thought and guidance, along with designated meeting points. At lunch Saturday I found mentors who still hadn't found their mentees.

I thought the conversations that were "off the record" were candid and very enlightening. It makes me wonder what was not said on the panels that were "on the record." It might be worth considering changing the entire conference to "off the record."

The name tags -- I know it's not easy to manage all the logistical details -- were hard to keep on, and not very conducive for networking. It was hard to navigate the room and look for your mentor/mentee if the name tags were not on. I would suggest a better system for people to be able to network easier.

Consider offering more structured opportunities to meet/network - it can be hard for young people to approach an ambassador around the food station. What if 60-90 minutes were dedicated to this, with a bunch of tables in a big room, a "VIP" stationed at each table, and everyone could have 5 minutes to sit and talk with that VIP?

Don't have the technology speaking at the end.

I attended the Study Abroad and How to Fund it workshop and one of the speakers was absent. Also, I feel the leader of the workshop was improving with his questions. Also I received more relevant information from participants than the speakers. Everyone should be prepared.

I suggest making the network opportunities more comfortable. Maybe have tables organized by sector where employers and workers in that sector are situated at each table so attendees feel more comfortable approaching people, and they know who they are approaching.

More one-on-one sessions.

I think the foreign policy discussion should be the plenary discussion versus the technology discussion.

There should be a greater initiative to involve youth and students to take part in the conference. I thought that the mentor aspect would have been great, but my mentor, and many others did not bother to come to the conference.

make registration more seamless

Have some the GAP participants on a panel.

More exercises like the diplomatic writing one.

I would just say the space; it was hard to stand and eat outside

I accidentally ended up in the wrong workshop (not the one I signed up for) for the first session on Sat. morning. While I liked the session I ended up at, I would recommend having signage outside the rooms to better direct conference attendees.

Duplicate some of the sessions so we don't have to sacrifice one for the other.

Create a unique and separate time for ICAP alums.

I suggest inviting the current Director General of the Foreign Service to next year's event. I mentioned it to him after the fact and he seemed interested.

I would have like the break outs to be a little longer. and stay on track and true to the topic

N/A keep up the great work.

Create a better system to match mentors with mentees. If possible, the mentors should get the e-mails of the mentees in advance so that meeting places and times can be established.

The reception and plenary sessions felt really crowded. In addition, the emphasis of the conference seemed to be on visible minorities. I spoke with an LGBTQ participant who noticed this as well, saying one of the sessions he attended was incredibly heterocentric. My other suggestion would be to take advantage of people who volunteer.

Keep the audience to college and ICAP. The high school students were too young last year. This was a good mix.

I tried to access the agenda and schedule online, the same page I'd signed up to attend the conference. The night before the conference though, the details were taken down. If possible, it would have been great to access the information the night before, when I was trying to refresh my memory of the panel names and content.

Expand the coaching/mentoring sessions. One idea is to have counseling sessions for small, similarly situated groups. Also, the informal mentor partnering should have a more deliberate way of connecting interested parties. Overall try to incorporate more "working sessions" into the agenda.

Finally, if I could improve anything, I would perhaps provide Bios of the participants/attendees of the conference w/any contact info they wish to share to have a sort of list and backgrounds of not only the speakers but all those attending, the schools and programs they are from, etc to have a list of those w/whom there was not enough time to meet

RE career counseling appts: Striving to pair attendees with mentors who have experience and expertise in the similar fields.

Create more opportunities for cross-generational interactions and networking.

Have career-point-specific panels, e.g. separate college seniors and recent grads from mid-level professionals, etc. Perhaps for one panel.

Can we PLEASE create a database where the information of all the participants, name, email, and organization get listed on an excel spreadsheet, so that we may all keep in touch and help each other easier?

Shorter panels, but more of them to dabble in. All of them seemed so interesting, and I would have liked to have attended more.

It would be good to have a dedicated time for some of the ICAP alum to discuss core issues rather than focusing the sessions on those that are completely new to foreign affairs. that said, having the GAP folks there was wonderful and I have inadvertently picked up a new mentee.

More time for networking, more breakout sessions.

6. Please rank each of the events that you attended on Friday. Please answer only for those events which you attended.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Excellent	Good	Fair
Friday Night Reception	68 72%	25 27%	1 1%

Discussion with Vali Nasr, Dean of Johns Hopkins School of Advanced International	61	30	5
	64%	31%	5%
Discussion with Susan Rice, National Security Advisor	90	6	2
	92%	6%	2%
32 Comment(s)			

I wish the space would have been a bit bigger for the Friday night reception. Both speakers were great except I wish they were longer.
 Still hoping for Susan Rice address video to be posted.
 I did not attend Friday night.
 Susan Rice's discussion was great.
 excellent
 Great job on getting fantastic speakers!
 Great kickoff. The Council managed the timing if they evening well and the speakers were engaging.
 The highlight of the conference!
 I wish to have a longer reception instead of being rushed.
 I especially enjoyed the session with Susan Rice
 The discussion with Dr. Rice actually left me a bit discouraged with her comments about how she sees no viable successor behind her. however, this was not something the conference coordinators have control over.
 Vali Nasr was a good speaker on foreign policy, but we didn't hear anything from him on his personal journey that we could learn from in our own professional journeys.
 GREAT ALL AROUND

Top drawer! it would have been nice for the professionals to have exposure to Susan Rice rather than the students who flooded her afterwards for selfies!
 I am sorry I missed Friday's event. Heard it was great.
 Did not attend.
 I thought it was particularly effective to have the speaker coming from academia discuss current policy issues, and to have the speaker coming from government discuss career opportunities (and challenges!). I recommend repeating this pattern in the future, as it led to very interesting conversations!
 The discussion with Ambassador Susan Rice was simply phenomenal!
 Unfortunately I missed Friday evening.
 A live twitter feed or question/comment posting system would have been cool so you could see all the questions and pick the ones that would offer the most insight, instead of random selection from the crowd.
 Wish there was a better way to find my mentees. I was only able to connect with one.
 Unfortunately, I couldn't make it.
 Great selection of speakers! They have fascinating things to share.
 Amazing choice of speakers
 The reception was a great networking opportunity Vali Nasar was a great speaker and it was a treat to hear Susan Rice speak. She was encouraging and inspiring!
 Great to hear Susan Rice on diversity. She seemed willing to stay with us a bit longer. It would have been nice to have had a bit more Q&A for this and the Vali Nasr pieces.
 Not applicable. I did not attend this session.
 I was not able to attend Friday night, regrettably.
 appreciated the candor and willingness to stay after to talk
 Unfortunately, I was unable to attend Friday's reception.
 She was incredible, and www.iyli.org is the cadre of young people that she spoke of needing to mentor. :)
 all discussions were excellently planned and I thoroughly enjoyed them.

7. Please rank each of the workshops and plenaries that you attended on Saturday. Please answer only for those events which you

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Excellent	Good	Fair
Iran & the Middle East	8 50%	6 38%	2 13%
Social Entrepreneurship	26 68%	9 24%	3 8%
Scholarships & Fellowships in International Affairs	21 88%	3 13%	0 0%
Increasing Your Chances of Landing an International Job	21 55%	16 42%	1 3%
Development: Women and Youth	24 53%	18 40%	3 7%
Honing Your Writing Skills for Professional Success	16 62%	8 31%	2 8%
Can Minority Men & Women in International Careers 'Lean In'?	41 80%	8 16%	2 4%
Why Study Abroad and How to Fund It?	9 53%	5 29%	3 18%
Current U.S. Foreign Policy Trends	8 33%	12 50%	4 17%
How Technology is Changing the World We Live In	32 62%	15 29%	5 10%
32 Comment(s)			

All of them were great!

I believe the panel from the "Increasing Your Chances of Landing an International Job" panel was very vague and more focused on promoting their organizations or schools rather than giving us advice. The best panel in my opinion was "Development: Women and Youth."

the current policy trends session was more about careers than actual trends

n/a was not there on Saturday...but congrats on getting Zeenat (Global Youth Adviser) to participate - our alumni loved her!

Interesting presentations, timely subjects. It would be great to develop an outcome document- critical actions from the conference.

Fantastic line-up of speakers!

I am very interested in the "Lean In" and Career panels. I love the practical suggestions given by panelists.

I enjoyed the honing your writing skills workshop the most. Especially the breakout session part where we dissect good and bad essays and discuss the components of each essay. We had to list what made it good or bad and provide reasons why. It was wonderful having the opportunity to sit and discuss how to write a quality essay with Ambassador Ruth Davis, someone that sits of various scholarship and fellowship committees.

I could only attend half of the social entrepreneur workshop so hard for me to rate. I was on can minorities lean in, so feel I can't rate. Loved how technology is changing in the world we live in

I loved the technology plenary because the speakers were great and it also spoke to the youth in the room about how to embrace and leverage social media trends to leverage their careers in the future.

The plenary on women and youth in development was amazing - loved the speakers and conversation with the audience!

Very insightful. I received the Careers in International Affairs book from one of the panelists in Increasing your Chances of Landing an International Job. In Honing Your Writing Skills for Professional Success I learned many things such as what a good fellowship application essay looks like and what recruiters are looking for.

Not sure why some sessions were on the record. Better for everything to be off the record.

The increasing your chances of landing an international job was primarily focused on the younger professionals and students but it would be great to have a session focused on mid level folks who want to become an FSO or get a contracting job with NGOs abroad

I was advising students and professionals during the workshops so I did not get to listen to the programs.

I really enjoyed the panel on landing international jobs, but I felt that the advice given was more general, and I don't think that I learned anything that could be applied specifically to finding an international job. The advice given was more about finding a job in any field... this can be a good or bad thing, but I'm not sure if that was the intention.

The speakers were amazing.

The majority of the meeting "Current US Foreign Policy Trends" was spent learning the role of the house whip and not even discussing international affairs, let alone trends. Towards the end the conversation got started, but time ran out.

The format was good, and moderators were also positive. Some of the themes could benefit from a little more specificity.

There needs to be some variety in session formats. All I went to were panels with opening comments, moderator Q&A, and audience Q&A. It got tired.

I think it might have been helpful to note in advance that the writing seminar was aimed at individuals applying to their first job or internship. Some professionals at a higher level were confused with this session.

Honestly don't think the plenaries add as much as other smaller-format gatherings to the conversation. Think more workshops and opportunities to interact in small groups or one-on-one could offer much greater meat than passive lecture-hall format.

For the Development: Women and Youth, I wish the discussion had been more policy heavy and that the hard questions had been answered or thought about.

The Social Entrepreneurship workshop was my absolute favorite; hearing professionals' beginning stories was amazing

Did not attend sessions

I would have focused the U.S. Foreign Policy Trends discussion more on the congressional element.

The study abroad session had very young speakers. Their personal journeys have been fascinating, but they had very little practical advice to share with the participants.

Some of the speakers for the ICAP led breakouts spent a lot of time talking about themselves. While we are interested to know their background, the bios are in the packets, and the conversation should stay on topic. That is why we signed up for the breakout and what we came to hear. Perhaps some extra prepping for the panelists would be useful.

Great sessions. I loved the audience question in the closing panel about coding and other computer science skills as they relate to working in foreign affairs. excellent array of panel participants, great questions and insight

Maybe add another breakout workshop time, so that we may attend more than just 2? I mean, these all sound interesting, perhaps I can get 3 in?

I'd have loved Scholarships and Fellowships in Intl Affairs, Increasing your chances of landing an intl job, and Honing your writing skills for professional success.

I attended the panel on development that focused on women and youth. Although the discussion was great, there were a number of inaccuracies on the panel.

There are a large number of ICAP alum in USAID, MCC, OPIC, and the World Bank that could have better spoken to the issues. Many of us in these agencies talked about the importance of exposing the younger generation that wants to get into careers in foreign affairs to a variety of career paths within the U.S. government.

8. What additional topics would you recommend for future years of this conference?

44 Response(s)

I would suggest one for young professionals who find themselves in an in between stage. HR professionals from these places we want to one day work for. How to submit resume and indeed submit resume to companies there.

I would recommend a panel that outlines the best opportunities for professionals to enhance their careers in international affairs, i.e. something targeting mid-career professionals.

a tad more networking time...had to play hooky to talk with participants

Most recommended degrees to pursue for a career in International Affairs.

I would recommend a "how to" session for social enterprises. How to get started, things to avoid/consider, etc.

foreign aid policy careers or security policy careers

An intention workshop on how the GAP members have benefited from the "network" and how to use your networks for professional advancement.

SES Panel in International Affairs...their advice on applications and PREPARING for future applications.

Diversity within senior management positions in international affairs- how do we get there?

NA

How to leverage your international experiences into a job/career.

The topics that were presented were amazing. I would have loved to attend a workshop on the importance of honing your skills in a particular language to help you succeed in Foreign Affairs. Also in this workshop, provide programs that students can use to learn new languages. Most students do not understand the value of learning a new language.

Perhaps there could be a session where participants bring their resumes and have them reviewed by professionals.

Resilience,

Lots of ICAPers are having families and are worried about work life balance. I would recommend a session on "How to be successful and raise a family". I would also have a session on programs at the K-12 level that groom future GAP/ICAPers

More topics on security issues. More opportunities to network with professionals. The event still felt like a graduate student conference rather than for a mid-level foreign policy employee.

more on intelligence and Counter-Terrorism

I would recommend that the conference be duplicated in other cities in the US.

None at this time.

1. a speed networking session

2. session for individuals who are looking to move up in senior positions/leadership session would highlight SES trainings, fellowships for mid-senior level, applying for and selecting detail opportunities at other agencies, political positions, how to get a job at NSC on in the WH--guidance on how to break those nuts.

Career workshop on resumes/CVs, cover letter writing, interviewing, and networking.

Prison Industrial Complex, Military Industrial Complex, Minority Retention, Capitalism, Federal Reserve and the World Economy, Immigration

- Market Innovations and Applications for International Development

- The Diaspora Role in International Policy and Practice

- Diplomacy, Defense, and Development in a Constrained Budget Environment

- The Firm Outcomes of Soft Power

The conference content was quite heteronormative and could benefit from more LGBTQ perspectives, particularly around the intersection of race, sexuality, and gender identity.

The art/skill of networking -- this is something young people and young professionals need help with, the most.

I wasn't able to schedule a personal appointment with an advisor because I didn't see the link to RSVP. It would be helpful to have "drop in" appointments for students that were not able to schedule a time with an advisor.

The impact of changing domestic demographics and foreign policy trends

Topics that are more sectoral, i.e. Democracy and Governance, Post-Conflict, Gender

Workshop on Branding yourself/Resume Workshop/Topic on Monitoring & Evaluation in International Affairs.

Successful Networking Skills

I would have a session on age diversity - working across generations.

Mentoring: I found such great mentors at the conference and would love to pay it forward and a session on mentoring would be great.

All were good and on topic.

Navigating a career in international relations as a young person, under 26 -- the average age of those entering MA programs. What should one do between college graduation and going back to school to improve one's competitiveness? Also, navigating the career under 30 -- how does one succeed when in an office surrounded by experts in their 40s-60s?

Nothing additional, in fact would advocate for narrowing the focus at bit.

China and diversity of the Foreign service workforce

-the importance of language knowledge in international careers how to navigate cultural barriers for success in jobs/internships/fellowships abroad

Africa and its changing economy. Opportunities to work with women leaders Africa and Asia. Discussing best practices and different approaches to humanitarian aid in developing countries. A panel of foreign nationals providing perspectives on what type of US aid has been most beneficial to their countries.

More Mid career coaching

How to cultivate productive relationships with your mentor (s)?

Learning in

Current Issues and Innovation in Global Education/International Youth Issues and Youth Empowerment/How to internationalize whatever career you're in.

Immigration reform, education reform, culture and its part in IR

Work life balance, managing bureaucracy, professional networking across the interagency, how to become a political appointee

9. Please rate, if applicable, each of the following aspects of the conference.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Excellent	Good	Fair	Needs Improvement
Overall Quality of the Speakers	98 91%	9 8%	1 1%	0 0%
Topics and Issues Covered	77 71%	29 27%	1 1%	1 1%
Length of Conference and Breakout Sessions	61 57%	37 35%	6 6%	3 3%
Value of Information Provided and Analysis Offered by Speakers	71 67%	31 29%	3 3%	1 1%
Quality of Food	73 68%	28 26%	7 6%	0 0%
Quality of Conference Site	92 86%	14 13%	0 0%	1 1%
Registration Website	64 60%	31 29%	9 8%	2 2%

One-on-One Career Counseling	30 57%	7 13%	11 21%	5 9%
Networking Opportunities	65 61%	29 27%	8 8%	4 4%
Mentoring Opportunities	43 47%	24 26%	13 14%	11 12%

22 Comment(s)

more time for networking... perhaps earlier convocation on Saturday?
the conference was really great
This conference, bar none, is the best one I have attended on international affairs,
Mentoring was much easier and organized this year.
No real moments to connect with mentor.

there was confusion in the sign up between one-on-one career counseling and mentoring opportunities. It forced me to sign into things I didn't mean to. It wouldn't let me register until I checked all of the boxes and that meant career counseling. Also I thought I was offering it, not getting it, but appreciated the opportunity to get it, just the same. Felt bad taking it from someone else who might have wanted it. If there were more time I could have given my slot away. The food was great. There were plenty of options for vegetarians and no pork made it easier for people eating halal/kosher.

The mentoring could be more structured

I signed up for One-on-One Career Counseling and I was not selected. I would have loved to have had a session because there are so many questions, on a personal level, that I would have loved to have answered.

It was a well organized conference. The information table with material was great.

Try to recruit more advisers so that more students are able to meet with a career counselor.

I think that the mentoring aspect of the conference would have been more helpful if mentors were chosen only from the participants that could attend both conference dates. My mentor was only at the conference on Saturday, which was the busier day, so we didn't get much of an opportunity to talk.

I would have liked a little bit more time to talk between sessions, it seemed like that was occasionally rushed and we were being herded out by staff members. Worth considering the pros and cons of having a portion of the sessions on the record and off-record. The plenary sessions might be a little shorter and more presentation style. I think the room size was just about perfect.

In the future, the "confirmation page" that is sent once someone registers should again repeat information such as location and times. Participants had to go back and find the original invitation (which might have been on an inaccessible work computer, despite registering with a more accessible email).

It was hard to identify people and find folks in the room. Some more thought needs to be placed on that.

I requested one-on-one career counseling but did not get a session. I understand that this may be a popular request so I would suggest adding more counselors if possible or having more time for this so more conference attendees can participate.

As one of the counselors, I found the number of participants who wanted counseling after the conference a bit overwhelming.

You should add a section for answers that do not apply.

I was not able to connect with the mentor I was matched up with, Lia Miller. I'd messaged her on LinkedIn before the conference, but did not receive a reply. Perhaps provide participants with mentors' email addresses? Or, provide mentors with participants' email addresses and put the ball in their court to reach out to mentees? I also would not have been able to send Ms. Miller a LinkedIn message if I did not have a premium account -- an upgrade not all young people have. I appreciate the opportunity of being matched with a woman mentor. I look forward to learning from her and having a woman in the State Department to whom I can reach out.

I'd like to have had more time with my mentor. It was hard finding her in the opening reception, and she seemed super duper cool

10. Were you able to connect with your assigned mentor or mentee?

	Number of Response(s)	Response Ratio
Yes	46	38.0%
No	20	16.5%
Other	18	14.8%
No Responses	37	30.5%
Total	121	100%

I met them but did not have adequate time to speak with all of them in detail.

half

I did not have one.

Was not assigned

No wasn't assigned one

She was amazing

I was not assigned a mentor

Was not assigned one

I see to have been left off the list although I signed up

I was not assigned to a mentee.

I was not assigned a mentee.

Did not sign up for one

N/A

not applicable

Does not apply

only with one

I was not assigned one.

Connected with two but not the third

11. Are there any other comments/observations that you would like to share?

30 Response(s)

It would be more helpful in the future if mentors and mentees could be paired by interests or needs. Maybe small group mentoring or something so that mentors are able to help mentees.

Really fabulous job... comments above are merely minor tweaks to a first-rate conference.

Thank you for all your hard work. It definitely showed!

Excellent conference, keep up the good work, thanks!

This conference was amazing.

I think this conference is a valuable step towards increasing diversity in the international relations field.

Great work GAP!

I have noticed that for 2 years straight, the BEST breakout sessions area all Saturday afternoon. It would have been great to spread out the ones directed toward professionals in a more balanced way.

Based on my personal experience, I could not meet my mentor, and I tried to find her at the meeting but for future conference: A picture of the mentor or set a room only for the mentors, would be helpful or a special ribbon of the same color for all the mentors.

Fantastic job!

Excellent conference. I walked away with a lot of knowledge and insight. I hope that the conversation and dialogue continues on increasing the diversity in international affairs.

I enjoyed the whole conference especially the career coaching and one-on-one mentoring session. I wish the session (career coaching) was longer. Each student was allotted 30 minutes with the career coach but it felt as though it was shorter. For example, I spent majority of the time providing the career coach with information about myself and what my future goals are. She (Julie Niell) was amazing and I know she had more advice to give me about how to go about achieving my goals, but she had to shorten it because she had to attend to other students. Aside from allotting more time to the career coaching session, everything else was amazing and it was a good learning experience. I also attended the workshop on writing for graduate school, scholarships, and fellowships. Participants were given the opportunity to break into small groups lead by the speakers such as Ambassador Ruth Davis (who is on various scholarship committees). We evaluated a good and bad essay for a fellowship program.

Kudos to the whole team. I can't believe you pulled this off extracurricular to your regular jobs and lives. You are an inspiration! Thanks for your dedication.

Branding was a bit confusing, was it a GAP, ICAP or CFR conference or all of the above.

Next year clip on name tags would be better than stickers that constantly fall off.

Great effort went into the planning and it really was a success

Thank you so much for making this possible and for all of the work, effort and love that was put in to the conference. The whole event was so impressive.

I was not able to connect with my assigned mentor because they were not there on Saturday. I spoke to the mentor/mentee coordinator and she was able to pair me up with another mentor. The program was just beginning so I was unable to connect with the newly assigned mentor.

It was a great environment and experience that is so necessary. Thank you for allowing us to participate!

Try to work out an arrangement with the local parking garage for early morning parking next door.

There are some terrific event planner pros in international education and international affairs that I'm sure would be willing to lend a hand in improving the conference structure and flow. In particular, content could be divided by track or target audience to more appropriately address the needs of students, young professionals, and mid-career professionals. Nonetheless, the goals of the event are laudable and I hope lead to a field of practice that more closely resembles the make-up of our broader society. One of my mentees asked if all IR events in DC had audiences that "look like this" and I was sad to report that the answer is no. I'm hopeful we can keep working to change that to yes.

Thank you for all the hard work in putting this event together! It was absolutely one of the best two-day conferences I have attended in a long time.

My mentee found me; however, she almost gave up because it was very difficult to connect. Perhaps the mentees can be given the mentors email so that they can connect with us and coordinate a rendezvous time and location. The cyber security talk was very insightful. Perhaps the next conference can invite representatives from coding groups such as code academy in order to encourage students to code.

GAP is moving from strength to strength. This year's conference was as well organized as the last, but was even better. Clearly there is a need and GAP is meeting it.

Thank you so much for organizing this conference. I think it was very successful and helped young people like me think about tough issues in foreign affairs as we begin our professional careers. Please feel free to reach out to me at jessicapham17@gmail.com -- I'd love to get more involved, if possible, to help with next year's conference.

Would recommend thinking through an action to address between the mentee/mentor. Otherwise hard to benefit from the exchange. Would like to underscore narrowing the themes and focus for the conference.

Thank You for all of the hard work that went into the organization of this conference! It was truly great :)

Thank you for the opportunity to be a part of this conference. What a wonderful way to increase diversity in international affairs, through establishing a network, of students, professionals, mentors, and experts in the field. It is inspiring to see the willingness of other minority leaders investing their time and energy in the success of others. I look forward to the next one!

Did not get to meet with my mentor for more than two minutes, I think assigning a time would be more useful.

It was AMAZING.

I'd like to help put on the next one.

I'd like to see more youth here next year, too!

Thank you Thank you, Thank you!

N/A

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November 3, 2014

Ms. Penny Hunt
Executive Director
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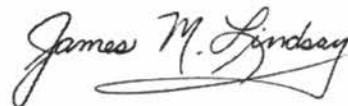
Dear Penny:

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.

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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.

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HUMANITY ^{IN} ACTION

April 29, 2014

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

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 March 1, 2013, through April 29, 2014. CFR is submitting a separate report detailing the activities it conducted as part of the Expanded Diversity Initiative separately from Humanity in Action.

In the second year of the Expanded Diversity Initiative, CFR and Humanity in Action built on the success of the existing components and launched the additional activities. As part of its collaboration with Humanity in Action, CFR held a workshop for all American participants in Humanity in Action's 2013 summer program, and supported the participation of fifteen minority students in the program. Humanity in Action operated a successful 2013 fellowship in five European cities, kept the fellows involved in foreign affairs issues after the program's completion, and planned for the 2014 fellowship. Humanity in Action, with Robina's support and CFR's assistance, also designed the new Diplomacy and Diversity Fellowship, conducted outreach to attract applicants, selected an inaugural class, and planned the content for the 2014 program year.

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,



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

Annual Progress Report to the Robina Foundation

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

Reporting Period: March 1, 2013–April 29, 2014

Report Due: April 29, 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 careers 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.

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 Fellowships, 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 partnership 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 a significant minority student population.

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.

CFR's efforts to increase the number of minority students choosing foreign policy careers will by definition yield demonstrable results only over a period of years. During its second year in operation, the Expanded Diversity Initiative is accomplishing its long term goal of increasing the number of minority students choosing foreign policy careers. CFR successfully executed all four sets of proposed activities, including broadening the diversity of students participating in Humanity in Action's flagship fellowship for undergraduates and working with Humanity in Action to develop the Diplomacy and Diversity Fellowship.

Briefly outline your original goals and objectives as stated in your proposal.

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.

Established in March 2012, the initial Expanded Diversity Initiative includes collaboration with Humanity in Action to bring more minority students into Humanity in Action's acclaimed fellowships and provide a foreign policy workshop for all American program participants. Begun in September 2014, the additional activities of the Expanded Diversity Initiative include further collaboration with Humanity in Action to launch a program on Diplomacy and Diversity, designed to sustain minority graduate students of international affairs in pursuing foreign policy careers.

These forward-looking and practical activities build on CFR's extensive, longstanding, and ongoing efforts to promote diversity, leveraging CFR's demonstrated strengths in the foreign policy arena, and mobilizing the complementary skills and networks of outside organizations rather than building redundant infrastructure at CFR. The three organizations CFR chose to work with to carry out the Expanded Diversity Initiative, including Humanity in Action, all have considerable expertise on diversity issues. Humanity in Action is an international educational organization that seeks to educate, inspire, and connect a global network of students, young professionals, and established leaders committed to promoting human rights, diversity, and active citizenship in their own communities and around the world.

Summarize your progress in meeting these goals and objectives and describe how your activities related to achieving the ultimate goal/purpose of the program.

In the second year of the Expanded Diversity Initiative, CFR and Humanity in Action built on the success of the existing components and launched the additional activities. As part of its collaboration with Humanity in Action, CFR held a workshop for all American participants in the Humanity in Action Fellowship, and supported the participation of fifteen minority students in the fellowship program. Humanity in Action operated a successful 2013 fellowship program in five European cities for its fellows, kept the fellows involved in foreign affairs issues after the program's completion, and planned for the 2014 fellowship program. Humanity in Action, with Robina's support and CFR's assistance, also designed the new Diplomacy and Diversity Fellowship, conducted outreach to attract applicants, selected an inaugural class, and planned the content for the 2014 program year.

CFR-Humanity in Action Workshop. The forty-two American students in the 2013 Humanity in Action Fellowship were all invited to participate in a daylong workshop held at CFR's Washington, DC, offices. (Appendix one contains the workshop agenda and the bios of the panelists.) On May 28, 2013, CFR hosted the Humanity in Action participants for panels and discussions with foreign policy experts, government officials, and members of CFR on topics such as European security and politics, the economic crisis and Europe and the "European orbit." The workshop featured a panel that allowed the Humanity in Action participants to ask three mid-career foreign policy professionals about their career choices. The day ended with a dinner and networking reception. Zeenat Rahman, special 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 29 and 30, 2013, the Humanity in Action fellows 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 Joan Ringelheim, retired director of oral history for the Holocaust Museum, to discuss these exhibits. Jerry Mitchell, a noted journalist

I attended workshop in 2013 & will attend this yr's workshop at end of month.

from Mississippi whose investigative reporting has led to the arrest and conviction of Ku Klux Klan members, also joined the group for a special presentation.

CFR will host a daylong workshop at its Washington, DC, office for the American participants in the 2014 Humanity in Action Fellowship on May 27, 2014. As was the case in previous years, the Humanity in Action participants will receive briefings from CFR fellows, government officials, journalists, and other influential foreign policy experts. Humanity in Action staff and participants have been consistently pleased with the content of the workshop, finding it informative and relevant to the fellowship program. The content will be similar to that of previous years, with a new slate of speakers and a focus on security questions in Eastern Europe in light of the developments in Ukraine. The workshop will encourage discussion of important foreign policy issues and introduce participants to career options in the foreign policy field.

Minority participation in Humanity 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 2013 summer fellowship programs. (Appendix two provides the biographies for the fifteen students.) The students spent four weeks in one of five European cities—Amsterdam, Berlin, Copenhagen, Lyon, or Warsaw—working with European students exploring ways to promote racial, ethnic, and religious tolerance in diverse societies. Each program was highly interdisciplinary, featuring daily lectures and discussions with renowned academics, journalists, politicians, and activists, as well as site visits to government agencies, nonprofit and community organizations, museums, and memorials. The 2013 fellowship concluded with the Fourth Annual Humanity in Action International Conference in Warsaw from June 27 to June 30, at which all 2013 fellows gathered along with approximately 150 Humanity in Action senior fellows, board members, distinguished speakers and established leaders. The conference featured keynotes, workshops, and discussions led by experts and activists who brought both Polish and international perspectives to the theme of transitions in a modern world. The program focused in particular on Polish political, economic, and societal transformations and the relationship of that history to contemporary Poland. The conference also examined transitions around the world, exploring mass protest movements, revolutionary upheavals, and the power of new media and technology to empower future civic activists and leaders.

After the completion of the summer 2013 programs and throughout the fall of 2013, Humanity in Action worked to build the foundation for the 2014 Humanity in Action Fellowship. The support provided by the Expanded Diversity Initiative will enable another fifteen outstanding minority students to participate in the 2014 programs. To ensure a pool of highly qualified and diverse participants, Humanity in Action expanded its outreach in 2012 to institutions with diverse student populations, and continued to build on this progress in 2013. One step Humanity in Action took was to develop a comprehensive list of colleges and universities with diverse student populations. The list identified campus fellowships offices, student groups, and academic departments that attract minority students. Based on this list, which was expanded from previous years, Humanity in Action circulated information about its 2014 programs to more than three thousand contacts.

Humanity in Action also hosted information sessions at over forty universities around the country. (See Appendix three for a list of information sessions.) This direct outreach focused on promoting Humanity in Action's program and international opportunities to minority students. For example, a Humanity in Action program alumnus travelled to Arizona State University and the University of New Mexico—two institutions with large Native American student populations—to present at information sessions. Two additional alumni of Humanity in Action programs, who were supported by the Robina Foundation in the summer 2013 program, traveled to the historically black Morehouse and Spelman Colleges. Humanity in Action has solicited recommendations and a call for applicants from partner organizations that provide higher educational opportunities for minority students, including the Posse Foundation, which endorsed fifteen minority applicants from its network for the 2014 fellowship.

These expanded outreach efforts produced a substantial increase in the number of applicants for the 2014 fellowship. Humanity in Action received 10 percent more applications than it did in 2013. Of 605 applications submitted, Humanity in Action received 211 applications from the schools that Humanity in Action staff and alumni visited. Thirty-six percent of applicants were African American, Latino/a, or Native American. (Please see Appendix four for data on the 2014 applicant pool.)

Humanity in Action had a record number of applications for the 2014 fellowship, making this the most competitive applicant pool yet for this program with a 7 percent acceptance rate. Humanity in Action selected fifteen outstanding minority participants for the 2014 Humanity in Action Fellowship, whose participation will be funded by the Robina Foundation grant. (Please see Appendix five for the biographies of these fifteen participants.)

Humanity in Action is now planning for the 2014 fellowship. The 2014 American fellows will meet in Washington, DC, for their orientation workshop from May 26 to 29. They will then participate in the Humanity in Action Fellowship in Amsterdam, Berlin, Copenhagen, Paris and Warsaw from May 31 to June 30.

The 2014 Humanity in Action Fellowship includes students and young professionals from universities in Bosnia and Herzegovina, Denmark, France, Germany, Greece, the Netherlands, Poland, Turkey, Ukraine and the United States. This year's program will end with a conference in the border region between Germany and Denmark from June 26 through June 30, convening all of the Humanity in Action summer participants from all program cities. This event will focus on the treatment and status of minorities in border regions in Europe and around the world.

Continued involvement of students in the CFR–Humanity in Action program in foreign affairs. To keep the 2013 Fellows 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 fellows, and Humanity in Action expects a number of minority program alumni from 2013 and 2014 to apply for these programs when the application becomes available. Modest stipends are provided to ensure that any applicant can participate.

In September 2013, Humanity in Action hosted a conference in New York for alumni of its programs. Featured speakers were Brian Stout, senior policy analyst at the U.S. Agency for International Development (USAID), and Saskia Bruysten, the cofounder and chief executive officer of Yunus Social Business (YSB), which helps create social businesses around the world. Several Humanity in Action program alumni supported by the Robina grant participated in this conference. In addition, CFR arranged for all of the American Humanity in Action students to receive a yearlong subscription to *Foreign Affairs*.

The Robina-sponsored student participants in the 2013 Humanity in Action Fellowship were invited to the Conference on Diversity in International Affairs hosted at CFR's Washington, DC, office in coordination with ICAP and GAP on April 4-5, 2014. Interested students received travel stipends. At the event, these students received professional career counseling and mentoring by mid-career professionals, and attended skills-based breakout sessions focused on writing for foreign policy and finding a job in the field.

of HIA participants?
2

Many Humanity in Action program alumni maintain a commitment to human rights advocacy and diversity. One of the sponsored participants in the 2013 fellowship, Joshua A. Aiken, won a Rhodes Scholarship in 2013 to advance his ambition of helping marginalized peoples through human rights advocacy. At Oxford, he plans to earn an MPhil in sociology.

Outreach for Diplomacy and Diversity Fellowship In November 2013, Humanity in Action began to disseminate information about the Diplomacy and Diversity Fellowship and the call for applications. Outreach efforts focused on American and European universities, professional and student network organizations, and international and foreign policy organizations. Humanity in Action identified forty target institutions (see Appendix six for a full list) and made contact with each institution through campus visits, personal telephone calls, or targeted email correspondence. In addition, Humanity in Action distributed the program announcement and call for applications to over five hundred U.S.-based university administrators, faculty members, and graduate school affinity groups with diverse constituencies. Humanity in Action shared the program announcement with a range of contacts at European universities: 30 in Bosnia and Herzegovina, 35 in Denmark, 93 in Germany, 203 in France, 681 in the Netherlands, and 151 in Poland. In addition, Humanity in Action shared information on the program launch and applications with the Humanity in Action community of nearly 1,200 program alumni.

Humanity in Action learned through conversations with university administrators, faculty, students, and foreign policy professionals that graduate programs on foreign affairs or international relations lack coursework focused on the policy questions surrounding diversity. Through these informational interviews, Humanity in Action refined the pedagogical approach for the fellowship program, including identifying scholars, books, and articles that should be incorporated into the Diplomacy and Diversity Fellowship curriculum. *How?*

Applications and selection for Diplomacy and Diversity Fellowship. The application for the Diplomacy and Diversity Fellowship was open from December 9, 2013 to January 31, 2014. The applicants were evaluated based on the following components:

- CV/resume;
- Idea for a research article on an issue relating to foreign affairs, democracy, diversity, and pluralism;
- Response essay to a selection of excerpts from Christopher Clark's recent book, *The Sleepwalkers*;
- Research interests;
- Letter of recommendation.

Appendix seven contains questions for the 2014 application.

Humanity in Action received 399 applications from eligible applicants from students studying in the United States, Bosnia and Herzegovina, Denmark, Germany, France, the Netherlands, and Poland. Humanity in Action did not collect information on the race and ethnicity of European applicants since questions on race are uncommon and illegal in certain European countries. The American applicant pool was exceptionally diverse. The ethnic composition of the American applicant pool was as follows:

- 37 percent white/Caucasian;
- 26 percent black/African American (non-Hispanic);
- 14 percent Hispanic/Latino;
- 13 percent Asian/Pacific Islander;
- 7 percent other;
- 2 percent American Indian/Alaskan Native.

Appendix eight includes a graphical representation of these and other demographic features of the applicant pool.

A team of Humanity in Action staff and alumni, CFR staff, and experts read and evaluated applications, generating quantitative rankings, as well as providing comments on each of the applicants. Rankings took into account intellectual curiosity, analytical ability, relevance of experience and interests to the Diplomacy and Diversity Fellowship program's goals, and the reader's recommendation on whether the candidate should advance to the next stage.

Humanity in Action forwarded the names of the seventy highest-ranked applicants to an interim selection committee. Fifteen application readers from the initial stage convened to choose forty candidates as finalists. Humanity in Action staff and alumni then interviewed each finalist. The interviews provided an opportunity to evaluate the personality and background of each finalist.

Humanity in Action selected ten American graduate students from underrepresented minority backgrounds, seven American graduate students from other ethnic backgrounds, 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.

The group of twenty-four participants is diverse in respect to academic disciplines. Each participant focuses on a unique aspect of international affairs through his or her academic program, including conflict resolution, security policy, African studies, global health, European and Russian studies, communications, African American history, law and diplomacy, sociology, and economics.

Out of the twenty-eight Humanity in Action program alumni who applied five were selected to participate in the Diplomacy and Diversity Fellowship. Appendix nine includes biographies of the individuals selected to participate in the 2014 Diplomacy and Diversity Fellowship program.

Program development for the Diplomacy and Diversity Fellowship. The New York and Paris Humanity in Action staff are finalizing the schedule for the fellowship program. The Washington program will take place mainly at three institutions: CFR, the School of Advanced International Studies (SAIS) Center for Transatlantic Affairs at Johns Hopkins University, and Howard University. CFR is organizing sessions in consultation with Humanity in Action. The CFR sessions will feature discussions of specific foreign policy issues, and workplace career development skills. Johns Hopkins University and Howard University will host sessions, but they are not contributing programmatically. The program will also include site visits to government offices and international institutions such as the International Monetary Fund. *

The sessions in Paris will convene at the Centre d'Analyse, de Prévision, et de Stratégie at the Ministry of Foreign Affairs, the European Union Institute for Security Studies and the Maison des Ingénieurs, a public building. The program will also likely meet at the Fondation Pour la Recherche Stratégique, a public think tank. The European Council on Foreign Relations is co-organizing a number of the Paris sessions with Humanity in Action; these sessions will feature European Council on Foreign Relations scholars. As in Washington, the Paris program will include site visits to governmental and cultural institutions, such as the Musée du Quai Branly, the Mémorial de la Shoah, and the Cité de l'Immigration. The program will include a day trip to Brussels to meet at the German Marshall Fund for the United States and the European External Access Service.

The planned sessions in Washington, DC, and Paris cover a range of foreign policy and national security topics, as well as topics at the intersection of diversity and foreign policy. Government officials, business leaders, representatives of nongovernmental organizations, and journalists will participate in the sessions. Session topics will include:

- The relationship between U.S. national security and compliance with international law;
- The roles of the executive and legislative branches in the U.S. foreign policymaking process;
- The influence of domestic interest groups on American and European Union foreign policy;
- U.S. and NATO security challenges in Europe, with a focus on developments in Ukraine;

- The dissolution of Yugoslavia and the emergence of ethnic conflict in the post-Cold War era;
- Qatar's investments in Europe as a diplomatic strategy;
- Kosovo's diplomacy in Brussels and the enduring importance of statehood in international relations; and
- The influence of international activist communities and new media in international relations: the case of gay rights in Russia and the Sochi Olympics.

Appendix ten provides a draft agenda for the 2014 Diplomacy and Diversity Fellowship.

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

The activities that CFR and Humanity in Action pursued as part of the Expanded Diversity Initiative achieved all of their program goals in year two. CFR enabled fifteen minority students to participate in the 2013 Humanity in Action Fellowship, held a workshop that enriched the fellowship experience of all American participants, and helped Humanity in Action launch the Diplomacy and Diversity Fellowship. CFR is pleased that its Expanded Diversity Initiative has attracted such great interest and served to catalyze the efforts of other groups.

In second year of the initiative, Humanity in Action discovered the previously unmet need for venues and programs that facilitate discussion of diversity in international affairs. Through conversations with university administrators, faculty members, students, and foreign policy professionals, Humanity in Action learned that graduate programs on foreign affairs or international relations lacked coursework and faculty members focused on policy issues relating to pluralism, diversity, and identity. Humanity in Action met many students who were interested in the Diplomacy and Diversity Fellowship specifically because they did not have the opportunity to address these questions of diversity in their graduate work. The strong response to the call for applications, yielding nearly four hundred applications, compared to over six hundred for the longstanding flagship Humanity in Action Fellowship, speaks to the interest in the program.

Outline your plans to share your results or findings.

Humanity in Action promoted the Humanity in Action summer fellowship to roughly three thousand contacts including campus fellowships offices, student groups, and academic departments that attract minority students. Humanity in Action promoted the Diplomacy and Diversity Fellowship to roughly 1,200 selected contacts, in addition to the entire Humanity in Action alumni network. CFR circulated information on the fellowships internally, to former interns, and to contacts at organizations like the Global Access Pipeline with broad networks of minority students pursuing careers in international affairs.

Humanity in Action organized information sessions at forty universities around the country to promote the program and international opportunities to minority students.

CFR has continued to promote the work of the Expanded Diversity Initiative to CFR members and the broader public. The dedicated website CFR developed close to two years ago details the various workshops and conferences as part of this initiative. Following the completion of the 2013 workshop, the portal was updated to reflect a summary along with the agenda materials. CFR also included a news story summarizing the workshop in the July/August 2013 version of the *Chronicle*, CFR's member newsletter, which is distributed monthly to CFR's roughly 4,700 members. The 2014 workshop materials will be added following the completion of the event.

CFR further expanded this dedicated web portal to include information about the Humanity in Action Diplomacy and Diversity Fellowship and the Humanity in Action Fellowship program for undergraduate students.

CFR updated the dedicated Expanded Diversity Initiative webpage portal to include information about the Humanity in Action Diplomacy and Diversity Fellowship and the Humanity in Action Fellowship program for undergraduate students. The new material included links to Humanity in Action's homepage and pointed interested applicants to seek out information from Humanity in Action directly.

Additionally, CFR shared the call for applications for the Diplomacy and Diversity Fellowship with CFR staff and interns as well as the network of former CFR interns, including Franklin Williams participants. CFR facilitated outreach conversations for Humanity in Action representatives with contacts at area universities including George Washington University, the Johns Hopkins School of Advanced International Studies, and American University. CFR also distributed the call for applications through the GAP network and on its Facebook page.

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

All funds CFR spent as part of the Expanded Diversity Initiative are reviewed in the companion report. The Expanded Diversity Initiative funds allocated for Humanity in Action activities have a projected balance of \$422,462 at the reporting date. The variance is primarily to the fact that the first year of the Expanded Diversity Initiative: Additional Activities grant is at the midpoint, with the bulk of programmatic expenses ahead in the summer months.

Humanity in Action overspent on programmatic and recruitment costs for the Humanity in Action Fellowship by \$1,330. This variance is the result of a slight overspending on outreach items. Humanity in Actions will compensate for the shortfall with savings in other areas.

The bulk of the funding for the Diplomacy and Diversity Fellowship summer program workshop remains unspent at the reporting date. The program will incur the bulk of its expenses in May and June 2014. During this same period Humanity in Action will spend the bulk of the funds earmarked to support the summer program.

The financial statement reflects a balance of \$13,524 for outreaching and planning; this variance is the result of the timing of certain planning costs that have not yet been incurred and processed, but will be by the end of the summer fellowship.

The financial statement also shows a significant balance for program management and administration costs. This variance is due to the ongoing nature of administrative expenses; line items such as salaries and insurance payments will be incurred during the remaining months of the Diplomacy and Diversity Fellowship's first year.

Please distinguish the work funded by the Robina Grant from your broader, ongoing work on the subject. Include a list of additional funders (if any), including amounts received, for this program.

For a discussion of the broader work CFR has done on diversity issues, please see the report CFR submitted on the Expanded Diversity Initiative activities it conducted separately from its work with Humanity in Action.

Humanity in Action focuses primarily on issues of diversity and pluralism. It carries out this work through its annual Humanity in Action Fellowship program, which engages 115 international students, who are undergraduates or recent college graduates. The programs take place in five European countries during the month of June. In addition to the formative experience of joining

Humanity in Action, fellows can participate in the Lantos-Humanity in Action program in the U.S. Congress as well as the Pat Cox-Humanity in Action program at the European Parliament. These two fellowship programs last for four months each year. While the two programs focus on a combination of international and national issues, exploring diversity issues is key. Finally, Humanity in Action hosts an annual international conference and New York conference each year. Pluralistic issues are always essential to these programs.

Humanity in Action has received major grants from the Germeshausen Foundation, the Lantos Foundation for Human Rights and Justice, the Hurford Foundation, the Foundation Remembrance, Responsibility and Future (EVZ), the Foreign Ministry of Poland, the Foreign Ministry of Germany, the Dobkin Family Foundation, and the Fetzer Institute.

COUNCIL ON FOREIGN RELATIONS

Expanded Diversity Initiative in Foreign Policy Expanded Diversity Initiative in Foreign Policy: Additional Activities

Financial Statement Prepared by Humanity in Action

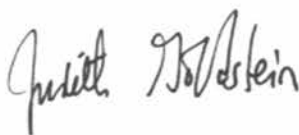
Robina Foundation

March 1, 2013 - April 29, 2014

	Approved Budgets *	Actual Expenses **	Variance
Expanded Diversity Initiative in Foreign Policy			
Humanity in Action: Summer Program			
<i>Minority Student Participation</i>	\$122,400	\$122,400	\$0
<i>Programmatic, Assessment, and Recruitment Costs</i>	\$71,600	\$72,930	-\$1,330
Subtotal	\$194,000	\$195,330	-\$1,330
Expanded Diversity Initiative in Foreign Policy: Additional Activities			
Humanity in Action: Diversity and Diplomacy			
Fellowship			
<i>Summer Program Workshop</i>	\$310,045	\$14,208	\$295,837
<i>Outreach and Planning</i>	\$73,752	\$60,228	\$13,524
<i>Program Management and Administration</i>	\$231,597	\$117,266	\$114,331
Subtotal	\$615,394	\$191,702	\$423,692
Total	\$809,394	\$387,032	\$422,362

* The approved budget for the Expanded Diversity Initiative covers the period from March 1, 2013, through February 28, 2014. The approved budget for the Expanded Diversity Initiative: Additional Activities covers the period from September 25, 2013, through September 24, 2014.

** The reporting period for the Expanded Diversity Initiative details expenses from March 1, 2013, through April 29, 2014. The reporting period for the Expanded Diversity Initiative: Additional Activities details expenses from September 25, 2013, through April 29, 2014.



Judith Goldstein

Founder and Executive Director

From: Penny Hunt pennhunt@gmail.com
Subject: Robina Foundation
Date: March 14, 2014 at 4:30 PM
To: Judith Goldstein j.goldstein@humanityinaction.org, James M. Lindsay J.Lindsay@cfr.org
Cc: Nancy Gilberg ngilberg@robinafoundation.org



Dear Judy and Jim,

Belated thanks for journeying to New Haven to discuss the CFR/HIA diversity initiatives with the Board of the Robina Foundation. All of the members of the Board appreciated the opportunity to meet Judy, and, while most of the Board Members had met Jim, it was good to acquaint Marianne Short and Steve Lewis with him. You were good to come, Judy, given how ill you were. I hope the trip didn't make you feel worse and that you are now back to normal.

Thank you, too, for the material you prepared. Your recruiting statistics are particularly impressive and gratifying. I believe you have recently made the tough decisions to select students for the undergrad program and will soon (tomorrow?) select the students for the graduate program. I'm hoping to attend sessions in late May where undergrads and graduate students will be together so I'll get a glimpse of participants in both programs. I was very impressed by last year's undergrad participants and the remarkable program CFR prepared for them. I know this year's sessions will be equally interesting and engaging.

You could tell, I'm sure, that several of the Robina Board Members still wrestle a bit with the use of the term "diversity" in some contexts, although they applaud the concept and goals of the programs. Among other things, they would have preferred a different name for the graduate level program, but perhaps students understand the use of the term better than Robina Board Members.

We understand that CFR will begin the evaluation of the undergrad program in June so that a report will be available at the end of the summer. At the appropriate time, we would like to have input on the reviewers of the program, the questions they will address and the people they will interview or contact during the course of the review, as we did with the review of the IIGG initiative.

Once again, thank you for attending the Board Meeting. We appreciated your effort to get there and the time we spent with you. Don't hesitate to get in touch with me if you have questions or concerns.

Warm regards,
Penny

Penny A. Hunt
Executive Director

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From: **James M. Lindsay** JLindsay@cfre.org
Subject: RE: Robina Foundation
Date: May 9, 2014 at 7:54 AM
To: Penny Hunt pennhunt@gmail.com

Hi Penny,

I hope all is well. I wanted to follow up on the other questions from your original email.

Reporting Schedule. A different reporting schedule could help. Much depends on what the new schedule would be. The need to report on two Diversity Conferences was essentially a one-time thing. It was the result of Robina slightly changing its reporting period this year. If the current schedule did not change—and assuming we held the Diversity Conference at roughly the same point in April next year—we would report on only one conference. The bigger challenge for us is that the Robina reporting deadline for the diversity initiative comes a) when we are in the midst of our annual CFR-wide budget and performance review process—so we have the least amount of bandwidth, and b) immediately on the heels of the conclusion of the Diversity Conference—so we have to launch an all-hands on deck drill just to pull together all the expense figures. A different schedule—either a few months later or earlier—would give us some breathing room. Of course, another change in the reporting schedule would create the same problem as this year—at some point we would end up with two conferences or two HIA summer programs being reported in the same reporting round. So it all might be a wash.

Conference Survey. Yes, we always evaluate our survey results to determine how we can do things better. We did that with last year's survey, which was supplemented by conversations with the people who were involved in planning and executing the conference. That led us to change some aspects of the conference, including adding some additional skill sessions. The result was, as I pointed out in the report, even higher approval ratings from participants in this year's conference. We will be engaged in conversations with our collaborating institutions, GAP and ICAAP, in the coming months to develop a consensus on what, if anything, we will do differently. My guess at this point is that those conversations will probably move more in the direction of a different mix of topics.

Participation. Yes, all the Robina-funded participants in the HIA summer program were invited to the conference, and CFR offered to cover the travel expenses of those who live outside of Washington. Two of the fifteen fellows accepted the invitation and attended the conference.

Finally, I am sure that the review committee will consider cost-effectiveness as part of its assessment. To the extent that the committee finds a CPP figure useful, I suspect that the number I supplied in response to your original request will do the trick. Greater granularity/precision won't change the CPP very much, and the rough numbers highlight the basic point: the Diplomacy and Diversity fellowship is much more expensive on per-participant basis than the traditional HIA summer program. We have, of course, known that from the very beginning; it was the reason I called you last spring when I saw that HIA draft budget proposal for the Diplomacy and Diversity fellowship was several times more expensive than the traditional HIA summer program. In any event, we will provide the review committee with whatever information, budgetary or otherwise, that it requests.

See you in New York.

Best.

Diversity Initiative in Foreign Policy

In 2012 the Council on Foreign Relations (CFR) launched the Diversity Initiative in Foreign Policy. The initiative complements CFR's other, longstanding efforts to encourage members of underrepresented groups to participate in the foreign policy debate and consider careers in foreign policy.

As part of the initiative, CFR hosts conferences and workshops to introduce students, young professionals, and established leaders to cutting edge discussions in international relations and to the broad range of careers they could pursue in the foreign policy field. Participants also receive briefings from fellows, CFR members, government officials, journalists, and other foreign policy experts.

CFR works with **Humanity in Action**, an international educational organization that promotes human rights, diversity, and active citizenship, as part of CFR's Diversity Initiative in Foreign Policy. CFR supports Humanity in Action's **Diplomacy and Diversity Fellowship**, a transatlantic educational program for American and European graduate students that takes place in Washington, DC, and Paris. CFR offers foreign policy workshops, skills training, and career development sessions for participants in the Diversity and Diplomacy Fellowship program during their stay in Washington, DC. CFR also operates with Humanity in Action on its **Humanity in Action Fellowship** program for undergraduate students and recent college graduates. The selection process for both fellowship programs is handled exclusively by Humanity in Action; for more information, please visit the Humanity in Action **website**.

The Diversity Initiative in Foreign Policy is funded by a generous grant from the Robina Foundation.

Conferences

Conference on Diversity in International Affairs 2014

April 4, 2014—April 5, 2014



CFR, along with the Global Access Pipeline (GAP) and the International Career Advancement Program (ICAP), hosted the Conference on Diversity in International Affairs on April 4–5 in Washington, DC. The event was designed to connect professionals and students from underrepresented backgrounds with career opportunities in international affairs and included plenary and breakout sessions on a variety of topics:

Plenary Sessions

- A Conversation with Vali Nasr
- Susan Rice on Diversity in International Affairs
- Development: Women and Youth
- How Technology is Changing the World We Live In

Breakout Sessions

- Iran and the Middle East
- Social Entrepreneurship
- Scholarships and Fellowships in International Affairs
- Increasing Your Chances of Landing an International Job
- Honing Your Writing Skills for Professional Success
- Can Minority Men and Women in International Careers "Lean In?"
- Why Study Abroad and How to Fund It?
- Current U.S. Foreign Policy Trends

- European security and politics
- The economic crisis and Europe
- The peoples of Europe
- The European orbit
- Careers in foreign policy

Europe's Challenges and Opportunities Agenda (PDF)

Conference on Diversity in International Affairs 2013

April 26, 2013—April 27, 2013

CFR, along with the Global Access Pipeline (GAP) and the International Career Advancement Program (ICAP), hosted the Conference on Diversity in International Affairs on April 26–27 in Washington, DC. The event was designed to connect professionals and students from underrepresented backgrounds with career opportunities in international affairs and included plenary and breakout sessions on a variety of topics:

Plenary Sessions

- A View from the State Department
- International Cooperation at NASA

Breakout Sessions

- World Demographics and Economic Challenges
- "Speed Networking" Activity
- Strengthening Negotiation and Presentation Skills
- Defining Your Brand: Making Your Mark in International Careers
- U.S. Education and Global Competitiveness
- Scholarships and Fellowships in International Affairs Careers
- Making Yourself Marketable for International Careers
- Getting Things Done in Washington: Public-Private Perspectives
- Congress and U.S. Foreign Policy
- Study Abroad and Funding Opportunities
- Strengthening Professional Writing Skills
- Recruiting Diverse Talent in International Careers

Conference on Diversity in International Affairs Agenda (PDF)

Rapporteur's Reports for the Conference on Diversity in International Careers (PDF)

CFR Convenes Conference to Encourage Diversity in International Affairs, *The Chronicle*, June 2013 (PDF)

Carmen Lomellin, Permanent Representative to the Organization of American States, U.S. Department of State, A View from the State Department

please advise the sender by reply e-mail and delete the message.

Conference on Diversity in International Affairs Agenda (PDF)

Rapporteur's Reports for the Conference on Diversity in International Careers (PDF)

Forthcoming: CFR Convenes Conference to Encourage Diversity in International Affairs, *The Chronicle*, June 2013 (PDF)

How Technology is Changing the World We Live In

Albert Cho, Vice President, Strategy and Business Development, Xylem Inc.

Maria Teresa Kumar, President and CEO, Voto Latino

Peter W. Singer, Director, Center for 21st Century Security and Intelligence; Senior Fellow, Foreign Policy, Brookings Institution

(Audio)

(Video)

Development: Women and Youth

Gwendolyn Mikell, Professor of Anthropology and Foreign Service, School of Foreign Service, Georgetown University

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

(Audio)

(Video)

A Conversation with Vali Nasr

Vali R. Nasr, Dean, Paul H. Nitze School of Advanced International Studies, Johns Hopkins University

(Audio)

(Video)

Susan Rice on Diversity in International Affairs

Susan Rice, U.S. National Security Adviser

(Audio)

(Video)

The conference was made possible by the generous support of the Robina Foundation.

Humanity in Action Workshop 2013

May 28, 2013

CFR hosted the Europe's Challenges and Opportunities workshop for American participants in the HIA 2013 summer program in Europe. Students participated in sessions covering a variety of themes including:

[\(Audio\)](#)

[\(Video\)](#)

Charles F. Bolden Jr., Administrator, National Aeronautics and Space Administration, International Cooperation at NASA

[\(Audio\)](#)

[\(Video\)](#)

The conference was made possible by the generous support of the Robina Foundation. Additional support for the conference was provided by the Association of Professional Schools of International Affairs, the NEA Foundation, and OIC International.

Humanity in Action Workshop 2012

May 29, 2012

CFR hosted the Europe's Challenges and Opportunities workshop for American participants in the HIA 2012 summer program in Europe. Students participated in sessions covering a variety of themes including:

- European security and politics
- The economic crisis and Europe
- The peoples of Europe
- The European orbit
- Careers in foreign policy

Europe's Challenges and Opportunities Agenda (PDF)

[View All Projects](#)

AGENDA

Europe's Challenges and Opportunities

Tuesday, May 28, 2013

Council on Foreign Relations, Washington, DC

8:30 – 9:00 a.m. Breakfast Reception

9:00 – 9:05 a.m. Welcoming Remarks

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

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

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

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

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

10:00 – 10:15 a.m. Break

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

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

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

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

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

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

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

12:20 – 1:00 p.m. Lunch Buffet

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

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

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

2:00 – 2:15 p.m. Break

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

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

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

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

3:15 – 3:30 p.m. Break

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

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

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

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

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

5:00 – 6:00 p.m. Break

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

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

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

HUMANITY IN ACTION



Argermira Flórez

Argermira Flórez will graduate in May 2013 from Franklin & Marshall College with a BA in Government and a minor in International Studies (Global Citizenship). She speaks conversational French and is fluent in Spanish. She enjoys traveling, having studied abroad four times during her undergraduate career. She spent one week in Honduras on a medical-missions trip, six weeks in South Africa as a Social Entrepreneurship Corps intern, four months in Paris as a French and international studies student, and one month in Rwanda as an independent researcher. She was a participant of the Council on Foreign Relations program on international law and foreign policy, and soon after worked as an intern at the mayor's office in NYC, organizing and promoting volunteer events throughout the city. She currently volunteers as an English language tutor for local Lancaster residents.



Bianca Chavez

Originally from a rural community in central California, Bianca Chavez currently attends Stanford University. A second-generation Mexican-American, Bianca studies Political Science and Race Studies with a concentration in education. Last summer, she worked at a legal advocacy clinic focusing on the intersection between education and juvenile justice. After college, Bianca intends to teach elementary bilingual education as part of Teach for America.



Caroline James

In the spring of 2012, Caroline James graduated Magna Cum Laude with thesis and University honors from the University of Alabama. She currently holds a Bachelor degree in Social Psychology and Inter-Cultural Communications. During her undergraduate career, Caroline worked with the mayor of Tuscaloosa, Alabama as SGA Director of Diversity to create the city's first annual "Diversity Day Celebration." In 2010, as a McNair scholar, Caroline created and implemented a University wide study on the intersections between bias and the perception of public policy; the research was entitled "Issue Coding, Minority Group Perception and the Creation of Public Policy." She presented and published her findings at a national research symposium at the University of California at Berkeley. Partnering with the University of Alabama and various nonprofits and social workers, Caroline helped create and lead "Alabama Reach," a program which sought to offer emotional, educational and financial support to at-risk foster youth. In her senior year, Caroline was profiled on a national CNN special entitled "Student Beats Foster Care Odds." Caroline was recruited by Teach for America's "Leaders of Color" and, upon graduation, moved to New Orleans in hopes of helping to close the educational gap. Caroline James is currently a Teach For America Corp member in New Orleans, Louisiana teaching the lowest quartile 4th graders at Success Preparatory Academy.

HUMANITY IN ACTION



Deloris Wilson

Deloris Wilson is a concurrent Master in Public Policy and Juris Doctor candidate at the Harvard Kennedy School of Government and Georgetown University Law Center. As a 2012 graduate of Spelman College with a Bachelor of Arts in Political Science, Deloris focused her studies on international relations and the African Diaspora. While at Spelman, Deloris completed a platform to raise awareness of and advocacy against sex trafficking within Atlanta, GA, helping to mobilize the college and surrounding community for legislative advocacy. With an interest in international human rights law, corporate social responsibility and community outreach, Deloris spent a semester abroad in Accra, Ghana working with a human rights organization and orphanage on sex trafficking and governance issues. Additionally, she has organized and performed workshops on personal development and sexual health for young girls in Belize City, Belize and rural Alabama. Committed to issues of human rights, social and urban policy, as well as social justice, Deloris has also worked for the Juvenile Justice Fund (Atlanta, GA), the United Way of Metropolitan Atlanta, and the Congressional Black Caucus Foundation (Washington, DC). As the Senior Editor for the Harvard Journal of African-American Public Policy and Public Service Fellow at the Kennedy School, Deloris hopes to be an agent of progress through an informed perspective and commitment to social change.



Eddie Andujar

Eddie Andujar will graduate from Lafayette College in 2015 with a degree in International Affairs. He focuses on the issues of human rights and the struggles for social justice in Latin America and the Caribbean. This summer, Eddie will spend a month in Belgrade, Serbia, discussing the nation's historical and ethnic issues as part of a cultural exchange program called Project BOMA. Once he returns, Eddie will study abroad for two consecutive semesters. His first semester will take place in Costa Rica, where he will study Latin American politics. His second semester will take place in Puerto Rico, where he will study the economic, political and social realities of the island.



Elorm Avakame

Elorm Avakame graduated from Rutgers University in 2012 with a Bachelor's of Science in Public Health. During college, Elorm spent his summers researching and publishing on faculty diversity in United States medical schools (2011) and working with the Urban Nutrition Initiative to promote issues of social justice, healthy cooking, and nutrition among West Philadelphia teenagers (2012). After graduation, Elorm spent the 2012-2013 academic year working as an undergraduate academic advisor through the Rutgers University Office for Diversity and Academic Success in the Sciences to support students from underrepresented and economically disadvantaged backgrounds in their pursuit of careers in health sciences. An aspiring physician, Elorm will begin studying to earn a Doctor of Medicine in August 2013. His professional ambitions involve improving access to quality health care in underserved communities in American inner cities and creating interventions to combat the social pathologies present in many such communities.

HUMANITY IN ACTION



Jaquon Heath

Jaquon Heath is graduating from St. John's University in May of 2013 with a degree in English and a minor in Rhetoric. Jaquon's overall research involves studying rhetorical methods that can produce social change through spoken word, media, and service. At St. John's University, he founded the organization Food For Thought to help students voice their opinions on daily domestic, national, and international issues. Jaquon is a member of Alpha Phi Alpha Fraternity, Inc., where he gives speeches on domestic violence and poverty. He has held internships with CBS News and the "Injustice Files", where he researched cases of police misconduct in New York, specifically the Stop and Frisk laws. Each week he tutors middle school students in Jamaica, Queens through Food For Thought to improve student retention and literacy rates. He currently interns for Congressman Gregory Meeks, where he is organizing a symposium for at-risk youth in the Queens area.



Jennifer (Jenn) Reyes

Jenn is a recipient of the Posse Scholarship, a full-tuition scholarship that has prompted her studies at Denison University in Granville, Ohio. Currently, she is a sophomore pursuing a Bachelor's degree in Political Science and a minor in French. Her interests lie in the areas of foreign policy, human rights, and social justice both domestically and internationally. Last summer, she interned at the Office of former Senator John Kerry in Boston, where she maintained close ties to constituents, so as to foster relationships among them, the senator, and multiple healthcare agencies. The summer before entering college, she was an intern in the Legal Practice Skills Department at the Suffolk University Law School in Boston, where she worked closely with law professors on various administrative tasks and learned some knowledge of legal writing. At Denison, she is a resident advisor, overseeing 40 residents. She has also served as the Public Relations Chair for Denison's chapter of Invisible Children, as well as for Denison's Middle Eastern Culture Organization, which seeks to promote awareness and understanding of cultural norms in relation to the MENA region. In the spring of 2014, she will be studying abroad in Brussels, where she hopes to intern with a human rights based NGO.



Jessica Gonzalez

Jessica Gonzalez graduated from the University of Washington in 2013 with a degree in Law, Societies, & Justice. She focused on civil, political, and social issues in the United States and conducted research on human rights violations in the Democratic Republic of Congo and South Sudan. Jessica spent a quarter in the Czech Republic studying discourses of change in socialism and capitalism from a historical and Czech perspective. While living in Prague, she volunteered for an organization that assisted Vietnamese refugees and asylum seekers with access to social and health services as well as educational programs. For the past year she has been interning for the University of Washington Law School Innocence Project; analyzing and assisting on court briefs for wrongfully convicted inmates. She is a passionate advocate for reforming the United States criminal justice system and vigorously rallies and attends congressional hearings on bills compensating the wrongfully convicted.

HUMANITY IN ACTION



Joshua (Josh) Aiken

Joshua Aiken is a Gephardt Institute Civic Scholar and John B. Ervin Scholar at Washington University in St. Louis. He will graduate in May of 2014 with a degree in American Culture Studies, Political Science, and Psychology. He is interested in how psychological stigmas are formed and how they affect public policy and the law. He has previously served as an intern in the House of Representatives where he worked on human rights and environmental justice issues, as a Fulbright Summer Institute participant studying ethnic conflict at Queen's University in Belfast, Northern Ireland, and as a volunteer in rural Panama where he worked on a sustainable agriculture project. Joshua recently coordinated a domestic hunger awareness week on his campus and a "SNAP Challenge" to shed light on potential cuts to federal food assistance programs. He also is a competitive spoken word poet and activist, serving as Co-President of the Washington University team this year.



Leticia (Lety) Mora

Leticia Mora is a senior Theatre major at Florida State University. As a theatre major she directs pieces dealing with human rights violations and promotes using theatre as a mass forum for communication. In addition, she serves as an officer of the World Affairs Program - the university's collegiate Model United Nations Team. Leticia attends conferences both nationally and internationally to debate global issues and promotes international awareness on issues plaguing every corner of the globe. In addition, Leticia serves as a Student Senator for the Visual and Performing Arts seat where she is able to address the concerns of the general student body and works to resolve the apparent gap between student needs and university policy.



Melissa (Mel) Serrano

Melissa attends Franklin & Marshall College, where she majors in Sociology and minor in Gender Studies. She is a Gates Millennium Scholar and Posse Foundation Scholar. This past summer she studied at the Advanced Studies in England program, in Bath, England. Last semester, she was in Barcelona, Spain for four months in a Liberal Arts and Business program. While abroad, she interned at Iwith.org working to empower nonprofit organizations all around the world. She traveled to Israel to meet with religious and political leaders to help debunk misconceptions and establish ways to help Israeli people from the US. This past spring break, she traveled to Honduras on a medical mission trip providing food and medical exams to rural and impoverished sectors of Honduras. She has interned with the National Park Service for four years, this year as their Public Relations intern, managing social Media for the National Parks of New York Harbor. She has acted as mentor and facilitator for the National Park Service's Youth Conservation Corps and as an English teacher for Franklin & Marshall's ESL program. She recently served her last term as the co-president of S.I.S.T.E.R.S., an organization that founded P.E.A.R.L., a Girls Club in Lancaster, PA. She worked as a Youth Group Leader at Holy Cross Church for three years and acted as an assistant teacher for their Catholic weekend school.

HUMANITY IN ACTION



Michelle Espinosa

Michelle Espinosa will be graduating from Mount Holyoke College in the fall of 2013 with a degree in Politics and a minor in Education. She has centered her academic studies on equity, access to education, and comprehensive immigration reform. In the future, Michelle hopes to work under the Department of Education changing and creating education policy. Michelle has spent her summers working with a variety of community-based organizations that address each of these issues, in her hometown, Miami. As an intern at the Florida Immigrant Coalition, she was able to launch a college access program for undocumented youth graduating from Miami-Dade County public schools. Her time spent at Strong Women Strong Girls and The Posse Foundation has inspired her to launch her own mentoring program (RUN the World, Girls) under the Community Based-Learning Department at Mount Holyoke and in partnership with Choices After-School Care Program in Holyoke, MA.



Samuel (Sam) Kippen

Samuel Kippen grew up in Honolulu, went to college in New York City, and now lives in San Francisco. His ethnic background has fueled his passion for human rights, as he is part Native Hawaiian and part Caucasian. He is a 2011 graduate of NYU, where he studied History and Film and Television production. Samuel has interned with Human Rights Watch (2011), the International Rescue Committee (2012), and Amnesty International (2012-13). He is now an organizer with a Bay Area nonprofit that fights for progressive change. Samuel has worked on a variety of campaigns, including a recent bid to end the death penalty in California. He is currently working on a campaign to reform Proposition 13, a 1978 ballot measure that gutted funding for California's public schools.



Trae Watson

Trae Watson is a class of 2013 graduate of Morehouse College where he studied International Affairs with a minor in Chinese studies. Trae grew up in Charlotte, North Carolina, before moving to South Africa in his senior year of high school. He graduated from the American International School of Johannesburg. Inspired by this experience overseas, he began his first year of university studies in Costa Rica. During his time in Central America he completed field research projects on indigenous communities in Panama, organic agricultural methods in Costa Rica, and women owned cooperatives in Nicaragua. More recently, as a part of Morehouse College study abroad program, Trae studied at universities in Istanbul and Shanghai. He is interested in the challenges of post conflict reconstruction and stabilization in complex emergencies, fragile states and post-conflict environments, particularly as it relates to the role of development as a tool of international diplomacy in these situations. Trae is a US Department of State 2012 Thomas Pickering Foreign affairs Fellow. Following completion of his Masters degree at Columbia University School of International and Public Policy, where he will concentrate in International Security and Conflict Resolution, he will join the Foreign Service as an Economics/Political Affairs Officer. In this role, he hopes to focus on issues at the intersection of diplomacy, development and international security.

HUMANITY ^{IN} ACTION

2013 Senior Fellow Information Sessions

Arizona State University, presented by Ryan Gayman

Brown University, presented by Doron Shiffer-Sebba

Bryn Mawr College, presented by Diana Tung

Carnegie Mellon University, presented by Ryan Gayman

Claremont Colleges, presented by Elizabeth Grossman

Columbia University, presented by Trae Watson and Janine White

Denison College, presented by Jennifer Reyes

Duke University, presented by C. Martin Caver

Fisk University, presented by Beth Rossi

Florida Agricultural and Mechanical University (FAMU), presented by Leticia Mora

George Washington University, presented by Andrea Ruiz

Georgia Institute of Technology, presented by Philip Ugelow

Georgia State University, presented by Philip Ugelow

Harvard University, presented by Judith Goldstein and Allister Chang

Haverford College, presented by Diana Tung

Howard University, presented by Trae Watson

Hunter College, presented by Elidor Mehilli

Macaulay Honors College, presented by Danielle Goonan

Massachusetts Institute of Technology, presented by Aditi Mehta and Edad Mercier

Miami Dade College, presented by Yenisleidy Simon

Morehouse College, presented by Trae Watson

Mount Holyoke College, presented by Annie Wong



North Carolina Central University, presented by C. Martin Caver

Rutgers University, presented by Janine White

Smith College, presented by Annie Wong

Spelman College, presented by Trae Watson

Stanford University, presented by Priya Fielding-Smith and Anna Ninan

Swarthmore College, presented by Cariad Chester

Texas A&M University, presented by Eduardo Gonzalez

The New School, presented by Danielle Goonan

Tufts University, presented by Julia Brooks and Katherine Trujillo

University of California, Irvine, presented by Lindsay Williams

University of California, Los Angeles, presented by Lindsay Williams and Yousef Farsakh

University of Michigan, presented by Ava Morgenstern and Anthony Chase



University of Montana, presented by Kimmie Garner

University of New Mexico, presented by Ryan Gayman

University of North Carolina at Chapel Hill, presented by C. Martin Caver

University of Pittsburgh, presented by Ryan Gayman

University of Rochester, presented by David Liebers

University of Southern California, presented by Yousef Farsakh



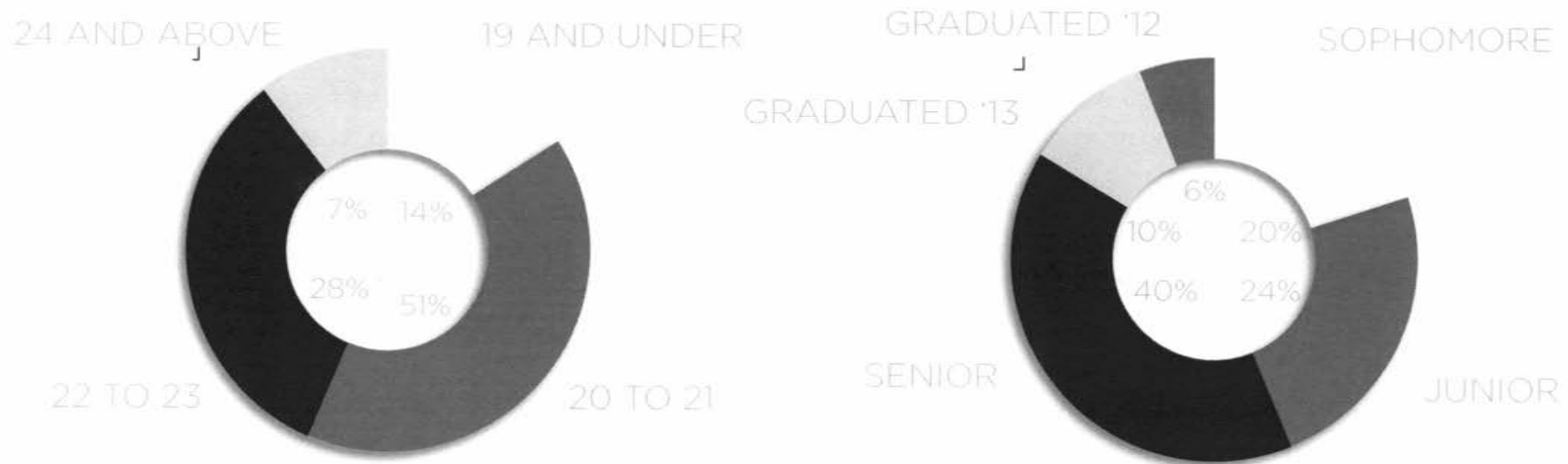
University of Texas at Austin, presented by Eduardo Gonzalez

HUMANITY ^{IN} ACTION

APPLICANT DEMOGRAPHICS

2014 APPLICATION CYCLE

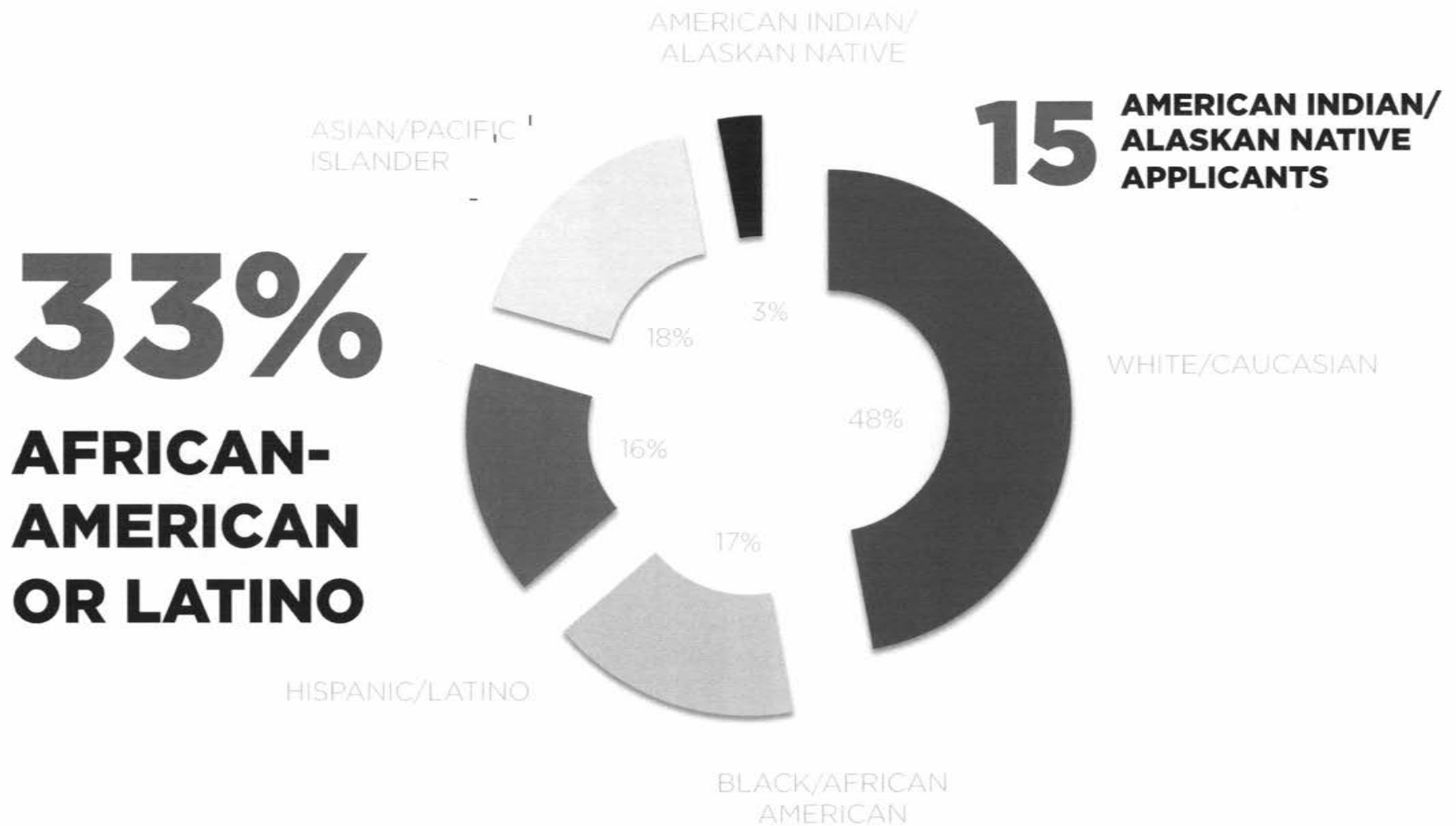
WHO APPLIES TO HUMANITY IN ACTION?



AVERAGE AGE >> 21

24% MALE 76% FEMALE

WHO APPLIES TO HUMANITY IN ACTION?



WHERE DO APPLICATIONS COME FROM?

606 TOTAL APPLICATIONS **216** UNIVERSITIES

17 ARIZONA STATE UNIVERSITY

15 COLUMBIA UNIVERSITY

15 TUFTS UNIVERSITY

13 BROWN UNIVERSITY

13 DUKE UNIVERSITY

13 EMORY UNIVERSITY

13 YALE UNIVERSITY

12 MACALESTER UNIVERSITY

12 UNIVERSITY OF VIRGINIA

11 GEORGE WASHINGTON UNIVERSITY

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HUMANITY ^{IN} ACTION

2014 Fellowship

2014 HUMANITY IN ACTION FELLOWS



Jacqueline (Jackie) Bonilla

Whitman College

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.

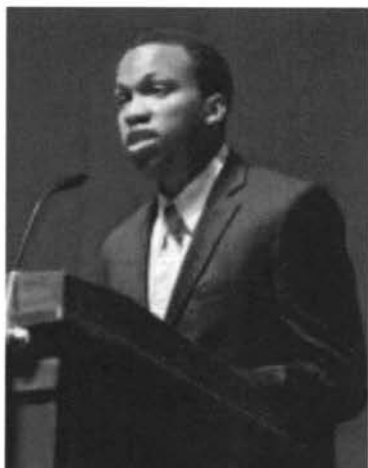


Jasmine Burton

Georgia Institute of Technology

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.

2014 HUMANITY IN ACTION FELLOWS



Denzel Caldwell

Morehouse College

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

University of Tennessee

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.

2014 HUMANITY IN ACTION FELLOWS



Jasmine Elliott

Rice University

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 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.

2014 HUMANITY IN ACTION FELLOWS



DeLesslin (Roo) George-Warren
Vanderbilt University

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.



LaDarrien (Darrien) Gillette
Spelman College

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.

2014 HUMANITY IN ACTION FELLOWS



Fryda Guedes
Yale University

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
Arizona State University

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 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.

2014 HUMANITY IN ACTION FELLOWS



Javier (Javi) Muñoz

University of California, Los Angeles (UCLA)

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

University of California, Los Angeles (UCLA)

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

2014 HUMANITY IN ACTION FELLOWS

Joel Vargas

Lafayette College



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

University of Michigan

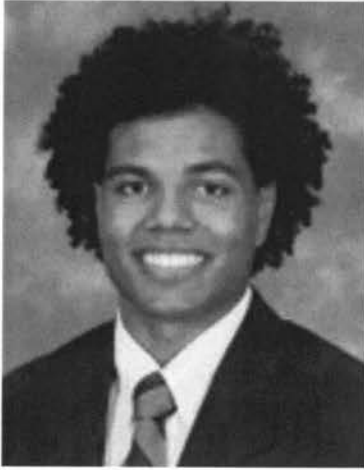


Michael Williams is a native of Detroit and a recent graduate of the University of Michigan. His academic, professional and extra-curricular involvement have centered around his passion for the nexus of urbanism and social justice, including community-based urban planning, public health, and environmental 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.

2014 HUMANITY IN ACTION FELLOWS

Wonman (Joseph) Williams

University of Virginia



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.

HUMANITY IN ACTION

TARGET INSTITUTIONS OUTREACH FOR THE 2014 DIPLOMACY AND DIVERSITY FELLOWSHIP

Outreach through campus visits and phone conversations

American University
Arizona State University
Carleton University
Columbia University
Duke University
Fisk University
George Mason University
George Washington University
Georgetown University
Georgia Institute of Technology
Harvard University
Howard University
Johns Hopkins University
Morehouse College
Northwestern University
Princeton University
South Carolina State University
Spelman College
Stanford University
Syracuse University
Tennessee State University
Texas A&M University
The New School
Tufts University
Tuskegee University
UC Berkeley
UC San Diego
UCLA
University of Alabama
University of Denver
University of Maryland
University of Michigan
University of Minnesota
University of New Mexico
University of Pittsburgh
University of Southern California
University of Texas
University of Washington

Wayne State University
Yale University

2014 APPLICATION QUESTIONS

THE DIPLOMACY AND DIVERSITY FELLOWSHIP

Article Idea

As part of the Fellowship, the Fellows are required to research and write a substantial article about a policy issue that relates to the concepts of diversity, diplomacy and democracy. Please choose one of the following policy issues and share your initial idea for an article that would explore the conceptual connections among one of these issues and diversity, diplomacy and democracy. Limit your response to 250 words.

Please note that, if selected for this fellowship, you are not necessarily required to pursue this particular article idea.

Choose a Policy Issue:

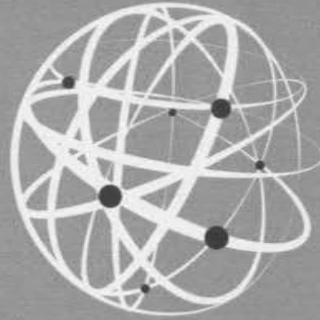
- Conflict
- Development
- Economy and Business
- Environment
- Human Rights
- Law and Legal Rights
- Migration
- National Security
- Philanthropy
- Public Health
- Religion
- Technology
- Other

Response Essay

Please read this selection of excerpts from *The Sleepwalkers: How Europe Went to War in 1914* by Christopher Clark. In reference to Clark's conclusions presented in these three excerpts, how would you evaluate the power, authority and wisdom of one or more contemporary or recent leaders in the international sphere? Limit your response to 500 words.

About the required reading:

"Drawing on new scholarship, Clark offers a fresh look at World War I, focusing not on the battles and atrocities of the war itself, but on the complex events and relationships that led a group of well-meaning leaders into brutal conflict. Clark traces the paths to war in a minute-by-minute, action-packed narrative that cuts between the key decision centers in Vienna, Berlin, St. Petersburg, Paris, London, and Belgrade, and examines the decades of history that informed the events of 1914 and details the mutual misunderstandings and unintended signals that drove the crisis forward in a few short weeks." – HarperCollins



**DIPLOMACY[^]
& DIVERSITY
FELLOWSHIP**

2014 APPLICANT DEMOGRAPHICS

WHERE DO APPLICATIONS COME FROM?

399 TOTAL APPLICATIONS



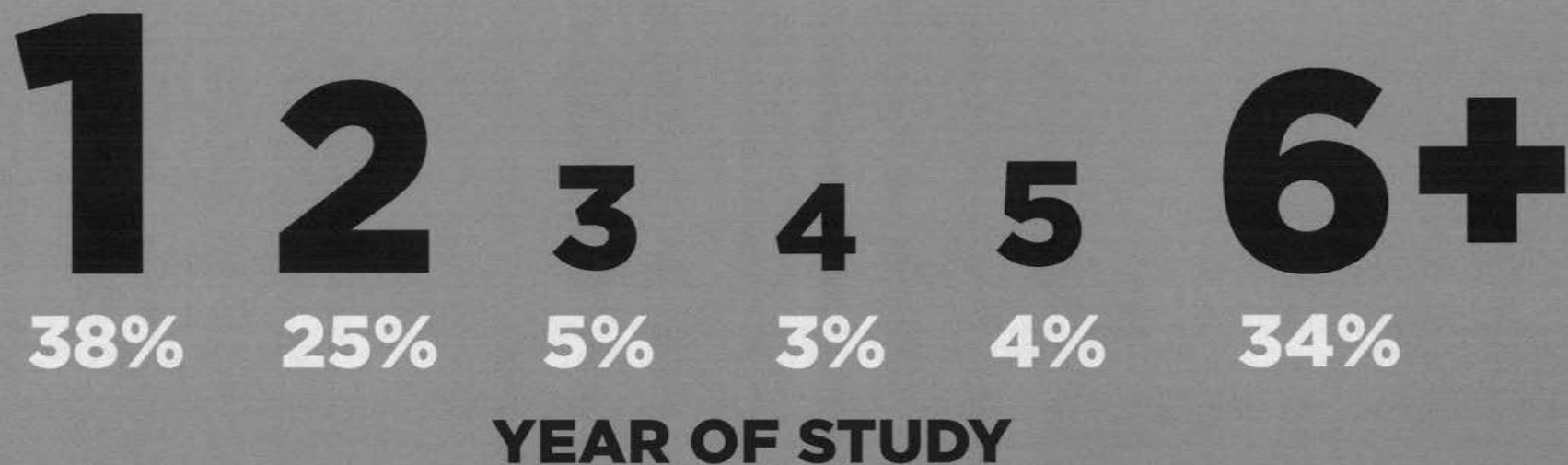
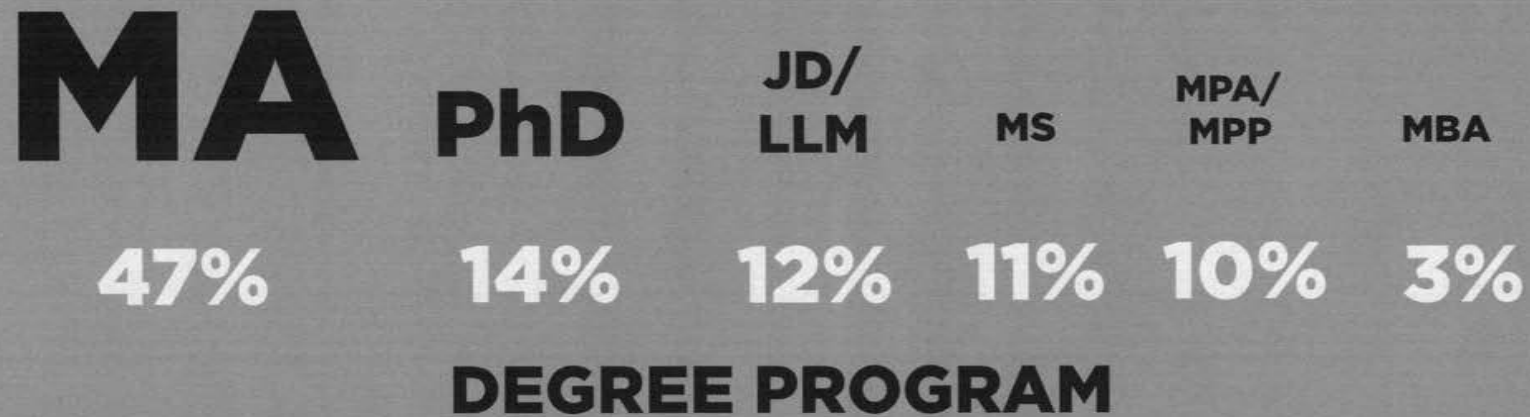
62%
249 **AMERICAN**



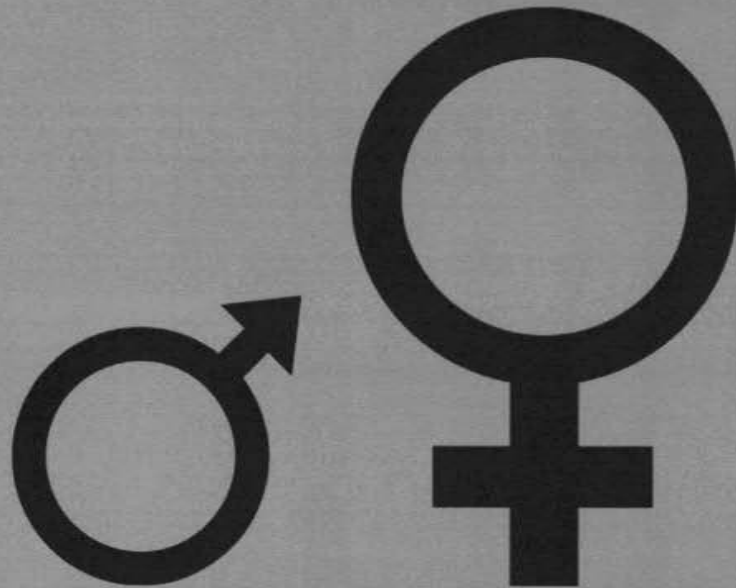
38%
150 **EUROPEAN**



WHO APPLIES TO THE FELLOWSHIP?



WHO APPLIES TO THE FELLOWSHIP?



33% MALE

66% FEMALE

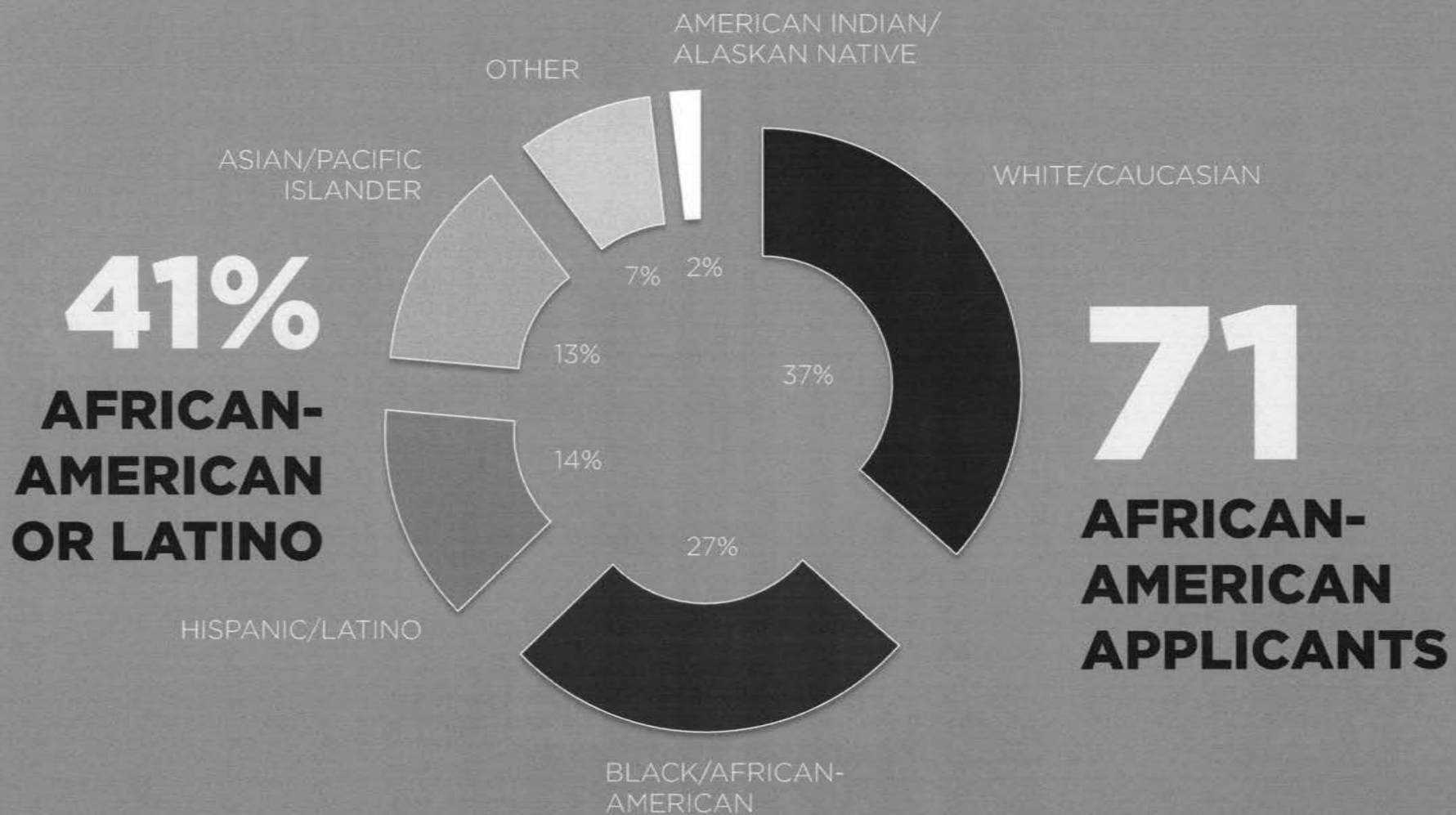
1% OTHER

**AVERAGE
AGE**

27



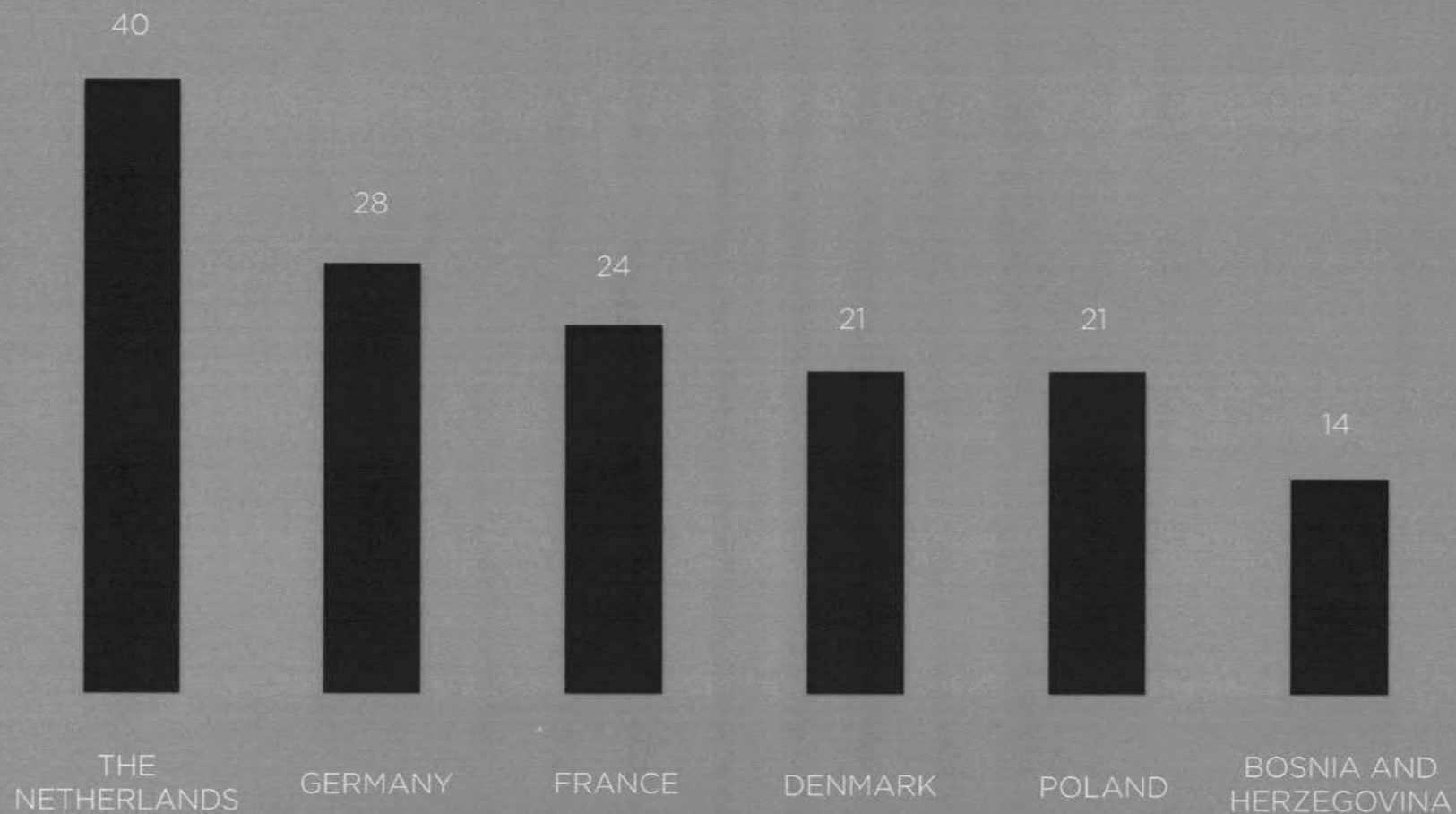
WHO APPLIES TO THE FELLOWSHIP?



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

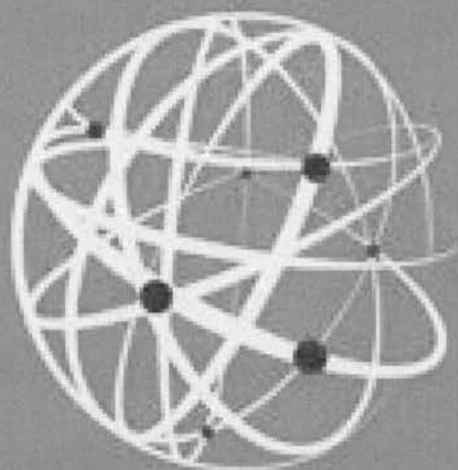
SCIENCES PO PARIS 7

JAGIELLONIAN UNIVERSITY 4





HUMANITY **IN**
ACTION



DIPLOMACY & DIVERSITY
FELLOWSHIP

WASHINGTON: MAY 17 - MAY 30, 2014

PARIS: MAY 31 - JUNE 14, 2014

HUMANITY IN ACTION STAFF



Judith Goldstein

Executive Director

j.goldstein@humanityinaction.org

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

Advisor & Member of the Board

Humanity in Action France

ablochlaine2004@yahoo.fr

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

a.chase@humanityinaction.org

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

c.choquier@humanityinaction.org

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

kattrujillo@gmail.com

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).

THE FELLOWS



Audrey Hsieh

Graduate: Georgetown University

Undergraduate: The College of New Jersey

audrey.hsieh@gmail.com

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

Graduate: University of Michigan

Undergraduate: Brandeis University

ava.morgenstern@gmail.com

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

Graduate: University of Amsterdam

bastiaanbouwman@gmail.com

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

Graduate: EMLYON Business School

josephgabriel.daphne@gmail.com

A French-Caribbean student, Daphné Joseph Gabriel was born and raised in the Netherlands. She is currently pursuing a degree in economics, corporate strategy, and corporate social responsibility at EMLYON Business School in Écully, France. Her thesis focuses on conflict minerals (i.e. 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. He is fluent in English and French.



Etienne Mashuli

Graduate: Yale University

Undergraduate: North Central College

mashulie@yahoo.com

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

Graduate: The George Washington University

Undergraduate: North Michigan University

fabiana@gwu.edu

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

Graduate: American University

Undergraduate: University of Washington

gsvalopez@gmail.com

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

University of Texas

gsamari@gmail.com

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

baranowska.g@gmail.com

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

Graduate: Princeton University

Undergraduate: Ohio State University

herverth@me.com

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

Graduate: Yale University

Undergraduate: College of William and Mary

jakerobertnelson@icloud.com

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

Graduate: University of Sarajevo

Undergraduate: Masaryk University

jasmin.hasic@erasmusmundus-gem.eu

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.



Jessica (Jessie) Landerman

Graduate: Harvard University

Undergraduate: Wesleyan University

jlanderman@gmail.com

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

Graduate: Villanova University

jessica.wamala@gmail.com

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

Graduate: Humboldt University

Undergraduate King's College

jlgartner@jhu.edu

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

Graduate: American University

Undergraduate: Sarah Lawrence College

kmqh00@yahoo.com

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 Iruña 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

Wesleyan University

kjrohrich@gmail.com

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

Graduate: Columbia University

Undergraduate: Clark Atlanta University

michaelcorneliushayes@gmail.com

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

Graduate: Harvard University
Undergraduate: Yale University
miya.cain@gmail.com

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

Graduate: SciencesPo Toulouse
Undergraduate: Université Toulouse Capitole
n.ahmedhussein@gmail.com

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

Graduate: London School of Economics
Undergraduate: Kingston University
sorine_Vesth@hotmail.com

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.



Terrol Graham

Graduate: Yale University

Undergraduate: Wake Forest University

TerrolMGraham@gmail.com

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

Graduate: Harvard University

Undergraduate: Macalester College

twolde1@gmail.com

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.



Wendell Adjetey

Graduate: Yale University

Undergraduate: University of Toronto

wendell.adjetey@alumni.utoronto.ca

An apprenticing historian, Wendell Adjetey 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.

HUMANITY NITY IN
ACTION



Draft date: March 26, 2014

Washington, DC

POTENTIAL SPEAKERS & TOPICS

THE DIPLOMACY AND DIVERSITY FELLOWSHIP

Diversity and Citizenship in America

Jeffrey Rosen (*President, National Constitution Center*) Citizenship in America; privacy, technology and American foreign affairs. (Confirmed.)

Joshua Dubois (*Former Executive Director of the Office of Faith-based and Neighborhood Partnerships*) Religion in American public life. (Invited.)

Michele Norris (*Host, National Public Radio; creator, The Race Card Project*) How national and international media discuss race and ethnicity. (Invited.)

Jim Wallis (*President and Founder, Sojourners Magazine*). Religion in American public life. (Invited.)

Eboo Patel (*Founder and President, Interfaith Youth Core*) Religion and American foreign affairs.

Al Jazeera (*Site visit*) How does Al Jazeera cover diversity issues in the United States and Europe? (To be organized by CFR.)

Christina Antonakos-Wallace (*Director, "with WINGS and ROOTS"; Humanity in Action Senior Fellow*) Screening and discussion about film on immigration, citizenship and belonging in a transnational perspective. (Invited.)

Explaining American Diversity Abroad

Joan Shigekawa (*Senior Deputy Chairman, National Endowment for the Arts*) and **Pennie Ojeda** (*International Director, NEA*) Cultural diplomacy and how American institutions explain diversity in international contexts. (Invited.)

HUMANITY IN ACTION

Vishakha Desai (*President Emeritus, Asia Society*) Cultural diplomacy and how American institutions explain diversity in international contexts. (Invited.)

Steve Trachtenberg (*President Emeritus, The George Washington University*) American higher education expansion abroad. (Confirmed.)

Additional session: How does the United States military view its efforts for diversity in terms of its international presence? How does the US military represent America's diversity? (To be organized by CFR.)

National Narratives and Histories in Foreign Affairs

Taylor Branch (*Author, "America in the King Years"*) Dr. Martin Luther King, Jr.'s global vision on race, poverty and war. (Invited.)

Vernon Jordan (*Former Advisor to President Clinton, Senior Managing Director, Lazard Freres & Co. LLC*) Law and Civil Rights in an international perspective. (Invited.)

Congressman Michael Honda (*U.S. Representative, California's 17th congressional district*). Legacy of the Japanese internment.

National Priorities in Foreign Affairs

Hans Binnendijk (*Senior Fellow, SAIS Center for Transatlantic Relations*) Grand strategy and on-the-ground negotiations. American-Russian relations since the Cold War.

Matthew Rojansky (*Director, Kennan Institute, The Wilson Center*) American-Russian relations. (Invited.)

Tamar Jacoby (*President and CEO, ImmigrationWorks USA*) Immigration reform and small American businesses.

Peter Bergen (*Journalist; Senior Fellow, New America Foundation*) Terrorism. (Mark Goldberg)

Additional session/seeking suggestions: The link between national economies and the rise of nationalism.

International LGBT and Women's Issues

Requesting suggestions (Martha Lee)

HUMANITY IN ACTION

Congresswoman Connie Morella (*Ambassador in Residence for the Women in Politics Institute, American University*)

Kathryn Baxter (*Foundations and Policy Officer, Immigration Equality*) LGBT immigrants and congressional lobbying.

Ty Cobb (*Director of Global Engagement, Human Rights Campaign*) LGBT lobbying for international issues.

Ethics and Universalism in Foreign Affairs

Andrei Markovits (*Professor, University of Michigan*) Cosmopolitanism in international relations, discourses of tolerance and hatred, and anti-Americanism. (Confirmed.)

David A. Hamburg (*President Emeritus, the Carnegie Corporation*) Genocide and prevention.

Timothy McCarthy (*Program Director, Carr Center for Human Rights Policy at the Harvard Kennedy School of Government*) Gender issues in America and beyond. (Confirmed.)

Maurice Middleberg (*Executive Director, Free the Slaves*) Modern day slavery in Africa and Asia. (Confirmed.)

Mark Hanis (*Co-founder, Genocide Intervention Network*) Genocide and crimes against humanity.

John Prendergast (*Co-founder, Enough*) Genocide and crimes against humanity.

Impact of Minorities on Foreign Policy

Ralph Nurnberger (*Professor, Georgetown University*) Lobbying organizations and the Israel-Palestine conflict.

J Street

Lori Wallach (*Director, Public Citizen's Global Trade Watch*) American labor and international trade negotiations; labor unions.

Congresswoman Grace Napolitano (*U.S. Representative, California's 32nd congressional district*) Armenian-American community and the Armenian genocide.

HUMANITY IN ACTION

Emita Samuels (*Associate Director, International Career Advancement Program—ICAP*) Programs for minority advancement in foreign policy careers.

Cynthia Bunton (*President, CRBi LLC*) Mentorship and minorities in foreign policy.

Dynamics of International and Domestic Policies

Justice Stephen Breyer (*Supreme Court*) Relationship between international and national law. (Invited.)

Jane Harman (*Former Congresswoman and President and CEO, Woodrow Wilson International Center for Scholars*) Domestic policy and international relations. (Invited.)

Rachel Kleinfeld (*Senior Associate, Carnegie Endowment for International Peace; Founding CEO and President, Truman National Security Project*) Relationship between domestic policy and international relations. (Phil)

Sarah Sewall (*Under Secretary for Civilian Security, Democracy and Human Rights, U.S. Department of State*) Relationship between U.S. national security and international law; the International Criminal Court.

Arthur Brooks (*President, American Enterprise Institute*) How domestic policy think tanks relate to international issues.

Seeking suggestions: Center for American Progress: how these domestic policy think tanks relate to international issues.

Alec Ross (*Former Senior Advisor for Innovation, U.S. State Department*) Digital diplomacy.

Sophie Coignard (*Journalist, Le Point*) How the foreign press covers issues in Washington.

Oliver Skov (*US Correspondent, Danish Broadcasting Corporation*) How the foreign press covers issues in Washington.

Diversity Issues in International Relations

Mischa Thompson (*Policy Advisor, Commission on Security & Cooperation in Europe/Helsinki Commission*) Tolerance and antidiscrimination. (Confirmed.)

Jared Genser (*Founder, Freedom Now*) Political prisoners. (Confirmed.)

HUMANITY IN ACTION

Andras Simonyi (*Managing Director, SAIS Center for Transatlantic Relations*) Political extremism and minorities in Hungary and the EU. (Invited, pending.)

David Vine (*Associate Professor, Department of Anthropology*) Indigenous rights, American military and international relations.

Rudolf V. Perina (*Former Ambassador to Moldova*) Yugoslavia and the emergence of ethnic conflict in the post-Cold War period; negotiation and arbitration.

“God Loves Uganda” film screening.

Peter Ackerman (*Founder, International Center on Nonviolent Conflict*) Nonviolent conflict and protest movements.

Influence of Non-state Actors in Foreign Policy

Richard Stearns (*President, World Vision United States*) Christian charities in geopolitics and international development.

Olivier Zunz (*Professor, University of Virginia*) Connecting America’s philanthropic tradition to its foreign policy and international development. (Confirmed.)

Julie Smith (*Former Deputy National Security Advisory to the Vice President of the United States; Senior Vice President, Beacon Global Strategies*) Security, counterterrorism and collaboration between public and private sectors. (Confirmed)

Robert Diamond (*Former Chief Executive, Barclays*) Investment in Africa. (Invited.)

Marc Wijnen (*The World Bank*) Water development.

Ian Davidoff (*Alternate Executive Director on Asia and the Pacific, International Monetary Fund*) Representing diverse groups of countries in financial initiatives. (Confirmed.)

James Kirchick (*Freelance journalist*) Entrepreneurial journalists influencing international relations. (Confirmed.)

David Sullivan (*Policy & Communications Director, Global Network Initiative*) Privacy, technology and human rights. (Invited.)

Franklin Foer (*Editor, The New Republic*) Sports in international politics.

HUMANITY IN ACTION

Transatlantic Relations and Collaboration

Ambassador François Dellatre (*Ambassador of the French Republic to the United States*) How French diplomats discuss diversity and minorities in the United States. (Declined.)

Ryszard Schnepf (*Ambassador of the Republic of Poland to the United States*) Remarks at reception; Jan Karski.

Charles Kupchan (*Senior Fellow, Council on Foreign Relations*) Changing dynamics of international relations: the decline of the West and the rise of new global powers. (CFR to Invite.)

Ezra Suleiman (*IBM Professor of International Studies, Princeton University*) Franco-American relations. (Invited.)

Robert Whiteman (*Senior Advisory, Congressional and Parliamentary Liaison at the European External Action Service, EU Delegation in Washington, DC*) EU-US relations.

Karen Donfried (*Special Assistant to the President and Senior Director for European Affairs, National Security Council*) Security in Europe; transitions between governmental and think tank sectors. (Invited.)

Steven A. Cook (*Senior Fellow, Council on Foreign Relations*) The political triangle of Turkey, the United States and the European Union. (Session to be organized by CFR.)

Additional session: American perspective on the challenges and opportunities for NATO.
(Session to be organized by CFR.)

Development Crafted as Foreign Policy

Fabrice Houdart (*Senior Country Officer, World Bank; President, GLOBE, World Bank*) Global gay rights and financial negotiations. Uganda. (Confirmed.)

William Antholis (*Managing Director, the Brookings Institution*) How emerging countries, such as Brazil, South Africa and India, are changing international negotiations.

Angus Deaton (*Professor of Economics and International Affairs, Princeton University; author of The Great Escape: Health, Wealth and the Origins of Inequality*)

Bertrand Badré (*Managing Director and CFO, the World Bank*) International development from the transatlantic perspective.

Democracy Movements on the International Stage

Julia Ioffe (*Senior Editor, The New Republic*) Democracy movements in Russia and Ukraine. (Invited.)

Carl Gershman (*President, National Endowment for Democracy*) Promotion of democracy in American foreign policy.

Ivan Vejvoda (*Vice President, German Marshall Fund*) Democracy movements in civil society; Serbia and the Balkans. (Invited.)

David Satterthwaite Wertime (*Founder, Tea Leaf Nation*)

Ivana Howard (*Senior Program Officer, National Endowment for Democracy*) Bosnia.

Other

Laure Mandeville (*Correspondent, Le Figaro in Washington, DC*) Moderator/discussant.

Workshops

Foreign Affairs editor: landscape of foreign policy publications

Foreign policy writing in the digital age: Op-eds, Twitter, Huffington Post, Blogs

Changing careers

Paris, France

POTENTIAL SPEAKERS & TOPICS

THE DIPLOMACY AND DIVERSITY FELLOWSHIP

New and Emerging Actors in Foreign Affairs

Luc Tayart de Borms (*Managing Director, King Baudouin Foundation; Chair, Network of European Foundations for Innovative Cooperation*)

Hugues Sibille (*Vice-Président, Credit Coopératif; Vice-Président, Labo de l'ESS*)

Charles Tenenbaum (*Associate Professor of Political Science, Sciences Po Lille; Lecturer in International Mediation, Sciences Po Paris, specialized in the role of religious groups in international conflict negotiations*)

Laurence Tubiana (*Director, Institute of Sustainable Development and International Relations; Professor, Sciences Po Paris*)

Joël Le Déroff (*Senior Policy & Program Officer, ILGA Europe*)

Alix Zuinghedau (*Inter LGBT*)

Jacques Beltran (*Senior Vice President, Europe, Russia-CIS, Turkey for Alstom International*)

Frédéric Monlouis-Félicité (*Délégué Général, l'Institut de l'entreprise*)

Jean-Baptiste Jeangène Vilmer (*Chargé de mission «Affaires transversales et sécurité» au CAPS. Enseignant (droit de la guerre) à Sciences Po Paris et à l'Ecole spéciale militaire de Saint-Cyr, Attaché à l'Ambassade de France au Turkménistan, 2007-2008*)

Olivier Da Lage (*Journalist, RFI*)

François Godement (*Historian, Centre Asie*)

Ahmed El Keiy (*Directeur Adjoint du pôle arabophone de l'Audiovisuel Extérieur de la France*)

Marie-Christine Saragosse (*France Médias Monde. Véronique Cayla, ARTE*).

Geoffrey Pleyers (*London School of Economics*)

Dominique Cardon (*Sociologist specialized in social movements and the web, EHESS*)

HUMANITY IN ACTION

Ghassan Salamé (*Dean, Paris School of International Affairs; Professor of International Relations, Sciences Po*)

Thibaut Jaulin (*European University Institute, Italy*)

The European Union as a Multilateral Actor

Anne-Marie Le Gloannec (*CERI Sciences Po*)

Hubert Védrine (*former French Minister of Foreign Affairs*)

Justin Vaïsse (*Director, Policy Planning Staff, French Ministry of Foreign Affairs*)

Daniel Cohn Bendit (*MEP*)

Katherine Watson (*Director, European Cultural Foundation*).

Jean-Miguel Pire (*Sociologist, University Paris VII. UNESCO*)

Martine Alonso Marquis (*HIA Senior Fellow; Political Advisor to MEP Vajgl Ivo*)

Vajgl Ivo (*Slovenian MEP; A representative from the Permanent Representation of Poland/another Central European State to the EU*)

Olivier Hoedeman (*Corporate Europe Observatory*).

Mona Shair (*Founder, key2advance*)

Diversity Policies and Initiatives

Daniel Sabbagh (*CERI SciencesPo*) Immigration.

Jennifer Rasamimanana (*Diplomat, United States Foreign Service*)

Club d'Averroes

Rachid Arhab (*former Journalist, France 2*)

Christophe Bertossi (*IFRI; Director, Centre Migrations et Citoyennetés*)

Anne Lauvergeon (*former CEO, Areva*)

Mercedes Erra (*Executive President, Havas Worldwide (formerly Euro RSCG Worldwide); Co-Founder, BETC; Managing Director, Havas*).

Maryse Aulagnon (*Président Directeur, Général d'Affine*).

Erwan Kezzar (*Founder, Simplon.co, a startup factory empowering underprivileged smart people on web development; Google Top Black Talent Programme; Girls in Tech Paris*).

Claudine Schmuck (*Director, Global Contact; Member, European Centre for Women and Technology (ECWT) High-Level Advisory Committee*)

Antoine Glaser (*Journalist specialized in Africa*)

Richard Banegas (*Professor of Political Science, CERI – Sciences Po, specialist in Africa*)

Perspectives on the Economic Crisis

Louis Maurin (*Founder, Observatoire des inégalités*)

Gérard-François Dumont (*Geography Professor, Paris IV University*) Impact of the economic crisis on vulnerable communities in Europe and immigration

Jean Pisany-Ferry (*Economist, Commissaire général, Centre d'analyse stratégique*) Eurozone crisis and North-South tensions in Europe

Laurent Gardin (*Université de Valenciennes; author of *Entreprise sociale et insertion – une perspective internationale*, 2012*) Social entrepreneurship: a response to the global economic crisis?

Security and Conflict

Gilles de Kerchove (*Counter-Terrorism Coordinator, European Union*). Transatlantic cooperation in fighting transnational crime/terrorism.

Ron Noble (*Secretary General, Interpol*) The challenges of international police cooperation in the field of human trafficking

Bibi van Ginkel (*Senior Research Fellow, Netherlands Institute of International Relations 'Clingendael'; Research Fellow, International Centre for Counter Terrorism*) Impact of counter-terrorism on minority communities in Europe and ethnic profiling.

Bassma Kodmani (*Syrian academic; former spokesperson, Syrian National Council*) Perspectives on the Syrian conflict

Éric Chevallier (*French Ambassador to Syria*) Perspectives on the Syrian conflict

Peter Neumann (*Professor of Security Studies, Department of War Studies, King's College London; Director, International Centre for the Study of Radicalisation*) Training European 'jihadists' in Syria

Marc Trévidic (*Judge, Antiterrorist Prosecution's Office*) Training European 'jihadists' in Syria

Antoine Garapon (*Judge; Secretary General, Institut des Hautes études sur la Justice*). Transitional justice and reconciliation (the example of Tunisia)

Kora Andrieu (*Philosopher, Sciences Po*) Transitional justice and reconciliation (the example of Tunisia)

New Technologies and Foreign Affairs

Nicolas Colin (*CNIL, Co-Founder; Partner, The Family*) Big data and privacy – will high tech be used as a power and diplomatic instrument?

Henri Verdier (*Head, Etalab, the French Agency for Public Open Data*) Big data and privacy – will high tech be used as a power and diplomatic instrument?

Ullrich Fichtner (*Correspondent, Der Spiegel in Paris*)

Magali Bessone (*Philosopher*) The NSA, privacy and transatlantic trust

Anne Chounet-Cambas (*Head of Web Section, French Ministry of Foreign Affairs*) “Digital diplomacy” or foreign policy using new media

Joan Tilouine (*Journalist; Creator of the Agence France Presse’s e-Diplomacy app*) “Digital diplomacy” or foreign policy using new media

Jonathan Hayoun (*President, Union of Jewish Students of France; led a campaign against racism and anti-Semitism on the Internet using legal action against Google, iTunes and Twitter*) Fighting online hate speech

Larry Olomofe (*OSCE ODIHR*). Fighting online hate speech

Mounir Bensalah (*Moroccan engineer and blogger; Author, Réseaux Sociaux et Révolutions Arabes*). The role of social networks in the Arab Spring

Yves Gonzales-Quijano (*Professor, Université Lumière-Lyon II; Author, Arabités Numériques, le Printemps du Web Arabe*) The role of social networks in the Arab Spring

Oliver Gajda (*Co-Founder, European Crowdfunding Network*) Crowdfunding for development

Alexandre Boucherot (*Founder and CEO, Ulule*) Crowdfunding for development

Political, Social and Economic Aspects of Migration and Immigration

Patrick Weill (*HIA France Board Member; Historian and Political Scientist; Research Fellow, CNRS*) History of migration waves in Europe

Gérard Noiriel (*Historian, EHESS*) History of migration waves in Europe

Migreurop EU border security and migration into the EU: Frontex

Olivier Peyroux (*Sociologist, specializing in Roma communities*) Roma issues in Europe

Laurent El Ghozi (*President, Fnasat and cofounder of association Romeurope*). Roma issues in Europe.

Tony Gatlif Roma issues in Europe.

Gilles Kepel (*Professor, Sciences Po, specializing in Islam and the contemporary Arab world*) Islamophobia since 9/11 in Europe and the US

Samir Amghar (*EHESS, specializing in Salafism*) Islamophobia since 9/11 in Europe and the US

Dounia Bouzar (*Anthropologist*) Islamophobia since 9/11 in Europe and the US

Amin Maalouf (*Author*) Migrations and citizenship: divided identities.

Helène Soupios-David (*HIA Senior Fellow; ECRE*) Refugees in Europe: current trends and challenges

Erige Sehiri (*Film Director*)

North-South Relations in the 21st Century

Pascal Canfin (*Deputy Minister for Development, French Ministry of Foreign Affairs*) Development and aid in a post-colonial perspective

Donald Kaberuka (*President, African Development Bank*) Development and aid in a post-colonial perspective

Jean-Michel Severino (*former Director, Agence Française de Développement (AFD); President, Convergences*) Development and aid in a post-colonial perspective

Pouria Amirshahi (*French MP; National Secretary, Socialist Party for Cooperation, Francophonie, Development and Human Rights*) "Francophonie" from a diplomatic perspective

Bernard Kouchner (*former French Minister of Foreign Affairs*) Responsibility to Protect: a new approach to humanitarian intervention

Pascal Lamy (*former Director, World Trade Organization*). Africa's development: perspectives from a world leader

University of Minnesota Law School

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

April 23, 2014

Grant Purpose. The purpose of the Sentencing Law and Policy Program Enhancements grant is to fund four multi-state law-reform projects proposed by Sentencing Law and Policy (SLP) program Co-Directors Richard Frase and Kevin Reitz: the Criminal History Project, the Sentencing Guidelines Repository Project, the Probation Revocation Project, and the Parole Release and Revocation Project.¹ All four projects aim to study issues of important concern across a number of state jurisdictions and provide information, proposals, and direct assistance to responsible officials at the county and state levels in a variety of locations. Beyond these participant jurisdictions, the projects will publish findings, results, and recommendations addressed to states nationwide. These will not be academic publications, but will be designed to be accessible and useful to lawmakers and policymakers. The ultimate goal of each project is to effect improvements in state sentencing laws and practices in multiple jurisdictions, and to do so through close collaborations that span the academy and the policy realms. *

Staff Hiring and Revised Project Timelines. All four of the projects funded by the SLP enhancements grant are supported by an administrative assistant (Jo Ann Hendricks), a web site developer (Brian Reilly), an event planner (candidate search in progress), and a communications staffer (Phillip Quintero) (both of the latter staffers also support non-SLP programs). The enhancements grant, combined with unspent funds from the original 2011 Institute grant, also provides funding to hire several new staffers who will each work on two or more of the projects; these staff include two research staffers, one post-doctoral fellow funded by the enhancements grant, and a second fellow funded by the original grant and allocated to SLP. In addition, the retirement of the original Executive Director of the Institute, Michael Smith, provided an opportunity to hire a dynamic and multi-talented new Director, Kelly Mitchell. In addition to her extensive administrative experience, she brings a strong sentencing policy background as former Executive Director of the Minnesota Sentencing Guidelines Commission, which will permit her to make substantial contributions to several of the SLP enhancement projects.

We are extremely pleased with the results of the hiring process described above, which has given us very strong project teams and support staff. The timelines for all four projects will be shifted somewhat, given the inevitable delays in fully staffing up. Thus, while the grant approved in late May called for "year one" of each project to begin on July 1, 2013, it is likely that not all planned year-one activities will be completed until sometime after July 1, 2014, though it is anticipated that they will all be completed by the end of calendar 2014. *

Project Reports. Following is a report on the progress made towards the year one goals in each of the four project areas.

¹ The names of the last three projects have been changed somewhat as a result of intensive project planning and research efforts in the first six months.

1. Criminal History Project

The goals of the Criminal History Project are to conduct a comparative analysis of criminal history sentence-enhancement formulas, identify best practices, and encourage guidelines states to examine and improve their use of these enhancements. For the first year of the project, the planned accomplishments are:

- assemble the core project team and hold initial planning meetings and conference calls;
- complete a comprehensive survey of criminal history formulas found in American sentencing guidelines systems, along with important prior-record enhancement statutes found in those jurisdictions;
- build on that comprehensive study, prepare a Sourcebook detailing criminal history and prior record provisions to be posted on the web and distributed in hard copy, and begin work on a book with a major publisher, aimed at scholars and policymakers;
- assemble a comprehensive bibliography of studies of the effects of different criminal history formulas; and
- hold meetings with 3-5 states interested in research and policy change in this area.

The core project team has been assembled. In addition to Professor Richard Frase, the project now has a Co-Director, Professor Julian Roberts of the University of Oxford, who is probably the world expert on prior-record enhancements. Other team members include post-doctoral fellow Rhys Hester (as of June 30th), Institute Director Kelly Mitchell, and two law student researchers. Mr. Hester holds both a law degree and a Ph.D. in criminology, and he has done extensive legal and quantitative research related to sentencing issues. The research staff person provided under the enhancement grant to support this project and the Repository project has not yet been hired; now that the skill sets provided by our other hires are known we are thinking that it may be more cost-effective to hire part-time graduate students and other specialists, rather than one full-time research staffer.

The initial research phase of this project is building on the work being done in the Sentencing Guidelines Repository Project, discussed below -- guidelines materials gathered for the Repository are proving useful in completing the initial survey of criminal history formulas. The results of that survey will permit comparative analysis of different approaches. That analysis, to be completed in the next six months, will enable us to identify which states to approach as potential partners in the project. By next fall we will also have completed the bibliography of criminal history formulas, along with the first draft of the Sourcebook and major portions of the proposed published book.

2. Sentencing Guidelines Repository Project

The goals of the Sentencing Guidelines Repository Project are to create a central web-based clearinghouse of sentencing guidelines materials that will greatly facilitate multi-state research and policy analysis, and to develop mechanisms for the collection, storage, analysis, and exchange of information on sentencing guidelines and sentencing reforms. For the first year of the project, the planned accomplishments are:

- assemble the core project team and hold initial planning meetings and conference calls;

- begin to assemble electronic and/or hard copies of currently available sentencing law and policy materials from state and federal guidelines jurisdictions;
- identify guidelines states where such materials are not readily available, and develop plans for obtaining them;
- assemble a comprehensive bibliography of (non-commission) literature on sentencing guidelines reforms;
- create and publicize a new website for the repository and post available materials and analysis; and
- create a sentencing research and policy blog.

The core project team has been assembled. Along with project director Professor Richard Frase, it now includes Institute Director Kelly Mitchell as co-director, web developer Brian Reilly, post-doctoral fellow Rhys Hester, and two law student researchers.

After initial work was done to identify the commission materials that might be most useful to bring together in a repository, the law student researchers, Professor Frase, and Ms. Mitchell have made significant progress in identifying those states for which materials are readily available. In parallel with that phase of the project, the web developer has worked closely with Professor Frase and Ms. Mitchell to create a first draft of the repository website. Professor Frase has also begun drafting profiles for the states with the most available material, which will serve as the basis for website content, both on an individual state level and comparatively across states. In the next six months the project team will continue to develop the bibliography and state profiles, collect materials, develop plans to obtain less readily-available materials, obtain feedback on the design and content of the website from a sample of sentencing commissions, and officially launch the Repository and its associated sentencing research and policy blog.

3. Probation Revocations Project

The primary goal of the Probation Revocations Project is to provide information, recommendations, and assistance to a small group of participant state and local jurisdictions that see the need to rethink their sentence revocation practices. (A short mission statement for the project is attached to this report.) The project will develop an overview of the policy, practice, and legal framework in a number of sites, documenting successful innovations, and building models or guidelines for probation practices that can be implemented in participant jurisdictions. The project will work with “Alpha” states or counties that agree to participate in an intensive data-gathering process, and “Beta” sites that agree to work toward solid reforms in law and practice. Ideally there will be overlap between the Alpha and Beta participants. The substantive goals of the project are to help states and counties develop innovations in the field of probation revocation that are cost effective, reduce reoffending, help ensure probationers’ success, and make more sensible use of prison resources.

As a secondary goal, the project will generate a continuing series of publications and reports designed to disseminate research findings, comparative observations, and reform suggestions to as broad an audience nationwide as possible. For example, a team of four law student Research Assistants has been performing a comprehensive survey of the probation and probation revocation laws in twenty states. Within the next six months, this work is expected to culminate

in one or more Institute publications, which will serve as a resource to legislatures, courts, and probation agencies nationwide that does not currently exist. Project members will also initiate or participate in meetings and conferences designed to publicize our efforts and proposals, including the National Association of Sentencing Commission annual meeting in August 2014 and the American Society of Criminology annual meeting in November 2014.

In the first six months, a full project team has been assembled starting with the appointment of Project Director Ronald P. Corbett, Ph.D., effective September 1, 2013. Immediately before, Corbett stepped down as Commissioner of Probation in Massachusetts. In total, he has spent 30 years in the corrections field, and is also former Court Administrator for the Supreme Judicial Court of Massachusetts. He is a national leader in the field of community corrections, an experienced administrator, and a faculty member in Criminal Justice at the University of Massachusetts Lowell. At the time of Corbett's hiring, SLP also formed a relationship with Professor Cecelia Klingele as a third member of the "executive committee" for the project. Professor Klingele is the leading legal academic in the nation on issues of community supervision and offender reentry. She is now also External Co-Director of the SLP Program Area as a whole. We have also involved Joan Petersilia of Stanford Law School as an outside consultant for the project.

Also in the first six months, SLP recruited and hired a Post-Doctoral Fellow to be assigned to the Probation Revocations Project and the Parole Release and Revocations Project, Mariel Alper (starting August 11th). Ms. Alper is a Ph.D. criminologist newly-graduated from the University of Maryland (the leading program in the country). She brings quantitative methodological skills to SLP, and a longstanding interest in community supervision, revocations, and the preconditions for successful prisoner reentry into the law-abiding community. SLP also hired Consultant Gary Karger, M.A., likewise assigned as full-time researcher for the Probation Revocations Project and the Parole Release and Revocations Project. Karger has nearly 20 years of experience as an analyst for the Minnesota House of Representatives. He has worked with the state Department of Corrections, County Probation Agencies, Courts, Public Defenders, Public Safety, and the Sentencing Guidelines Commission on criminal justice issues. Immediately before joining the Institute, he served for two years as consultant for the Association of Minnesota Community Corrections Act Counties to analyze the probation system in Minnesota. Karger began work with the Institute in April 2014.

Finally, in winter 2013, Project Director Corbett assembled a Project Advisory Board made up of sentencing and corrections experts within Minnesota and nationwide. The first meeting of the PAB was held in March 2014, and resulted in a significant reframing and focusing of the substantive reform issues embraced by the project as a whole. (A roster of the PAB is attached to this report.)

Because much of the first several months of the life of the project was devoted to hiring of key project personnel, and because some of them started work recently or have not yet started (in the case of our post-doctoral fellow), the project will not attain full working strength until summer 2014. Nonetheless, significant progress has been made on a number of fronts.

4. Parole Release and Revocations Project

Major contributors to U.S. prison growth over the past 30 years include an increased reluctance on the part of parole boards to release parole-eligible offenders, and increasing rates of revocations and prison admissions due to parole revocations. The paramount goal of the project is to engage paroling authorities and other key stakeholders in indeterminate sentencing states, and to engage post-prison release supervision authorities in indeterminate and determinate sentencing states, in examining all elements of the discretionary prison release and post-release violations process, with an eye toward improving the quality of decision making at every stage. (A short mission statement for the project is attached to this report.)

The organization of the project is similar to that of the Probation Revocations Project. It includes nationwide research into the legal framework for paroling and revocation decisions, statistical, policy, and survey research into the actual practices of the relevant agencies, intensive on-site investigation of Alpha jurisdictions, and recruitment of several Beta jurisdictions interested in pursuing law reform proposals generated in the course of the project. The Institute will explore partnerships with several national associations, including the Association of Paroling Authorities International (APAI), the National Institute of Corrections (NIC), and the National Parole Resource Center (NPRC). The project's goals include improvements in release and revocations decision-making in participant states, with an eye toward enhanced fairness and a more rational incarceration policy.

The Parole Project will generate publications and reports addressed to a national audience, that are intended to spread the benefits of our work far beyond participant sites. For example, a legal research team is currently preparing a report on the legal composition and status of parole releasing agencies, statutory formulas for release eligibility, and release criteria and practices. The project will also initiate or participate in meetings and conferences designed to publicize our efforts and proposals.

A full project team has been assembled starting with the appointment of Project Director Edward E. Rhine, Ph.D., effective January 1, 2014. Rhine just stepped down as the Deputy Director of the Office of Offender reentry in the Ohio Department of Rehabilitation and Corrections. He has over 30 years of experience in the corrections field, with concentration on parole and offender reintegration, including high-level posts in Ohio, New Jersey, and Georgia. Rhine is an extensively-published author and an adjunct professor of Criminal Justice at Ohio State University and the University of Cincinnati. Filling out the executive committee for the Parole Project are Prof. Cecelia Klingele of the University of Wisconsin Law School and Institute Co-Director Kevin Reitz. Joan Petersilia from Stanford Law School has also served as an outside consultant.

In parallel with the Probation Revocations Project, recruitment and hiring of Post-Doctoral Fellow Mariel Alper and Consultant Gary Karger was done to fill out the research and policy analysis capacity of the Parole Project. Alper and Karger will split their time evenly across the two initiatives.

Beginning Spring 2014, four law student Research Assistants have been performing state-by-state research into the legal framework for parole release decisions and parole application decisions nationwide. This work is expected to generate a number of Institute policy-relevant publications.

Project Director Rhine is in the process of assembling a Parole Advisory Council composed of corrections experts within Minnesota and nationwide.

The Parole Project's timeline is slightly offset from the Probation Project because Project Director Rhine was not available to begin work until early 2014. The project will be fully staffed in the summer of 2014. During the startup phase, however, much progress has been made.

* * *

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

Attachments

PROBATION REVOCATION PROJECT

ROBINA INSTITUTE
OF CRIMINAL LAW AND CRIMINAL JUSTICE

MISSION STATEMENT

RONALD P. CORBETT

Project Director

Revocation practice is a critical segment of the current and growing national discourse on incarceration policy, including the most appropriate role prisons and jails should play in a rational and just correctional policy that is both effective in reducing reoffending and affordable without generating significant opportunity costs (i.e., preventing investment in early childhood education, infrastructure repair, etc.). The goal of the project is to provide information and assistance to state and country jurisdictions that see the need to rethink their sentence revocation practices.

The project will provide a view of the national landscape regarding policy, practice, and the legal framework for revocation in the domain of probation. A focal point will be the revocation decision itself, but attention will also be given to earlier stages of the process that determine the volume of cases that reach the juncture of potential revocation. Topics to be considered will include the standards governing eligibility for probation, alternatives to probation such as diversion programs, the range of probation conditions available to the sentencing judge and supervising authorities, the typical load imposed upon probationers, policies within probation offices for responding to violations, the processes available to adjudicate violations, the range of sanctions available, and any rules or guidelines that govern the sanctioning of violations. The project will help probation agencies consider the different models

commonly found in other jurisdictions, while explicating the perceived advantages and disadvantages of various approaches. Of particular interest will be those jurisdictions that have undertaken, in a way consistent with a reasonable concern for public safety, alternatives to incarceration for probation violators, thereby hoping to avoid the significant costs of imprisonment and its associated toxic effects, while maintaining critical offender ties with the community and increasing the chances for rehabilitation and the associated reductions in the likelihood of reoffending. Information on proven reforms is especially valuable to policymakers considering change in their home jurisdictions.

*The goal of the project is
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their sentence revocation
practices.*

By developing in-depth descriptions of successful innovation, we hope to build models or guidelines for jurisdictions that are struggling with burdensome prison costs and looking for a new investment model, one that will introduce cost effective strategies that implement best practices for reducing crime and serving the ends of justice. In choosing sites for our research, we plan to include jurisdictions with a range of different structural features such as sentencing commissions and mandatory penalty laws.

A successful project will significantly inform the direction of the sentencing reform movements in America, providing "road tested" models for successful practice in the handling of probation violators — models that will serve the twin goals of cost reduction and reduced reoffending.

We expect that several jurisdictions will be involved in the project over the course of two phases. In the first Alpha phase, we will choose up to six study sites for examination of extant practices, successes, and challenges. This group will reflect the variety of practice nationally. In the second Beta phase, we expect to identify four to six sites that are receptive to technical assistance on the models developed for revocation reform. We will work closely with each site to generate specific and workable options to improve their systems, and will offer assistance in adoption and implementation. The project can then follow these sites over a period of time to record, measure, and learn from their experiences as they introduce new ways of handling violators. The goal in each jurisdiction will be to work toward permanent or long-lasting reforms that will continue to operate beyond the time period of perceived crisis or acute budgetary stress.

At the end of our work with the Beta sites, there will be one or more project reports that make the benefits of the Beta phase known and available to all jurisdictions.

We will be aided in our work by a Project Advisory Board (PAB), comprised of scholars, researchers with expertise in community corrections, probation executives (including individuals from the study sites), judges, legislators, prosecutors, and defense counsel members. The role of the PAB will be both to advise the Project Team (PT) regarding practice and policy issues as well as provide guidance and feedback to the PT during the various phases of the project.

A successful project will significantly inform the direction of the sentencing reform movements in America, providing "road tested" models for successful practice in the handling of probation violators - models that will serve the twin goals of cost reduction and reduced reoffending.

PAROLE RELEASE & REVOCATION PROJECT

ROBINA INSTITUTE
OF CRIMINAL LAW AND CRIMINAL JUSTICE

MISSION STATEMENT

EDWARD RHINE
Project Director

A majority of U.S. states have “indeterminate sentencing systems,” in which judges impose a maximum prison sentence, while parole boards, alongside correctional officials, determine the actual date of release for most prisoners. The parole decision is properly seen as a “sentencing” decision, defining the severity of punishment and

effecting the rehabilitative and crime-control purposes of the criminal law.

Parole boards in indeterminate and many determinate jurisdictions also play a key role in shaping the violation and revocation process for offenders under parole or post-release supervision. In many instances, they issue the final decision on whether an offender’s conditional liberty will be revoked, and if so, whether the individual will be subject to reincarceration.

The actions of paroling authorities both in their release and revocation capacity, are important determinants of a state’s prison population size.

The paramount goal of this project is to engage paroling authorities and other key stakeholders in indeterminate sentencing states, and to a lesser extent, in states with determinate sentencing structures, in examining all elements of the discretionary prison release and post-release violations process, with an eye toward improving the quality of decisionmaking at every stage.

The overall direction of this initiative will be guided by a project team from the Robina Institute of Criminal Law and Criminal Justice headed by Dr. Edward Rhine, Project Director. Other members of the project team include Professor Kevin Reitz, University of Minnesota Law School, Professor Cecelia Klingele, University of Wisconsin Law School, Gary Karger, Robina Institute Research Coordinator, and Dr. Mariel Alper, Robina Institute Post-Doctoral Fellow (starting August 2014). A legal research team of law student Research Assistants will also serve on the in-house team.

Several national and professional associations have been at the forefront in their advocacy for sensible parole practices, including the Association of Paroling Authorities International (APAI), the National Institute of Corrections (NIC), and more recently, the National Parole Resource Center (NPRC). An important objective of this project is to establish strong collaborative linkages with these organizations. The initiative will also draw on the National Associa-

*The goal of the project is to engage
paroling authorities and other
key stakeholders in examining
all elements of the discretionary
prison release and post-release
violations process.*

tion of Sentencing Commissions (NASC), and the American Law Institute's ongoing work to revise the Model Penal Code's sentencing and corrections provisions.

As a crucial feature of the project, representatives from these groups, and others from the academic, criminal justice, and public policy community, will be invited to serve on a Parole Release and Revocation Advisory Council. The members of the Advisory Council will engage in a sustained conversation to identify problems most in need of attention, policy-relevant research, and effective strategies and initiatives being used across the nation. Their expertise will likewise be tapped to craft ideas for parole reform that have yet to be envisioned.

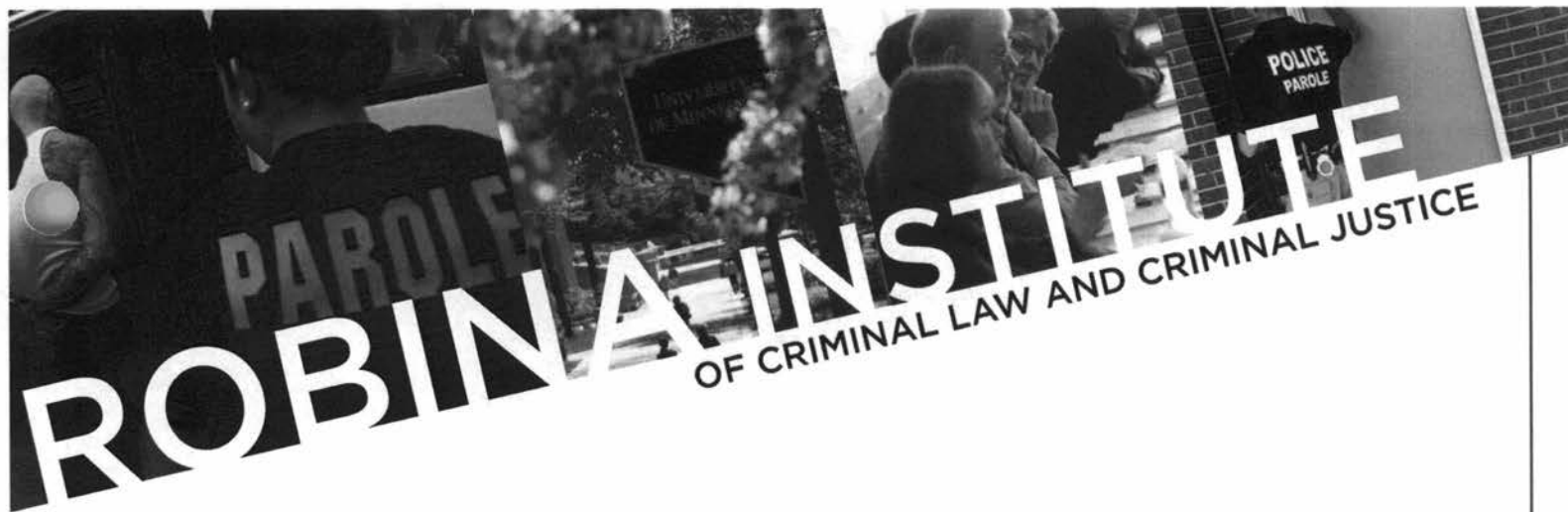
The project will lay a foundation for its future work by issuing a series of multi-state reports that will include a review of the legal structure of parole boards' statutory authority, and the reach of their discretionary release and revocation decisionmaking. This will be followed by a national survey of paroling authorities which will allow for a more detailed data collection effort.

The project's focus on discretionary release will include the criteria for parole eligibility, the timing of eligibility, the composition and qualifications of the board designated to make the release decision, the nature and conduct of the hearing process, the reasons for approving or refusing parole, the conditions of release, the protocol for re-applying for parole, and the procedures governing appeals of parole denials. Similar questions will be framed on the essential components of violations and revocation decisionmaking as exercised by paroling authorities across a variety of jurisdictions and sentencing structures.

Once the legal survey is complete, the project will be divided into two additional phases. During the first phase, paroling authorities in two to three states will be invited to join as active participants. The agreement to participate will be followed by on-site visits by project team members to acquire a detailed understanding of paroling and revocation practices in these states. The objective will be to bring together a broad spectrum of key stakeholders to produce site-specific, in-depth summaries profiling the laws, organizational features, parole policies, and best practices of the participating states, coupled with recommendations for reform.

The second phase of the project will involve the recruitment of two to three states willing to implement one or more of the reform proposals developed by the project team, the initial participant states, and the guidance of the Advisory Council. Those states that are eventually chosen in this phase may include newly-identified sites, or the states engaged already in this initiative. Members of the project team will provide consultative support to assist them in achieving their goals. The sites' progress will be tracked over a period of time and the outcomes shared across a wide spectrum of stakeholders within and outside of the justice system.

The project will issue periodic reports of its work at the state level during the first and second phases, and a final omnibus report, with the expectation that other jurisdictions will find the information useful, and will be encouraged to initiate reforms of their own release and revocation systems. Looking ahead, the success of this project will be measured by its capacity to establish a durable foundation for the future grounded in sound sentencing and policy reforms in the law and practice of paroling authorities



REVOCATIONS PROJECT ADVISORY BOARD MEETING

UNIVERSITY OF MINNESOTA
HUMPHREY SCHOOL OF PUBLIC AFFAIRS
MARCH 27-28, 2014

THURSDAY, MARCH 27

11:00am	Out-of-town guests meet Ron Corbett in lobby of Courtyard by Marriott and walk to Humphrey School of Public Affairs
11:15am	Lunch available in meeting room
12:15pm-12:30pm	Introduction and overview of meeting <i>Kevin Reitz, University of Minnesota</i>
12:30pm-2:00pm	Current perspectives on the issues and group discussion <i>Cecelia Klingele, University of Wisconsin Law School</i> <i>Michelle Phelps, University of Minnesota</i>
2:00pm-2:15pm	Break
2:15pm-4:00pm	Discussion of perspectives and experience of Board Members regarding probation parole revocation <i>Kevin Reitz</i>
4:00pm-4:30pm	Comments/wrap-up
5:45pm	Out-of-town guests meet Robina staff in lobby of hotel and walk to Sanctuary restaurant (shuttle and/or taxis available to those who need them)
6:00pm	Dinner at Sanctuary

FRIDAY, MARCH 28

8:30am-9:00am	Light breakfast available
9:00am-10:00am	Overview of project - objectives and methodology <i>Ron Corbett, Robina Institute</i>
10:00am-11:00am	Feedback/suggestions from Board on project plans
11:00-11:15am	Break
11:15am-12:00pm	Interactive discussion on optimizing role of Advisory Board and scheduling future meetings <i>Moderator - Ron Corbett</i>
12:00pm	Adjourn with lunch available in meeting room

ACCOMMODATIONS
COURTYARD BY MARRIOTT
DOWNTOWN
 1500 South Washington Ave.
 Minneapolis, MN 55455
 612.333.4646

TO OUR OUT-OF-TOWN VISITORS
 Welcome to Minneapolis! You will be staying at The Courtyard by Marriott Downtown which is a five-minute walk from the meeting location at the Humphrey School of Public Affairs (see map).

LOCAL ATTENDEES
 We are happy to validate parking for the following UMN parking ramps: 19th Avenue, 21st Avenue, and Mondale Hall. See map for ramp locations. Please get a parking voucher stub from Jo Ann Hendricks.

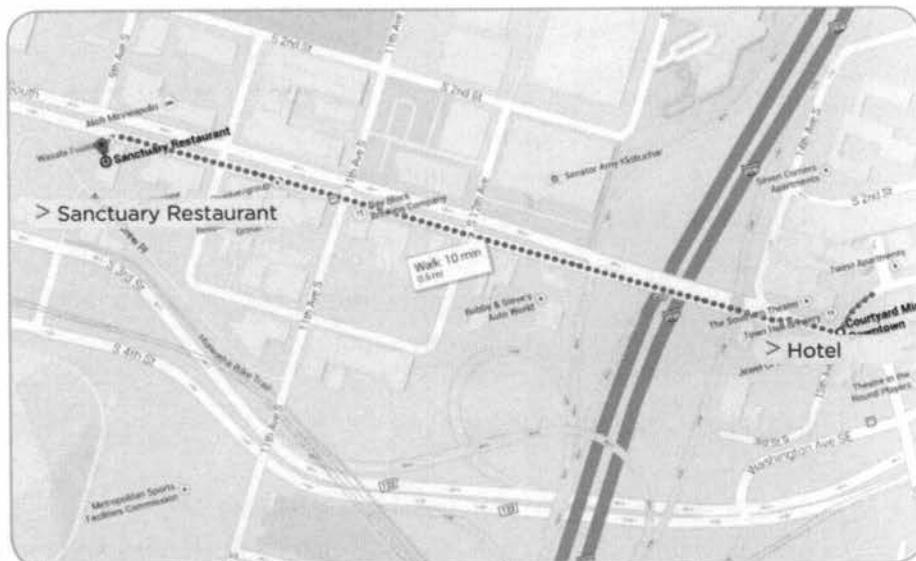
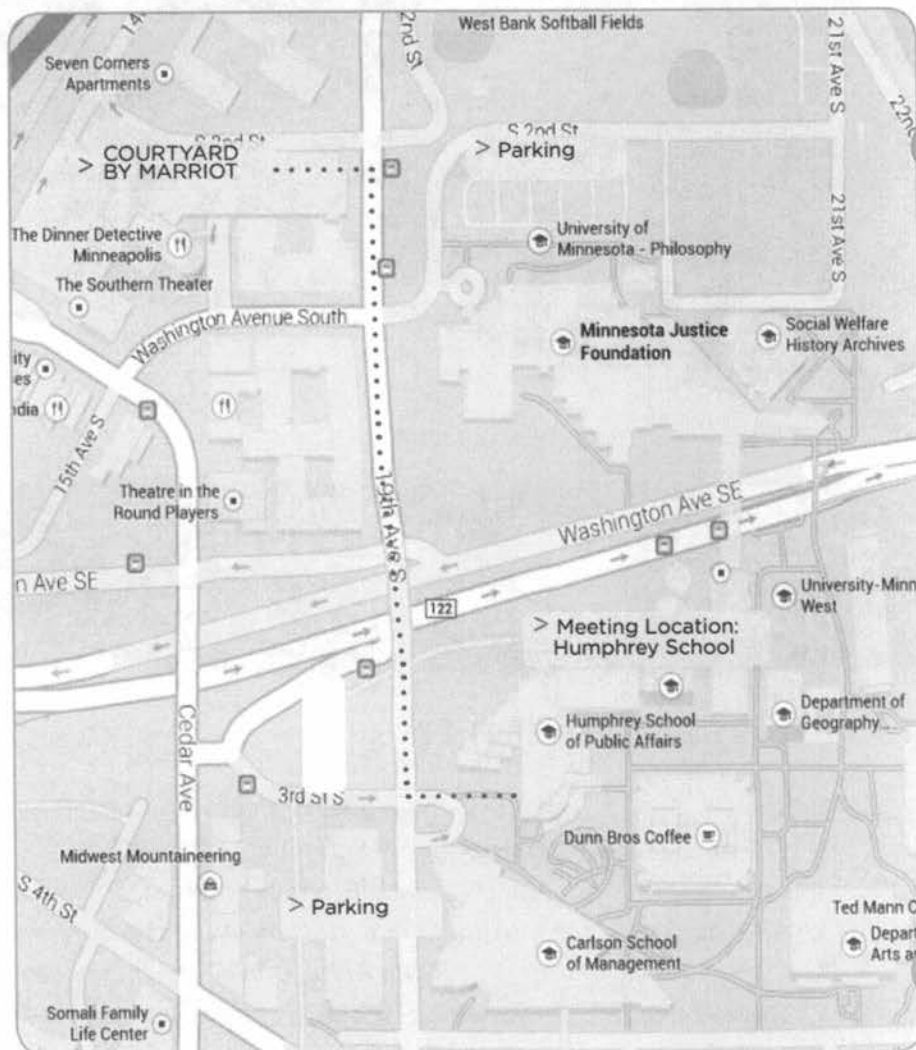
WORKSHOP LOCATION:
 Wilkins Room 215, 2nd Floor
 Humphrey School of Public Affairs
 301 19th Avenue South
 Minneapolis, MN 55455 (follow the blue dots to get there from the hotel!)
 612.626-8910

THURSDAY DINNER LOCATION:
SANCTUARY Restaurant
 903 Washington Avenue South
 Minneapolis, MN 55415
 612.339.5058

GROUND TRANSPORTATION
 Taxis are readily available at the airport arrivals gate for your trip into the city. For your return trip to the Mpls-St. Paul airport please feel free to use any of these taxi services:

Airport Taxi:	612.721.0000
Red and White Taxi:	612.871.1600
Blue and White Taxi:	612.333.3333

ROBINA STAFF
 We want to ensure that your visit to the Robina Institute is comfortable and productive. If you have questions or concerns at any point during the workshop, please feel free to call **Jo Ann Hendricks at 612.625-4066** or email at **hendr621@umn.edu**.



REVOCATIONS PROJECT

ADVISORY BOARD MEMBERS



HON. PAMELA ALEXANDER

Judge
Minnesota 4th Judicial
District Court

JUDGE PAMELA ALEXANDER grew up in South Minneapolis and graduated from the University of Minnesota Law School. She began her legal career as a criminal defense attorney with the Legal Rights Center and then moved to the Hennepin County Attorney's office as a prosecutor in the Criminal Division. Since 1983 she has been a Hennepin County District Court

Judge where she presided over the Juvenile Division and served as Assistant Chief Judge for the Court as a whole. She sits on many community boards and committees including The Minneapolis Foundation Board of Trustees, the Children's Defense Fund, and the Juvenile Judges Leadership Council, and has been awarded numerous community service awards ranging from the University of St. Thomas School of Law Dean's Award for Outstanding Teaching to the NAACP Profiles in Courage Award.



BARBARA BRODERICK*

Chief Probation Officer
Maricopa County Arizona

*not able to attend

BARBARA BRODERICK is chief probation officer for Maricopa County, Arizona. Broderick has devoted more than 30 years to the criminal justice system. She became chief probation officer for Maricopa County in December 2000 and from June 2005 to August 2006 also served as Interim Chief Juvenile probation Officer. Prior to that, she was state director of the Adult Pro-

bation Office for the Arizona Supreme Court for five years, assisting local jurisdictions and treatment providers. She is well versed in the theory and practice of community justice, risk assessment, probation performance measures and substance abuse treatment. She has been named as the nation's top probation executive by the National Association of Probation Executives for her sustained and distinguished service to the probation profession. Prior to coming to Arizona, Broderick was New York State Director of Probation and Correctional Alternatives. She earned her B.A. from Niagara University and her masters at the School of Criminal Justice at State University of New York at Albany.



JOHN CHOI

Ramsey County Attorney
Minnesota

JOHN CHOI immigrated to St. Paul at the age of three with his parents from South Korea. His family started their American experience in low income housing in St. Paul. John graduated from St. Thomas Academy High School, Marquette University and Hamline University School of Law, and was a Humphrey Fellow at the University of Minnesota. Following

law school, John was in private practice first at Hessian, McKasy, & Soderberg, and then at Kennedy & Graven, where he focused on government relations, administrative law, municipal law and civil litigation, rising to the level of partner within six years. John went on to become the St. Paul City Attorney, leading a public law and prosecution office of 70 employees with an \$8 million budget. Throughout his tenure, John was innovative in making reforms and finding efficiencies in the criminal justice system. As Ramsey County Attorney, John is working hard to continue to reform the criminal justice system and keep our community safe. In his spare time, John serves the community as a volunteer board member of several Saint Paul nonprofits, including Sounds of Hope and the Northern Star Council of Boy Scouts of America. He also serves on the board of the Ramsey County Bar Association and is a member of the Saint Paul Rotary Club.

REVOCATIONS PROJECT

ADVISORY BOARD MEMBERS



JIM COSBY*

Chief of Community Services
Division

Nat'l Institute of Corrections

*not able to attend

several successful programs which have helped reduce recidivism, improve public safety and increase offender success upon release. This includes implementation of a new system-wide offender assessment tool, correctional treatment academies and the Department's first transition centers. Prior to his appointment as Assistant Commissioner, Cosby rose through the ranks of the Tennessee Board of Probation and Parole ultimately serving as state director. He is a graduate of the Tennessee Government Executive Institute and has served as a consultant for numerous state and local agencies regarding criminal justice issues. Mr. Cosby is a founder and former chair of the Tennessee Reentry Collaborative (TREC) which focuses on statewide offender reentry issues. He received his Bachelor of Arts Degree in Political Science from the University of Tennessee at Knoxville in 1976.



MARTIN F. HORN

Executive Director

New York State
Sentencing Commission

berg to serve as Commissioner of the New York City Department of Probation, effective Jan. 1, 2002. A year later Mayor Bloomberg appointed him to simultaneously serve as Commissioner of the New York City Department of Correction, the City's jail system, and he held both positions until July 31, 2009. As Correction Commissioner, Horn rebuilt morale, accountability and integrity following a series of highly publicized scandals. He reduced suicides and cut jail violence in half. Under his leadership several conditions of confinement lawsuits were satisfactorily resolved.



KAY KNAPP*

Consultant
Robina Institute

*attending via Skype

JIM COSBY currently serves as Chief of the Community Services Division for the National Institute of Corrections. He has 35 years experience in the criminal justice field. Mr. Cosby previously served as Assistant Commissioner of Rehabilitative Services for the Tennessee Department of Correction beginning in June 2004. During his tenure, he led the development of

MARTIN F. HORN is Distinguished Lecturer in Corrections at the John Jay College, City University of New York and serves as Executive Director of the New York State Sentencing Commission by appointment of the Chief Judge of the State of New York. Horn is also a Managing Director of KeyPoint Government Solutions, Inc. He was appointed by Mayor Michael Bloom-

KAY KNAPP

Kay has worked in the public policy arena for thirty years. Her primary interest, derived from academic training in political science and social science methodology, is to bring a strong empirical focus to public policy initiatives. Kay has worked at the county, state, and federal levels of government over the course of

her career. She has also served as a consultant to more than two dozen state governments within the U.S. and several internationally. Kay has worked within a broad substantive arena including courts and criminal justice, public health, human services, public libraries, and public works. Kay received a "Pioneer Award" from the National Association of State Sentencing Commissions for her innovative research and policy work in criminal sentencing guidelines. She currently serves on the American Law Institute's Model Penal Code Revision Advisory Committee.

REVOCATIONS PROJECT

ADVISORY BOARD MEMBERS



WILLIAM J. LEAHY
Director
New York State Office of
Indigent Legal Services

WILLIAM J. LEAHY attended the University of Notre Dame (1968) and Harvard Law School (1974). After practicing for 10 years as a trial and appellate public defender for the Massachusetts Defenders Committee, he was chosen as the first Deputy Chief Counsel for the Public Defender Division of the Massachusetts Committee for Public Counsel Services (CPCS) in 1984.

In 1991, he became the second Chief Counsel of CPCS, leading that statewide public defender and assigned counsel agency until his retirement in July, 2010. He was lead counsel in the right to counsel case, *Lavallee v. Justices of the Hampden Superior Court*, 442 Mass. 228 (2004). In February, 2011, Bill began his tenure as Director of the NYS Office of Indigent Legal Services, where he has undertaken the responsibility of improving the quality of representation for poor people in the criminal and family courts throughout the state. From 2002-2011, Bill served as adjunct professor at Brandeis University, teaching courses in American Criminal Law, International Criminal Law, and Human Rights. In December, 2012, he was a featured speaker at the International Conference on Criminal Legal Aid Systems in Beijing, China, where he presented a paper titled "An Assessment of the Right to Counsel in the United States."



HON. JACK LU
Justice
Massachusetts Superior Court

JUDGE JACK LU has been a Justice of the Massachusetts Superior Court since 2006, where difficult evidentiary issues are often encountered. From 2001 to 2006 he was a Justice of the Boston Municipal Court, a busy general jurisdiction trial court. For sixteen years before that, he was a trial lawyer in solo private practice and in the Trial Unit of the Committee for Public

Counsel Services, the Massachusetts public defender. As a trial lawyer, he tried well over 100 jury trials including several double murders and at various times accepted court appointments in the Federal District Court in Boston, as well as the Superior, District and Juvenile Courts. Judge Lu is a Lecturer on Law at the New England School of Law and, in the fall of 2007, was a Fulbright Senior Specialist at Sichuan University Law School in Chengdu, China, in western China. He has participated, with many Massachusetts judges, in the presentation of mock trials on various American law subjects to Chinese law students, faculty and judges in programs of the U.S. Department of State, Bureau of Educational and Cultural Affairs. Judge Lu graduated from Johns Hopkins University in 1981 and from their law school in 1984.



MICHELLE PHELPS
Assistant Professor
University of Minnesota
Department of Sociology

MICHELLE PHELPS is an assistant professor in the department of sociology at the University of Minnesota and a Robina Institute faculty member. Her research is in the sociology of punishment, focusing in particular on the punitive turn in the United States. Her current work focuses on the rise of probation supervision as a criminal justice sanction and its relationship

to mass incarceration. She has also examined a variety of criminal justice topics, including changes in rehabilitative programming in U.S. prisons since the 1970s, the recent decarceration trend and its implications for inequality, and inmates' wellbeing across prison contexts. Together with Professors Joshua Page and Philip Goodman, she is also working on a book tentatively titled *Breaking the Pendulum: The Long Struggle Over Criminal Justice*.

REVOCATIONS PROJECT

ADVISORY BOARD MEMBERS



JENNIFER SKEEM*

Professor
UC Berkeley School of
Social Welfare
*not able to attend

Dr. Skeem is a clinical psychologist and professor in the School of Social Welfare and Goldman School of Public Policy. Her specializations include mental health, criminal behavior, and intervention/policy. Her research is designed to inform clinical and legal decision-making about people with emotional and behavioral problems. Specific topics include identifying factors that improve outcomes for offenders with serious mental illness, understanding psychopathic personality disorder, and promoting prosocial behavior among juveniles at high risk for violence. Dr. Skeem is president of the American Psychology-Law Society.



CARL WICKLUND

Executive Director
American Probation and
Parole Association

Dr. Wicklund is currently the Executive Director of the American Probation and Parole Association (APPA). He has over 37 years of experience in the justice and human services fields that includes correctional program development and management. Carl has held numerous leadership positions in professional organizations, policy task forces, and community organizations. With the APPA, he was on the National Program Committee, chaired the Juvenile Justice Committee, and served on the Board of Directors. He has served as President, Chair of the Education and Training Committee, and a member of the Board of Directors for the Minnesota Corrections Association. He is currently the vice-chair of the Global Justice Information Sharing Initiative advisory committee that advises the U.S. Attorney General. Additionally, he chairs the Privacy and Information Quality Work Group and is also currently a member of the FBI Criminal Justice Information System's Advisory Policy Board. Carl was the recipient of the first annual Minnesota Citizens Council on Crime and Justice award, the Florida Association of Community Corrections Life Time Achievement Award, the first U.S. Congressional Crime Victims' Rights Caucus Allied Professional Award, and the Justice Leadership Award from Family Justice (NY). Carl holds a B.A. in Psychology from Gustavus Adolphus College.

REVOCATIONS PROJECT

MEETING ATTENDEES



MARIEL ALPERT*
Post-Doc Research Fellow
Robina Institute

*attending by Skype

of Maryland. Her research focuses on parole, gender, community effects, victimization, and the use of administrative data. Her dissertation examines the role of gender and the community during parole.



RON CORBETT
Project Director
Robina Institute Community
Sanctions and Revocations
Project

He was executive director of the Massachusetts Supreme Judicial Court from 2000 to 2011. Before this, he was second deputy commissioner of the Massachusetts Probation Service, having previously worked as a probation officer, assistant chief probation officer, regional director and director of training and development. He is past president of the National Association of Probation Executives. Corbett is a graduate of Harvard University (B.A.), Northeastern University (M.S.) and the University of Massachusetts (Ed.D.). He has taught on a part-time basis since 1979 and currently serves as adjunct professor at the University of Massachusetts Lowell, teaching in the graduate program.

RON CORBETT is former acting commissioner of the Massachusetts Probation Department and project director for the Robina Institute's Community Sanctions and Revocations Project, which will focus on nationwide practice in the area of parole and probation revocations. Corbett was acting commissioner of the Massachusetts Probation Department from 2011 to 2013.



DAVID HANBURY
Administrator
Robina Institute

sad to say this will be the last event he will help run for Robina as he is moving to New York City where he will be a communications associate at the Vera Institute of Justice.

DAVID HANBURY is the primary event planner for the Institute's workshops and conferences. He also does communications strategy for the Institutes activities including managing the website, producing original video content, and managing the Institute e-newsletter. David holds his MFA in acting from Brown University and is a playwright and avid guitarist. He's



JO ANN HENDRICKS
SLP Administrator
Robina Institute

her financial and administrative skills from previous educational and arts administration positions in Iowa and Minnesota that are utilized here in her primary role is the Administrator for the Sentencing Law and Policy (SLP) Program. Jo Ann serves as coordinator for the program's activities.

JO ANN HENDRICKS is a visual art graduate from the University of Iowa, she also received a Bachelor of Science in Industrial Technology from Iowa State University, and a Master of Science from the University of Minnesota in Arts Career Management. Before joining the Robina Institute, she worked in the UM Law School Finance Department and it is that position as well as

REVOCATIONS PROJECT

MEETING ATTENDEES



CECELIA KLINGELE
External Co-Director
Robina Institute
Sentencing Law and Policy
Program Area

Project, newly-funded in 2013. With Professor Kevin Reitz, she will spearhead all SLP efforts to support the drafting and adoption of new Model Penal Code provisions on sentencing and corrections. After receiving her J.D. from the University of Wisconsin Law School in 2005, Klingele served as a law clerk to Chief Judge Barbara B. Crabb of the United States District Court for the Western District of Wisconsin, Judge Susan H. Black of the United States Court of Appeals for the Eleventh Circuit, and Associate Justice John Paul Stevens of the United States Supreme Court. Previously, she was a supervising attorney at the law school's Frank J. Remington Center and an adjunct faculty member.



KELLY MITCHELL
Executive Director
Robina Institute

KELLY MITCHELL is the executive director of the Robina Institute of Criminal Law and Criminal Justice at the University of Minnesota Law School. She is the former executive director of the Minnesota Sentencing Guidelines Commission, and Secretary of the National Association of Sentencing Commissions. Prior to joining the Sentencing Guidelines Commission, she worked for 10 years as a manager and staff attorney for the State Court Administrator's Office of the Minnesota Judicial Branch. In that role, she was responsible for multiple statewide programs and services such as drug courts, the court interpreter program, legal support for trial court judges and court administrators, and legal and administrative support for Supreme Court rules committees.



PHILLIP QUINTERO
Associate Editor
Robina Institute

PHILLIP QUINTERO is an Associate Editor with the Robina Institute. New to the Twin Cities, he is a graduate of The New School for Social Research in New York, and maintains an interest in social and political theory and philosophy. When not at the Institute, he is a consultant for the Social Science Research Council's program on Digital Culture.



BRIAN REILLY
Webmaster
Robina Institute

BRIAN REILLY is a developer at the Robina Institute specializing in backend web development.

REVOCATIONS PROJECT

MEETING ATTENDEES



KEVIN REITZ
Co-Director
Robina Institute

KEVIN REITZ is the James Annenberg La Veia Land Grant Chair in Criminal Procedure Law. He joined the University of Minnesota law faculty in 2005. He teaches criminal law, criminal procedure, and professional responsibility. His scholarship focuses on criminal justice policy, including law and criminology. His recent book with Henry Ruth, *The Challenge of Crime: Re-*

thinking Our Response (Harvard University Press, 2003), considers issues of crime and punishment in American history, drug control policy, policing, gun control, and juvenile justice. Much of his writing has been in the field of sentencing law and policy, including articles in the *Columbia* and *Stanford Law Reviews*. In addition to his research, Professor Reitz serves the criminal bar and the criminal justice community. In 1993, he organized the pilot meeting of the National Association of Sentencing Commissions (NASC), which has gone on to become a nationwide resource for states contemplating or undertaking the process of sentencing reform. He continues to work with NASC and with individual sentencing commissions nationwide. From 1989 to 1994, he served as Co-Reporter for the new edition of the ABA's Criminal Justice Standards for Sentencing. In June 2001, he was appointed by the American Law Institute to be Reporter for the first-ever revision of the Model Penal Code, limited to the Code's provisions on sentencing and corrections.



ED RHINE
Co-Director
Robina Institute

ED RHINE is former deputy director of the Office of Policy and Offender Reentry for the Ohio Department of Rehabilitation and Corrections and has been appointed project consultant for the Robina Institute's Building Partnerships with Parole Release States project, which will focus on building bridges between academic research and indeterminate sentencing systems.

Rhine was formerly the chairperson and release authority and deputy director of Parole, Courts and Community Services for the Ohio Department of Youth Services. Prior to that, he served as the director of Field Operations for the Georgia Board of Pardons and Paroles. He has written and edited numerous publications addressing the history and practice of paroling authorities, the impact of due process on prison discipline, leadership and change issues in probation and parole, offender reentry and "best practices" in corrections. He served as the community corrections features editor for *Corrections Management Quarterly* and is currently on the Editorial Committee for the American Probation and Parole publication *Perspectives*. Rhine received his M.A. and Ph.D. in Sociology from Rutgers University.

Criminal Law and Justice Enhancements Project
Income and Expense Statement for 7/1/2013-3/31/2014

8 mrs.

			Year 1 FY 2014	Expenditures plus Encumbrances
			Budget	
Multi State History Project	Project A	1000014320	116,075	48,397
Multi State Parole and Probation Revocation Project	Project B	1000014321	143,254	179,963
Sentencing Reform Repository Project	Project C	1000014322	116,075	48,397
Building Partnerships with <u>Parole Release States</u>	Project D	1000014323	89,252	79,672
Common Administrative Support			355,400	71,904
Yearly Total			820,056	428,332

University of Minnesota Law School
Annual Report to the Robina Foundation
on the Robina Public Interest Scholars Program

April 30, 2014

Summary

For the past two years, the Robina Public Interest Scholars Program at the University of Minnesota Law School has gained national attention as an innovative and transformative program, supporting law students in their path as leaders in national public service careers. The components of the Robina Public Interest Scholars Program – scholarships, high quality experiential and academic training, support for unpaid summer internships, post graduate fellowships, and loan repayment assistance – have attracted nationally competitive, top students to the University of Minnesota Law School and allowed those students to pursue valuable post-graduate work.

As the only program of its kind, offering a seamless path from admission into post graduate employment, the Law School has significantly increased its national reputation as a leading law school for public service training and has forged new paths into nonprofits and government agencies for our graduates. Over the past year, the Law School has awarded the following:

- Six (6) post-graduate fellowships to the Class of 2013
- Nine (9) scholarships of varying amounts to the Class of 2014
- Ten (10) scholarships of varying amounts to the Class of 2015
- Twelve (12) scholarships of \$15,000 to the Class of 2016
- Fifteen (15) \$5000 summer fellowships and four (4) \$500 awards to the Class of 2015 and the Class of 2016 for summer public interest work and
- Assisted fifteen (15) students with travel costs to interview for jobs at national public interest career conferences.

We have continued the Loan Repayment Assistance Program planning and engaged nonprofit agencies, government employers, and community stakeholders with our program. We are currently choosing our Class of 2017 Robina Public Interest Scholars.

With the help of the Robina Public Interest Scholars Program, our 2013 graduates increased their employment in public service jobs 60% from our 2012 graduates, including both nonprofit and government work. This significant increase in public service work has excited the Law School's donors and alumni and attracted attention from leading nonprofits and government agencies.

Goals and Objectives of the Robina Public Interest Scholars Program

The goals of the Robina Public Interest Scholars program are to:

- (1) Make long-term careers in public service affordable to graduates
- (2) Support students and graduates in their work with nonprofit organizations and government agencies

These goals will be accomplished through four main program components:

- (1) **Scholarships** – to attract and encourage students interested in public service careers
- (2) **Experiential and Academic Training** – to expose students to public interest work through mentoring, clinics, externships, pro bono/volunteer work, public interest course work, and summer internships
- (3) **Post-Graduate Fellowships** – to enable students to launch a career in public service
- (4) **Loan Repayment Assistance** – to enable graduates to continue careers in public service

Part 1. Scholarships

Classes of 2014 and 2015 – We awarded nine (9) scholarships of varying amounts to the Class of 2014 and ten (10) scholarships of varying amounts to the Class of 2015. This funding has helped the Law School retain top students and allow these students to pursue impressive summer and post graduate work.

First, the Committee identified students with a demonstrated commitment to public service and an expressed intent to pursue public service work after graduation. Students were identified through their pre-law school activities (e.g. AmeriCorps, Peace Corps), their summer or school-year internships during law school (e.g. Mid Minnesota Legal Aid, Asian American Justice Center) and participation in law school clinic or other law school activities (e.g. Minnesota Justice Foundation). In turn, the selected students support the culture of service in the Law School by mentoring other students and participating in Law School public service programming.

Scholarship support has also increased the Law School's profile in national fellowships, honors programs, and other nationally competitive public interest work. Students from the Class of 2014 have already secured competitive post-graduate positions in nationally acclaimed public interest organizations, including an Equal Justice Works Fellowship at Minnesota Assistance Council for Veterans, an Honors Attorney position with the National Labor Relations Board, a Public Defender position with the Colorado Public Defender's Office, and a Reproductive Justice Fellowship with the National Women's Health Network, among others.

From the Class of 2015, students secured valuable summer positions with public interest organizations, including the U.S. Senate Judiciary Committee, Chicago Lawyers' Committee for Civil Rights Under Law, Pennsylvania Institutional Law Project, and Minnesota Disability Law Center, as well as various public defender offices.

Class of 2016 – We awarded twelve (12) \$15,000 annual scholarships to the admitted students in the Class of 2016 and offered them placement as Robina Public Interest Scholars. Many of these students turned down greater scholarship awards from other law schools in order to be a part of the Robina Public Interest Scholars Program.

Almost immediately, the Scholars took on leadership roles in public interest throughout the Law School and have received impressive first-year summer internships. Of the twelve scholars, four received Minnesota Justice Foundation Summer Clerkships with nonprofit organizations and one

was selected for a Peggy Browning Fellowship with the National Employment Law Project. The additional Scholars all used summer fellowship funding for unpaid internships, detailed below.

Class of 2017 – We received over 60 applications to the Class of 2017's Robina Public Interest Scholars Program, a significant increase from last year, and are in the process of choosing our twelve Scholars. On their law school applications, many high performing applicants stated that the Robina program was the reason they were applying to Minnesota.

To apply, students had to submit a resume, transcript, and essay covering their interest in public service. The Public Interest Coordinator, along with the Admissions staff, selected the Scholars based on their demonstrated commitment to public service, academic record, leadership skills, and future commitment to public service. This year's admitted students noted that the Robina Public Interest Scholars Program components – scholarships, academic and experiential training, summer funding, post graduate fellowships, and loan repayment assistance – were unique among law schools and the deciding factor in choosing to attend the University of Minnesota Law School, despite attractive offers from other top law schools.

Summer Public Interest Fellowships – In Summer 2013, we awarded twelve (12) Robina Public Interest Scholars summer awards in the amount of \$5000 each, and two (2) awards for \$500 and \$1000, in the process detailed in last year's report and noted in the attached Appendix.

For Summer 2014, we have awarded fifteen (15) Robina Public Interest Scholars summer fellowship awards in the amount of \$5000 and four (4) \$500 awards to students working in areas with a higher cost of living. This funding allows Scholars to pursue valuable summer internships, providing them with training and networking into their chosen public interest paths.

The Public Interest Coordinator worked closely with local nonprofit and government organizations to post summer internships and promote interest among students, while also working one on one with students to target valuable opportunities for the Scholars' various career interests. The Career Center worked closely with students on both applications and interviewing.

Most students receiving internships at government agencies and nonprofit organizations are unpaid. To apply for summer funding, students were asked to submit a resume that reflects a commitment to public service, a personal narrative, their summer internship, and future goals, and a letter of commitment from their sponsoring nonprofit organization or government agency. A Law School committee selected Scholars to receive awards at the following organizations, among others:

- Department of Justice's Executive Office for Immigration Review in Bloomington, MN
- Lawyers' Committee for Civil Rights Under Law in Chicago, IL
- U.S. House's Ways and Means Committee in Washington DC
- Pennsylvania Institutional Law Project in Philadelphia, PA
- U.S. Senate Committee on the Judiciary in Washington, DC
- Environmental Protection Agency's Office of the General Counsel in Washington D.C. and in Chicago, IL

- Legal Rights Center in St. Paul, MN
- MNsure in St. Paul, MN
- Southern Minnesota Regional Legal Services' Housing Unit in St. Paul, MN
- Minnesota Center for Environmental Advocacy in St. Paul, MN
- Equal Employment Opportunity Commission in St. Louis, MO
- Department of Justice in Birmingham, AL
- Innocence Project in St. Paul, MN
- Minnesota Department of Civil Rights in Minneapolis, MN

The Law School supplemented the Robina Public Interest Scholars summer fellowships with twenty three (23) Human Rights Fellowships, three (3) Mansfield and Cooper Fellowships, two (2) Justice John Paul Stevens Fellowships, one (1) Matt Stark Fellowship, and one (1) Jacob E. Pritzker Fellowship. The support of the Robina Foundation allows law students to gain experience and begin to make connections in their chosen field and with their desired employer.

Part 2 – Experiential and Academic Training

By utilizing the Law School's existing resources in externship programs, clinical programs, public-interest-focused classes, mentoring, and volunteer work, as well as continuing to offer new experiences that engage our students and community partners, the Law School can offer Robina Public Interest Scholars specifically tailored experiential and academic training that best helps them meet their future goals. The Public Interest Coordinator works closely with each Scholar and communicates opportunities through required, regular in-person meetings and a weekly newsletter, as well as by working closely with the Minnesota Justice Foundation, faculty, and public interest student groups.

We have offered upper-class student and faculty mentoring support to each Robina Scholar. The Scholars are taking advantage of 26 clinics and multiple classes relevant to a public interest career, as well as a number of extracurricular activities with a public service focus, such as the Asylum Law Project and Criminal Justice League. Current Robina Scholars have already volunteered dozens of hours each through the Minnesota Justice Foundation. The support of the Robina Foundation has allowed the Law School to showcase their high quality academic training and experiential opportunities to national employers and competitive admitted students, by offering potential students fantastic training with lower debt.

Our Public Interest Coordinator has offered directed, unique counseling and resources to students interested in public service, working closely with the Robina Public Interest Scholars, totaling 395 in-person counseling sessions. This work has provided students focused guidance on pursuing their unique path to public service.

The Public Interest Coordinator has provided programming in Navigating Public Interest for 1Ls, Finding and Funding Summer Work, Loan Repayment and Forgiveness Programs, Prosecutor and Public Defender Hiring, and Post-Graduate Fellowships and is serving on the National Advisory Committee for Equal Justice Works.

By focusing program and staff support on public interest careers, we have seen our students receive and accept greater public interest opportunities, which has in turn increased the Law School's national profile with employers. For the annual Minnesota Justice Foundation summer clerkship program, offered to all four area law schools, the University of Minnesota Law School students comprised 42% of the students chosen for interviews and were awarded 12 of the 19 final clerkships in public service. We also had a significant increase in students applying for national post graduate fellowship programs. By offering fifteen (15) travel stipends to Scholars for out-of-state public interest career conferences, our students received multiple interviews at the Equal Justice Works Conference and Career Fair and the Midwest Public Interest Law Career Conference, leading to valuable summer and post graduate jobs.

Part 3 – Post-Graduate Fellowships

All of our 2012 Fellows succeeded in using their fellowships as launching pads into long-term public service work. Of the Fellows, three received permanent positions with their host organizations, and one started her own nonprofit to assist with criminal reentry issues in Minnesota. The Robina Foundation's fellowship support has allowed the Law School to forge relationships with new employers for fellows, current students, and future alumni.

This year, we awarded five (5) year-long post-graduate fellowships and one (1) six-month fellowship to outstanding 2013 graduates. A committee of alumni in public service and clinical professors chose the Fellows by their exceptional public interest experience and sincere commitment to a public service career. Our 2013 Fellows are serving at:

- PCI Media Impact, developing entertainment/education programs in India to promote social change, located in New York City, NY
- Ramsey County Public Defender's Office in St. Paul, MN
- Sierra Club with the Beyond Coal Campaign and the Clean Air Act in Washington, DC
- United Nations Development Programme (UNDP) working on the Equator Project and the effects of climate change in New York City, NY
- Mid-Minnesota Legal Aid in the Senior Law Unit in Minneapolis, MN
- Volunteer Lawyers Network in the Spanish Legal Services Unit in Minneapolis, MN

The Public Interest Coordinator has worked with each fellow to support their current and post-fellowship public interest careers, including providing information on loan forgiveness programs and networking in public service careers. Fellows have participated in Law School programming, the 1L Mock Interview program, and the selection process for summer fellowship funding. All fellows submit monthly updates on their work. Here are some excerpts from their submissions.

Ramsey County Public Defender's Office - Brock Berglund

As a fellow, the Public Defender's Office in St. Paul treated me no differently than any other attorney, and I began representing dozens of clients each month as soon as I passed the bar. I am deeply convinced of the growing need to provide effective legal assistance to those who cannot advocate for themselves. Many of the clients we work with at the office have little education, may not speak English, and do not have a firm grasp of the legal system. Each person we successfully educate and guide through the legal system while providing a fair or favorable outcome is a success.

Since January, I have been part of the rotation at the Maplewood Suburban Courthouse and assigned to all cases going to a specific judge. I have gone through one entire calendar rotation and have been representing clients at every stage of the criminal process, including trials. I am also part of the regular arraignment calendar rotation for that courthouse and in the first week of every month I am assigned to take on all Probation Violations coming out of the Law Enforcement Center. It has a busy, challenging, but rewarding experience.

Sierra Club – Ethan Barnes

During my second month on the job, I had the pleasure of watching Sierra Club's litigation go to the highest level - the Supreme Court. In EPA v. EME Homer City Generation, industry groups challenged the Cross State Air Pollution Rule, which is EPA's latest regulatory attempt to implement the Clean Air Act's good neighbor provision. Sierra Club was a named party in the suit and part of the office, myself included, got up early to watch the hearing. A conservative DC Circuit panel had struck down the rule, but it seemed to fare better in the Supreme Court. The Justices asked hard questions to both sides but ultimately seemed more skeptical of industry's argument; even Justice Roberts appeared to be receptive to EPA's interpretation of the statute. Watching the argument was, of course, an excellent experience from an academic standpoint, but it was also an inspiring reminder of how important Sierra Club's work is. If this rule stands, it is estimated that tens of thousands of lives would be saved annually from enormous reductions in low-level ozone (smog), a major cause of respiratory illnesses. I am extremely lucky to work for an organization that does such good work.

Over the past month, I've had exciting opportunities to take on more litigation responsibility. Most notably, I drafted comments on a proposed Clean Air Act permit for a coke manufacturing plant. Comments are an important part of Sierra Club's work, as the doctrine of exhaustion requires Sierra Club to submit comments during the notice and comment process in order to preserve the right to litigate down the road. Drafting detailed comments that raise every issue that Sierra Club might litigate is a huge portion of the average staff attorney's workload at the Sierra Club. It was terrific experience to take the lead on a set of comments, and I learned a ton about the Clean Air Act in the process.

We are promoting the post-graduate fellowship opportunities to the Class of 2014. We will choose five post-graduate fellowship positions in May, with one set at Mid Minnesota Legal Aid,

one at Volunteer Lawyers Network, and three open for “build your own” positions. Our Public Interest Coordinator, along with the other members of the Career Center, has encouraged students still seeking post-graduate positions to begin reaching out to nonprofit organizations to develop projects appropriate for post-graduate fellowships. Our Public Interest Coordinator has also developed an additional post-graduate fellowship, the Jacob E. Pritzker Fellowship with the Minnesota Disability Law Center, and performed outreach this year to various nonprofit organizations and government agencies about our post-graduate fellowship opportunities.

Part 4 – Loan Repayment

The Robina Loan Repayment Assistance Program (LRAP) will enable graduates to embark in public service careers by providing support for Scholars’ loan payments for their federal debt. Scholars will receive financial support based on their income and household size. The Robina LRAP, which will begin in 2017, will be available to Robina Public Interest Scholars working full time at any government agency, nonprofit organization, or international NGO. Should the scholar continue in qualifying nonprofit or government work for 10 years, or 120 monthly payments, the Scholar would then be eligible for forgiveness of the remainder of his or her loans under Public Service Loan Forgiveness and the College Cost Reduction Act.

* * *

With the help of the Robina Foundation, the Robina Public Interest Scholars program is enabling the Law School to attract top students committed to public service, assist Scholars in gaining valuable academic and experiential training, and place Scholars in transformative public interest jobs. The Foundation has supported our graduates in becoming leaders in their communities, engage in innovate policy-making, and assist indigent and vulnerable persons as part of long-term public interest careers. An income and expense statement is attached as Appendix I.

Although the Robina Public Interest Scholars program has transformed the public service culture of the Law School, the funding ends with next fall’s entering class. Absent further resources, the school will not be able to continue the program. We hope to discuss the future of this innovative and successful program with the board.

* *

As always, we are very grateful to Jim Binger and the Foundation for making the Robina Public Interest Scholars Program possible.

Appendix

Appendix I. PUBLIC INTEREST SCHOLARS PROGRAM

	<u>BUDGET</u> Year 2 FY 2014	<u>EXPENDITURES</u> 07/01/2013 – 03/31/2014
<u>Public Interest Scholarship</u>		
Class of 2013 – 5 awarded @ \$15,000	N/A	
Class of 2014 – 9 awarded @ varying amounts	\$105,000	\$105,000
Class of 2015 – 10 awarded @ varying amounts	\$150,000	\$150,000
Class of 2016 – 12 awarded @ \$15,000	\$180,000	\$180,060
<u>Summer Internships</u>		
Summer 2012 – 12 awarded @ \$5,000	N/A	
Summer 2013 – 12 awarded @ \$5,000 ¹ ; 2 awarded @ \$1,500 & \$500	\$52,500	\$61,500
<u>Post-Graduate Public Interest Fellowships</u>		
Class of 2012 – 4 awarded @ \$25,000	N/A	
Class of 2013 – 5 awarded @ \$25,000; 1 awarded @ \$12,000 ²	\$125,000	\$127,000
<u>Loan Repayment Assistance</u>	N/A	N/A
<u>Program Support</u>		
Program Coordinator 100% full time	\$77,044	\$55,174.10
Workshops/meetings and other networking activities	\$5,000	\$4,152.66
TOTALS	\$694,544	\$682,886.76

¹ We awarded funding to both Rising 2Ls and Rising 3Ls to fund a greater number of public interest opportunities. Two Scholars received other funding and were awarded smaller amounts.

² For Michelle Lobo's \$25,000 Fellowship, half of the funding was returned by her host organization when the fellow found other employment.

Yale Law School

THE ROBINA FOUNDATION HUMAN RIGHTS FELLOWSHIP
INITIATIVE



ANNUAL REPORT

APRIL 28, 2014

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We are pleased to provide this update on activities and outcomes of the Robina Foundation's generous gift to Yale Law School for academic year 2013 -2014. Robina's support has allowed students with an interest in human rights to gain compelling experience both inside and outside the classroom.

The past year has seen sustained accomplishment across the range of Robina programs. The Robina Initiative has allowed us significantly to enhance the opportunities available to Yale Law School students interested in pursuing human rights academically and in practice. Many students cite our strength in human rights as a key motivation in choosing Yale Law. By providing need-based JD scholarships, summer human rights fellowships, post-graduate fellowships, and visiting fellowships for human rights practitioners and scholars, the Robina Initiative has enabled Yale to expand the network and cohort of well-trained human rights advocates. Many leaders of tomorrow's human rights organizations are likely today's Robina scholars.

For the academic year of 2013-2014, the Robina Initiative has funded 11 JD scholarships; 37 summer fellowships; 4 post-graduate fellowships; and 3 visiting fellowships, as well as curricular innovation and outreach both on campus and beyond.

BACKGROUND

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

The Robina Initiative is designed to provide support for human rights leaders at all stages of their careers: from first-year law students; to recent law school graduates; to senior human rights scholars and practitioners. The components of the Robina Initiative are:

- ❖ *Robina Human Rights JD Scholarships*, which provide need-based financial aid for 10-15 students interested in careers in human rights;
- ❖ *Robina Summer Human Rights Fellowships*, which support 30-35 students to spend the summer doing human rights work;
- ❖ *Robina Post-Graduate Fellowships*, which fund 3 or more recent alumni to work for up to a year in international human rights;
- ❖ *Robina Visiting Human Rights Fellowships*, which support 3-6 human rights professionals or scholars who teach, write, conduct research, or lecture at the Law School or participate in the Law School's legal clinics and centers, and who provide models of international human rights lawyers and scholars as well as connections to larger human rights networks;

- ❖ *Fund for Human Rights Clinical Education Innovation and Travel*, for developing new ventures in human rights clinical education or human rights field missions for the Allard K. Lowenstein International Human Rights Law Clinic and other human-rights related clinical courses;
- ❖ *Robina Fellowship Coordinator*; who coordinates the day-to-day activities of the Robina Initiative and assesses the Initiative's impact; and
- ❖ *Outreach and Administrative Expenses*; to involve other parts of Yale University in human rights programming and to support administration of these programs.

PROGRESS TOWARD GOALS

This report will first address our success at carrying out each of the programmatic components of the program, and then will assess the longer-term outcomes of the Initiative.

A. *Robina Human Rights JD Scholarships*

Each year, the Law School selects 10-15 students on the basis of financial need and demonstrated interest in human rights to receive Robina Human Rights JD Scholarships. While still in law school, the Robina JD Scholars have been enthusiastic participants in human rights activities, from clinics to law journals; they have set the standard for other students interested in pursuing human rights academically or professionally.

We are pleased to report that during the 2013-14 academic year, YLS provided *Robina Human Rights JD Scholarships* to 11 students:

- Kristine Beckerle '15 JD
- Pratik Chougule '14 JD
- Emily Gerrick '14 JD
- Alexandra Harrington '14 JD
- Stephanie Kim '14 JD
- Isaac Pasha '14 LLM
- Gillian Quandt '14 JD
- Omer Shatz '14 LLM
- Jane Shim, '16 JD
- Ryan Thoreson '14 JD
- Megan Wachspress '15 JD.

Please find in addendum A, attached, short biographies of these students.

B. Kirby Simon Summer Human Rights Fellowships Supported by the Robina Initiative

The Robina Initiative fully funds the Kirby Simon Summer Human Rights Fellowships, which enable current Yale students to spend their summers working throughout the world in the field of human rights. The Summer Human Rights Fellowship has become a cornerstone of the human rights program at the Law School. It provides students with a singularly enriching and illuminating experience that helps them begin to build paths toward careers in public service promoting human rights and justice. These students have traveled to dozens of different countries, working on a wide array of issues at a range of institutions, including international criminal tribunals, various UN agencies, the constitutional courts of a number of nations, and international and local non-governmental organizations around the world. We are pleased to report that during the summer of 2013, YLS provided Kirby Simon Summer Human Rights Fellowships to 37 students:

- **Joshua Andresen**, High Court of Bombay, India; UN High Commission for Refugees, Switzerland
- **Kristine Beckerle**, Documentation Center of Cambodia
- **Peter Bozzo**, International Criminal Court, Netherlands
- **Rebecca Counts**, Beijing Zhi-Cheng Migrant Workers' Legal Aid and Research Center
- **Katherine Culver**, Documentation Center of Cambodia
- **Veronica Jordan-Davis**, Charité-Universitätsmedizin Berlin, Germany
- **Kyle Delbyck**, Pat Finucane Centre, Ireland
- **Anna Diakun**, International Criminal Tribunal for the Former Yugoslavia, Netherlands
- **Alexander Djerassi**, Saban Center for Middle East Policy, The Brookings Institution, Washington, D.C.
- **Leslie Esbrook**, International Criminal Tribunal for the Former Yugoslavia, Netherlands
- **Ali Harrington**, CAIR Coalition, Washington, D.C.
- **Tamar Holoshitz**, Senate Judiciary Committee, Washington, D.C.
- **Sung Hwan Jin**, Constitutional Court of South Korea
- **William Kalema**, Institute for the Development of Civil Society/United States Institute of Peace, Sudan
- **Leora Kelman**, Open Capital Advisors, Kenya
- **Allana Kembabazi**, International Criminal Tribunal for Rwanda, Tanzania
- **Babur Khwaja**, Lahore University of Management Sciences, Pakistan
- **Stephanie Kim**, CAIR Coalition, Washington, D.C.
- **Young-Hee Kim**, Documentation Center of Cambodia
- **Philipp Kotlaba**, Office of Suspension & Disbarment, World Bank, Washington, D.C.
- **Karlanna Lewis**, Mental Disability Advocacy Center, Hungary
- **Tienmu Ma**, Ombudsperson Institution of the Republic of Kosovo
- **Lunar Mai**, Asian Pacific Islander Legal Outreach, California

- **Christopher Nason**, United Nations Development Program, Nepal
- **Robert Nightingale**, European Court of Human Rights, France; German Constitutional Court, Germany
- **Nathana O'Brien**, Supreme Court of Israel
- **Temidayo Odusolu**, Sanctuary for Families, United States; European Court of Human Rights, France
- **Valida Prentice**, 350.org, New York; Revenue Watch Institute, Ghana
- **Devon Porter**, European Court of Human Rights, France; Droit et Justice, Morocco
- **Mara Revkin**, Human Rights Watch, Egypt
- **Yoon Jin Shin**, My Sister's Home, South Korea
- **Jessica So**, Human Rights Watch, Burma
- **Brian Sweeney**, High Court of Bombay, India
- **Julie Veroff**, ACLU of Southern California
- **Megan Wachspress**, Center for Constitutional Rights, Washington, D.C.
- **Nicholas Wallace**, High Court of Bombay, India
- **Leah Zamore**, Human Rights Practice Group, Law firm of Cohen Milstein, New York

For a short description of each student's summer project, please see addendum B.

C. *Robina Initiative Post-Graduate Human Rights Fellows*

The Robina Foundation Post-Graduate Human Rights Fellowships are designed to fund several recent graduates of the Law School to work full time in the field of human rights for up to a year. Robina Human Rights Fellows secure international judicial clerkships or internships with international tribunals and inter-governmental or governmental agencies. They may also receive the fellowship to carry out independent human rights research projects. Increasingly, financial pressures and the experience requirements for the limited number of available positions in human rights make it difficult for recent law-school graduates to enter the field; the Robina Human Rights Fellowships offer them that chance, and allow them to gain the knowledge and experience they need to build their careers in human rights. In 2014, Robina Foundation Post-Graduate Fellowships were awarded to **Julie Hunter '13 JD**, Chambers of the European Court of Human Rights; **Scarlet Kim '11 JD**, Legal Enforcement Unit of the Presidency of the International Criminal Court; and **Ryan Liss '13 LLM**, Office of the Prosecutor of the International Criminal Court. Another individual, **James Shih '13 JD**, was selected but has deferred his Fellowship to next year.

For more in-depth descriptions of the work of the three current Robina Post-Graduate Fellows, please refer to addendum C, attached.

D. Robina Initiative Visiting Human Rights Fellows

The Robina Initiative enables the Law School to invite human rights scholars and practitioners to spend time in residence at the Law School. They carry out their own research, teach courses, give talks and interact with students and faculty. Their courses have significantly enriched the international law and human rights curriculum of the Law School. Since 2008, there have been 18 Visiting Human Rights Fellows, some of them for multiple years. By hosting discussions, delivering lectures, participating in conferences, advising students and publishing scholarship, the Visiting Fellows make a valuable impact both inside and outside the Law School, contributing to human rights activities across Yale University and in the wider community of scholars and advocates.

The 2013-2014 Visiting Human Rights Fellows are **Lucas Guttentag**, Robina Foundation Distinguished Senior Fellow in Residence, Ford Foundation Distinguished Senior Research Scholar and Lecturer in Law; **Tom Dannenbaum**, JD '10, Research Scholar in Law and Robina Foundation Human Rights Fellow; and **Alisha Bjerregaard**, JD '08 and Robina Foundation Human Rights Fellow. Lucas is the founder and former national director of the ACLU Immigrants' Rights Project, which he led for more than twenty-five years, litigating complex civil rights, class action and constitutional cases in courts throughout the United States, including successful arguments before the Supreme Court. Under his leadership, the Immigrants' Rights Project became the largest litigation program in the country enforcing the civil and constitutional rights of non-citizens. He began teaching at the Law School in 2009 and is in residence each fall semester. His courses include immigration law, constitutional litigation, and advanced topics on migration policy. Tom (who was twice a Robina Summer Fellow during his years as a student at the Law School) is currently a Ph.D. candidate in Politics at Princeton University, where he is writing a dissertation on the moral integrity of the soldier and the normative meaning of fighting in a criminal war. His work on state and international-organization responsibility for the wrongful acts of peacekeepers has been cited by The Hague Court of Appeal in the Netherlands and the International Law Commission. Alisha Bjerregaard was a Bernstein Fellow and then a staff member for the Center for Reproductive Rights, based in Nairobi, Kenya, where she worked on a range of documentation and advocacy projects related to reproductive health in east Africa. As a Robina Visiting Fellow, Alisha has been helping to supervise several Lowenstein Clinic projects and carrying out research and writing on reproductive rights.

E. Human Rights Clinical Education Innovation and Field Missions

Clinical experience is an essential part of students' development of the knowledge and skills necessary to be effective advocates. This component of the Robina Initiative supports the activities of the Lowenstein International Human Rights Clinic and other clinics at the Law School that work on human rights-related issues, particularly their investigation and research missions. Projects with an investigative component provide students with the intensive field experience that is critical to their practical human rights education. They also provide our partner organizations with valuable work that they would not be able to undertake without the collaboration of the Yale clinics. The Robina funds designated for these purposes also enable our faculty to explore and develop

initiatives that renew and enrich our human rights-related clinical work. This year, the Human Rights Clinical Education and Travel Fund sponsored the following activities:

- **Lowenstein Clinic Meetings in Galway, Ireland, for Petition on Rights of Children with Disabilities:** In February, a Lowenstein Clinic team traveled to Galway, Ireland, to participate in a conference on law related to persons with disabilities and to interview parents of Irish children who have been denied education benefits to which the law entitles them. Working with a European organization that advocates on the rights of people with mental disabilities, the team is preparing a petition on behalf of Irish children with disabilities to submit to a relatively new European human rights body that deals with social and economic rights.
- **Transnational Development Clinic Project on Land Disputes in Burma:** The Robina Initiative supported the travel of a Transnational Development Clinic team to Burma (Myanmar) to do research for a report analyzing the increase in criminal litigation of land disputes there and the impact of this trend on Burmese farmers. This project grew out of the Clinic's overall mission of supporting clients engaged in community-centered international development initiatives with the ultimate goal of alleviating global poverty. The trip enabled the team to conduct interviews with affected farmers, lawyers, and policy makers, particularly in rural areas of the country, with whom it is technologically impractical to communicate from the United States. The team was also able to witness "land grab" trials in progress. They are preparing a report for publication, which the Clinic's partner organization in Burma expects to be useful for Burmese policymakers as well as international stakeholders.
- **Lowenstein Clinic Investigative Mission to Singapore for Report on Violations of the Rights of Transgender Sex Workers:** A Lowenstein Clinic team is preparing a report on abuses of the rights of transgender sex workers in Singapore. The team traveled to Singapore this spring to interview sex workers and the staff of non-governmental organizations that provide health and legal services to and advocate for the rights of sex workers. The team's report will serve as a vital advocacy tool for the Clinic and its partner organization in Singapore.
- **U.S. Human Rights Clinical Teaching Annual Conference:** Yale hosted the initial meeting of law school faculty teaching human rights clinics in the spring of 1999. This became an annual event and a site of enrichment and innovation in human rights clinical teaching. In May, Yale and the Lowenstein Clinic will host this year's gathering, supported by the Robina Initiative. Sessions will critically explore such topics as Global North-Global South Clinic Collaborations, based on papers by former Robina Visiting Fellow Daniel Bonilla and Professor Jim Silk; Reporting on Trauma and Dealing with Secondary Trauma; Structural Issues Facing Human Rights Clinics; Working on Human Rights in the U.S.; Opportunities and Challenges of Interdisciplinary Human Rights Clinical Work; Teaching Ethics and Professional Responsibility; and What Do We Do Next? Advocacy after the Human Rights Report on Litigation.

F. Outreach

Last year, with the Robina Foundation's permission, we expanded the use of funds originally designated for clerical support and other administrative expenses to add support for human rights outreach activities that encourage interaction and networking between Robina Scholars and Fellows and other schools and departments at Yale University. This year, we funded the following outreach activities:

- **Yale Association for African Peace and Development (YAAPD) annual Sankofa conference, "Pan-Africanism in the 21st Century":** As part of the Schell Center's outreach to the Yale College community, we supported the annual youth-empowerment conference of the Yale Association for African Peace and Development, an undergraduate organization. This year's conference, in April 2014, featured as its keynote speaker Nobel Peace Prize Laureate Leymah Gbowee, a Liberian activist who led the women's peace movement that helped bring an end to the war in Liberia in 2003.
- **Yale Law School-Yale College Human Rights Mentoring Program:** For the second year, the Schell Center organized a panel of Yale Law School students, most of them recipients of one or more forms of Robina support, to speak to an audience of undergraduates interested in attending law school to pursue careers in human rights. Outreach through our undergraduate liaison and undergraduate organizations concerned with human rights led to a full room of more than 40 students. Most signed up to be matched with a law-student mentor. This built on the success of the mentoring program during the current grant year, when 35 Yale College students were paired with law student mentors. Although this is a very low-cost program, the Robina Initiative supported it by allowing us to provide dinner for the panel event and to reimburse the law students when they took their undergraduate mentees out for coffee.

G. Robina Human Rights Coordinator

In addition to these fellowship opportunities, the Robina Initiative has supported the position of Robina Human Rights Coordinator, Katy Lawder, whose role is to implement the day-to-day activities, track participants and outcomes, and assess the Initiative's long-term impact. Among her projects are developing and maintaining a comprehensive database of Yale Law School students and alumni involved in human rights and a resource guide to human rights activities and programs across the University. In addition to providing a powerful mechanism for outreach and community building, the human rights alumni database is a repository of information that can be used to generate reports, track trends, provide contacts for current students, and assist in planning events and panels.

OUTCOMES

Robina JD Scholars

Since 2008, we have awarded a total of 66 JD Scholarships to 60 Yale Law students (6 were recipients in more than one year). Of these, 18 have not yet graduated from law school and 3 more are pursuing doctorates. We have up-to-date employment information for 38 of the remaining 39. Of these, 9 (24%) are currently working in public service or government positions; 15 (39%) are at law firms; 6 (16%) hold academic positions; 7 (18%) are in judicial clerkships and 1 (3%) is at a consulting firm.

Kirby Simon Summer Human Rights Fellowships Supported by the Robina Initiative

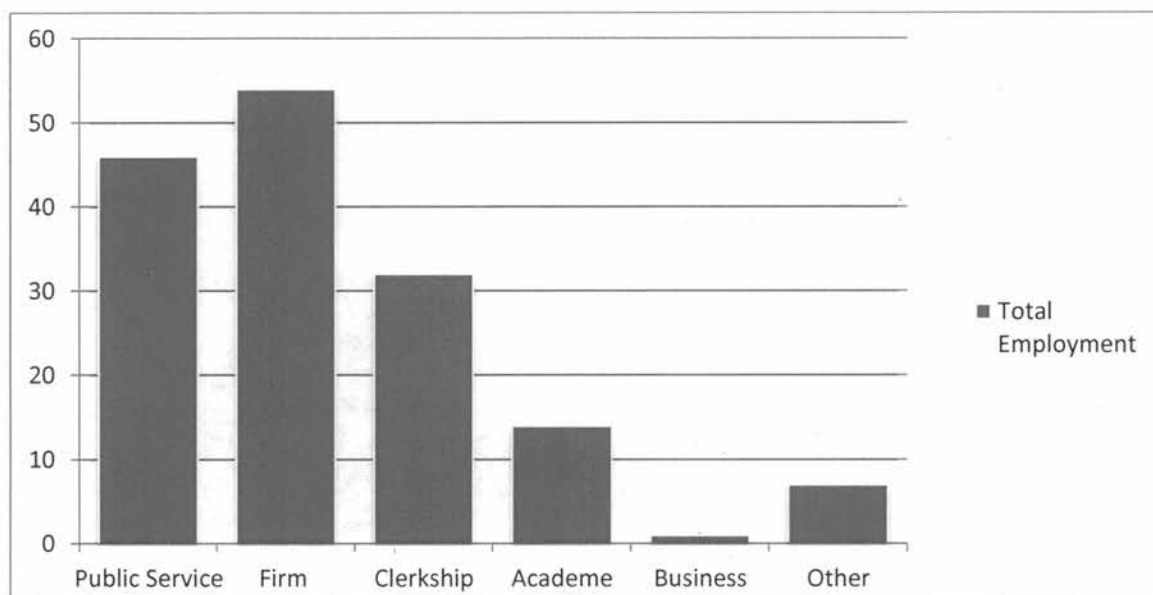
In total, 199 students have received Summer Human Rights Fellowships (several have received repeat awards) – including, in recent years, roughly 15% of the Law School's first-year class. Nearly all (87% in a recent survey) of the students who have participated in this program report that it increased or sustained their desire to pursue human rights as a career path. While 66 (33%) of the Summer Fellows are still in Law School, we have current employment information for about 96% of those who have graduated. Some 29% of former summer fellows are currently working in public interest positions. A similar number (34%) of graduates are now at law firms, though many of them held public interest posts prior to joining firms. We have at least anecdotal evidence that some of them will return to public service positions after a few years in private practice. Nearly a quarter of them (24%) are currently doing judicial clerkships (including several at the U.S. Supreme Court), so their longer-term career directions are as yet undetermined. Smaller numbers are in academe (7%), business (0.8%), or journalism (5%).

Most importantly, summers spent working in human rights help solidify in these students a fundamental commitment to the ideals of human rights, which they will carry with them throughout their careers. The experience informs the professional decisions and legal consciousness of each Robina fellow; even students who are not working in a human rights capacity will still be attuned to these concerns.

Robina Initiative Post-Graduate Human Rights Fellows

Since the establishment of the Robina Initiative, a total of nineteen Robina Human Rights Fellows have had the opportunity to start their human rights careers in such settings as the Appeals Chambers of the International Criminal Tribunal for the Former Yugoslavia, the Office of the Prosecutor at the International Criminal Court, the chambers of justices in the South African Constitutional Court, and U.N. and U.S. government agencies concerned with human rights. There are 4 Post-Graduate Fellows currently in their fellowship years. Of the 15 who have completed their terms, 6 are working in public service, 6 are at law firms, 1 is doing a clerkship, 1 is in an academic post, and 1 is an independent researcher. 40%

**Current Employment of Robina Supported Alumni across all categories of support
by Employment Distribution as of April 2014***



UNANTICIPATED RESULTS AND POTENTIAL CHANGES

With the benefit of five years' experience, the Robina Initiative programs are operating well and the outcomes are encouraging. We have not experienced significant unanticipated results nor changes to our planned scope of work. We have been able to spend some surplus funds that had accumulated in the earlier years of the program, as seen in the budget appended below.

CONCLUSION

A higher percentage of Yale Law graduates pursue careers in human rights and public service than do alumni of other top-ranked U.S. law schools (*see Table 1, below*). Moreover, many of our alumni persist in public service careers well beyond their first jobs after graduation or clerkships. Since 1996, our Career Development Office has surveyed our alumni five years after graduation to obtain employment data. Based on responses from the classes of 1996-2008, 29.2% indicated that they were working in the public sector (which includes both public interest and government) five years after graduation. By our most recent calculations, an even higher percentage of former Robina Scholars—nearly 35% of all Robina-funded students—were working in public interest law, as compared to the general YLS alumni body. We believe that the Robina Initiative is playing a critical role in allowing Yale Law School to educate and launch the next generation of human rights leaders. We are enormously grateful for the Robina Foundation's transformational award. Your gifts have supported many promising human rights scholars and activists, and the effects of your philanthropy will echo globally for decades to come. Thank you for your investment in the Robina Foundation Human Rights Fellowship Initiative at Yale Law School.

FINANCIAL REPORT

Yale's fiscal year runs from July 1 through June 30. Because of this timing, the final annual expenses of the Robina Initiative only become fully available in the August following the end of that fiscal year. For this reason, we will provide a final financial report for 2013-14 in August, in order to confirm or make any necessary adjustments to our current expenditures and projections, which are provided below:

Income:						
	\$ 1,000,000	New Award				
	\$ 75,941	Balance Forward from FY 13				
TOTAL:	\$ 1,075,941					
			Original Budget	Actuals YTD (as of 3/31/14)	Projected Actuals FY Close (6/30/14)	
Expenses:						
Robina Human Rights Scholarships	\$	250,000	\$	254,360	\$ 254,360	
Robina Summer Fellowships & Travel Support	\$	200,000	\$	208,484	\$ 208,484	
Robina Post-Graduate Fellowships*	\$	180,000	\$	83,895	\$ 122,631	
Robina Visiting Fellows**	\$	235,000	\$	116,809	\$ 163,660	
Robina Human Rights Coordinator	\$	65,000	\$	55,000	\$ 73,434	
Human Rights Clinical Ed Innovation & Field Missions	\$	50,000	\$	9,866	\$ 25,692	
Clerical Support & Associated Expenses***	\$	20,000	\$	1,721	\$ 1,721	
TOTAL:	\$	1,000,000	\$	730,135	\$ 849,982	
*One student deferred his fellowship to next year **A Ford Foundation grant funded most of Lucas Guttentag's salary for this past year. This grant ends July 31 2014; this budget line will support most of his salary in 2014-15. ***The Schell Center absorbed most of the clerical support costs. We will repurpose some of this money for outreach and student support next year.						

ADDENDA

- A. *Robina Human Rights JD Scholars*
- B. *Robina Summer Human Rights Fellows*
- C. *Robina Human Rights Post-Graduate Fellows*
- D. *Table of Comparative Employment Data*
- E. *Selected Student Thank You Letters*

A. **Robina Human Rights JD Scholars**

***Denotes students whom the Robina trustees met during their trip to New Haven in March 2014*

Kristine Beckerle, Class of 2015**

Kristine Beckerle graduated *magna cum laude* from Harvard College in 2011. Bolstered by her experience at the Middle East/North Africa Unit of UNHCR, the UNRWA, the UN Agency for Palestine refugees, and in Palestinian-Jordanian refugee camps, her area of interest is Palestinian human rights, specifically addressing gender-based violence and international protection issues. While at Yale Law School, Kristine has continued to work on the Middle East, comparative international criminal law, and instances of genocide (including war crimes in Cambodia, which she studied as a Robina summer scholar in 2012) by exploring the intersections of international human rights, humanitarian and refugee law and its impacts on subaltern populations and traditionally disenfranchised groups. Kristine has been a member of the Lowenstein Clinic since her first year and was just selected to be one of the student directors of the Clinic for the 2014-15 academic year. This coming summer (and, she hopes, after law school), she will return to the Middle East to work on issues related to human rights and transitional justice.

Pratik Chougule, Class of 2014

Pratik earned his AB from Brown University in 2008 and then served at the U.S. State Department in the Office of the Under Secretary for Arms Control and International Security during the Bush administration. Pratik graduated from the Law School in January 2014. He is currently working for the Trilateral Commission's Working Group on Russia and plans to pursue a career in foreign policy.

Emily Gerrick, Class of 2014

Emily graduated from UCLA in 2011. While working with indigent children in Los Angeles and Delhi, she was inspired to pursue a career as a public interest lawyer. At Yale, she has continued exploring public interest and human rights, particularly as they relate to marginalized minorities, including working with clients incarcerated at Connecticut's super-maximum security prison, first as a part of the Liman Public Interest Law Program and then in the Lowenstein Clinic.

Alexandra Harrington, Class of 2014

Alexandra graduated from Vanderbilt University in 2009. She is interested in issues of prison reform, and has been studying juvenile sentencing through the Lowenstein International Human Rights Clinic. A link to the report produced by the Clinic, entitled "Youth Matters: A Second Look for Connecticut's Children Serving Long Prison Sentences" is available at <http://www.law.yale.edu/documents/pdf/YouthMatters2013.pdf>. This year, Ali was a student director of the Lowenstein Clinic.

Stephanie Kim, Class of 2014**

Stephanie is a graduate of Williams College. Before starting at Yale Law School in 2011, she held internships at the Refugee Information Service in Dublin, Ireland; at the Maryland Office for Refugees and Asylees, and taught English for a year at the Church of Ashrafiya/Wihdat Beit Nabala Center, a Palestinian refugee center in Amman, Jordan. At the Law School, she was a student director at the Orville H. Schell, Jr. Center for International Human Rights and an editor for the Yale Human Rights and Development Law Journal, and was twice a Kirby Simon summer fellow. This year, she is a student director of the Lowenstein Clinic. After graduation, she will be working in the Refugee Policy Program of Human Rights Watch as a Bernstein Fellow.

Isaac Pasha, LLM 2014

Isaac is a graduate of the Interdisciplinary Center in Herzliya, Israel. He clerked for the Supreme Court of Israel for one year before coming to Yale to pursue an LLM. His interests lie in constitutional law and the First Amendment; he hopes to return to Israel to join academia or become a judge.

Gillian Quandt, Class of 2014

A graduate of Stanford University, Gillian worked in human rights law in Argentina as the director of development for a local NGO, *La Asociacion Civil por la Igualdad y Justicia*. She then worked for a year at the Extraordinary Chambers in the Courts of Cambodia as a legal assistant before starting Yale Law School in fall of 2011. At Yale, Gillian has been involved in both the Iraqi Refugee Assistance Project and the Immigrant Legal Services Clinic, as well as in the Lowenstein Human Rights Clinic, where she advocated for juvenile sentencing reform in Connecticut. Next year, she will be working as a Skadden Fellow at Central Legal de La Raza in Oakland, California, where she will establish a medical-legal partnership to provide integrated comprehensive legal services to the low-income, Spanish-speaking working immigrant community in the East Bay.

Omer Shatz, LLM 2014

Before coming to Yale, Omer worked as a human rights attorney in Tel Aviv, Israel, specializing in Supreme and District courts litigation on both Israeli and Palestinian human rights issues. He co-founded *We Are Refugees*, an NGO that provides pro-bono legal aid to thousands of detained asylum seekers, among them victims of the slave trade, torture, and sexual abuse. He hopes to pursue a JSD degree and then return to Israel to teach.

Jane Shim, Class of 2016

Jane is a graduate of the University of Pennsylvania and, before law school, worked with members of underprivileged communities on matters of civil rights and access, as well as with the Capital Assistance Project, which represents defendants in capital punishment cases. She volunteers for the Legal Services for Immigrant Communities clinic, which serves a local immigrant community. After completing her JD, she plans to carry Robina's mission forward through a life of service and human rights.

Ryan Thoreson, Class of 2014

Ryan holds a BA from Harvard University, as well as MPhil and DPhil degrees from Oxford University, which he attended as a Rhodes Scholar. Ryan's published and legal work has focused on transnational LGBTI advocacy, the Yogyakarta Principles, and LGBTI movements in South Africa and the Philippines. In the Lowenstein Clinic this semester, he developed and was the team leader of a project on the rights of sex workers in Singapore.

Megan Wachspress, Class of 2015

Megan graduated from the University of Chicago with both a BS and a BA and holds an MPhil from the University of Cambridge. While pursuing a JD at Yale Law School, she is also completing her dissertation for the Jurisprudence and Social Policy Program at UC Berkeley. Her research examines the relationship between concepts of war and punishment, and of criminals and enemies, in seventeenth century English political and legal thought. She is a member of the Lowenstein Clinic, where she is working on a project examining solitary confinement in Connecticut's prisons.

B. Robina Summer Human Rights Fellows, Summer of 2013

Joshua Andersen, Class of 2015

Joshua spent his summer split between an internship at the High Court of Bombay in Mumbai, India, and the UN High Commission for Refugees, in Geneva, Switzerland. His legal interests surround international law and human rights, and he hopes to intern at the European Court of Human Rights and the European Court of Justice this coming summer. Joshua is certain that he wishes to pursue a career in international and human rights law.

Peter Bozzo, Class of 2015

Peter spent his summer at the International Criminal Court in The Hague, Netherlands. His primary tasks included legal research, writing memos on appropriate interpretation of various provisions of the Rome Statute, authoring reports about how other international courts have interpreted comparable provisions of their own statutes, and liaising with States Parties on sentencing issues. He is currently researching international intellectual property law and its implications for human rights.

Rebecca Counts, Class of 2015

Rebecca traveled to China to intern at the Beijing Zhi-Cheng Migrant Workers' Legal Aid and Research Center. During her internship, she investigated anti-corruption legislation and the ways that political corruption lead to poverty, especially among migrant factory workers from China's countryside. As she plans her career as an attorney, she believes her time in China will inform and guide her development as an ethical advocate for justice.

Katherine Culver, Class of 2015

Katherine received her A.B. from Princeton University, then traveled to Cambodia to intern for the Documentation Center of Cambodia, a Cambodian NGO focused on documenting the Khmer Rouge period through collection of relevant documents and interviews with survivors. For her summer internship, she engaged mainly in research and memo writing on several topics related

to the Extraordinary Chambers in the Courts of Cambodia and Cambodia's domestic legal system.

Kyle Delbyck, Class of 2014

Kyle used her Robina fellowship to intern at the Pat Finucane Centre in Northern Ireland. The Centre is a human rights advocacy and lobbying entity named in honour of murdered solicitor Pat Finucane. It operates legal advice centers in Derry and Newry, dealing mainly with complaints from both unionists and republicans. Kyle has been a member of the Lowenstein Clinic since her first year in law school.

Anna Diakun, Class of 2015**

Anna worked at the International Criminal Tribunal for the former Yugoslavia (ICTY) in the appeals division of the Office of the Prosecutor. After learning about both the legal and political dimensions of international criminal law this summer, she plans on continuing her studies of international human rights, and she hopes to one day work for an NGO dealing with international criminal law. Anna was recently selected to be a student director of the Lowenstein Clinic for the 2014-15 academic year.

Veronica Jordan-Davis, Class of 2015

Veronica interned at Charité Universitätsmedizin Berlin, Germany. She came to the program with a background in public health from Johns Hopkins University and wishes to continue working at the intersection of international law and public health, specifically on issues of equal access to public health resources, after graduation.

Leslie Esbrook, Class of 2015

Leslie worked at the International Criminal Tribunal for the former Yugoslavia in The Hague. Although she has studied the legal issues of war and peace, she had a chance for the first time to take part in the process of exploring actual wartime justice issues and rehabilitating victims of atrocities. She hopes to become an advocate for victims of war crimes.

Alexandra Harrington, Class of 2014

Also a Robina JD scholar, Alexandra spent her summer working at the Capital Area Immigrants' Rights Coalition, a DC-based non-profit that assists detained immigrants. Ali drafted and submitted briefs, compiled evidence, and prepared her client for a successful removal hearing.

Tamar Holoshitz, Class of 2016

Tamar interned at the Senate Judiciary Committee in Washington, D.C. Her responsibilities included performing legal research and writing memoranda related to pending legislation. The internship allowed her to explore the unfolding of the legislative process, and she intends to return to Washington to pursue a career in public interest law.

William Kalema, Class of 2015

William traveled to Sudan to volunteer for the Institute for the Development of Civil Society, (IDCS), a local-partner of the United States Institute of Peace. IDCS is a Sudanese NGO committed to developing a vibrant, active, and robust civil society in Sudan and South Sudan to advance peace, expand participatory democracy, and achieve sustainable development in the

region. While in Sudan, he worked on two projects: first, USIP/IDCS's training of trainers Police/Community Dialogue project; and second, a study and report on "Challenges and Prospects for Higher Education in South Sudan." He is particularly interested in restructuring international institutions to serve the demands of international law, and he hopes to pursue a career in international human rights.

Allana Kembabazi, Class of 2015

Allana went to Arusha, Tanzania, to intern at the International Criminal Tribunal for Rwanda. She is interested in international human rights and hopes to work to promote human rights for women and other marginalized groups in Africa. At Yale, she has participated in the Yale International Law Journal and the Yale Journal of Human Rights and Development. She is currently in the Lowenstein Human Rights Clinic and hopes to work internationally after graduation.

Leora Kelman, Class of 2015

Leora worked for Open Capital Advisors in Nairobi, an NGO that helps expand economic opportunities for high-potential small and medium size enterprises. She worked on projects that ranged from developing financial products for agriculture (an industry that employs 80% of the Kenyan population), to working with a honey producer that sources from small local producers, in order to provide them with sustainable income growth. Leora is simultaneously pursuing an MBA at Stanford Business School.

Stephanie Kim, Class of 2014**

Also a Robina JD scholar, Stephanie is twice a recipient of the summer scholarship. During the summer of 2012, she interned in two different organizations: the Mental Disability Advocacy Center (MDAC) in Budapest, Hungary, and the Iraqi Refugee Assistance Project (IRAP) in Amman. In the summer of 2013, Stephanie worked with the Capital Area Immigrants' Rights (CAIR) Coalition in Washington, D.C.

Young-Hee Kim, Class of 2015

Young Hee Kim has a background in public health, particularly issues surrounding equal rights and access to healthcare in low-income and minority communities. She spent her summer in Cambodia, where she explored her interest in human rights law by researching mental health problems and how the Cambodian Court on the Khmer Rouge is treating mental health testimonies. At Yale Law School, she is interested in the intersection of public health and law, including by being involved with the medical-legal partnership at Yale-New Haven Hospital.

Phillip Kotlaba, Class of 2015

Phillip spent the summer with the World Bank's anti-corruption unit, which sanctions individuals whose corruption keeps development funding from reaching the poor communities for which it was intended. He intends to pursue a career in public international law, as he is particularly interested in protecting developing countries in investor-state arbitration.

Karlanna Lewis, Class of 2015

Karlanna worked for the Mental Disability Advocacy Center in Budapest, Hungary. She came into the internship very interested in the arts as they relate to therapeutic solutions for mental

disabilities, and she seeks to help people with disabilities through the arts. She is focusing her JD work on disability law and hopes to teach.

Tienmu Ma, Class of 2014**

Tienmu worked with the Ombudsperson Institution of the Republic of Kosovo, the government agency that deals with all human rights complaints filed by citizens and NGOs in Kosovo.

Tienmu wrote 'gatekeeper' memoranda recommending whether the Ombudsperson should take the cases, whose subjects ranged from police abuses to public health. This experience confirmed his plan to continue his work in Kosovo after graduation to help the budding democracy establish its legal system. He has been chosen to receive a Robina Post-Graduate Fellowship to do this work at the Ombudsperson Institution next year.

Lunar Mai, Class of 2015

Lunar worked as a law clerk with Asian Pacific Islander Legal Outreach, primarily with survivors of domestic violence, many of whom were recent immigrants to the United States. In many cases, their immigration status left them in particularly vulnerable positions. Lunar worked on both domestic restraining orders as well as potential avenues for immigration status relief. She has carried this experience forward at Yale by serving as a student intern with the Worker and Immigrant Rights Advocacy Clinic (WIRAC) at the Law School, where she is part of a student team representing a detained client in his removal defense case.

Christopher Nason, Class of 2014

Chris worked for Support to Participatory Constitution Building in Nepal (SPCBN), an NGO which provides technical support and legal analysis services to UNDP, the Government of Nepal, and other civil society actors. Chris was involved in conducting research on constitutional and international law; forms of government; electoral and inclusion policies; the Nepalese Bill of Rights, the rule of law, comparative federalism, transitional justice and participatory politics.

Robert Nightingale, Class of 2015

Robert is a graduate of Harvard College. Over the summer, he traveled to France and Germany to intern for both the European Court of Human Rights in Strasbourg and the German Constitutional Court in Karlsruhe. He worked with the Court's research division on topics of American law, ECHR case law, and international legal research. His internship included drafting dissenting opinions, writing memoranda, and talking through the legal issues presented by important cases with the judges.

Nathana O'Brien, Class of 2015

Nathana spent the summer interning at the Supreme Court of Israel. She wrote bench memos for Justice Hendel on issues regarding complex cases for which international legal tenets might be relevant. She is grateful for the challenging work that involved analysis of complex issues, which taught her a tremendous amount about legal writing and research.

Temidayo Odusolu, Class of 2015

Temidayo interned at Sanctuary for Families, a nonprofit agency in New York State dedicated to serving domestic violence victims, sex trafficking victims, and their children. She drafted asylum

application briefs and prepared advocacy letters on behalf of clients seeking government assistance with housing, childcare, and health care. She also conducted intake and follow up interviews with clients, crafted client affidavits, and conducted legal research on country conditions and social group formations for asylum.

Valida Prentice, Class of 2015

Valida spent the summer interning at Revenue Watch Institute, an NGO in Accra, Ghana, that works in resource-rich countries around the world promoting legal and social reforms with the aim of increasing transparency and accountability in the oil, gas, and minerals mining sectors. She primarily worked on reviewing a draft bill from 2012 that was not yet passed by the Ghanaian Parliament. She also worked at 350.org, a platform for a global grassroots movement to solve the climate crisis.

Devon Porter, Class of 2015

For the first half of the summer, Devon worked at the European Court of Human Right in Strasbourg, France, where she gained firsthand experience in both international human rights law and other nations' codes of human rights. She worked on cases involving excessive force, bioethics, and standards for wiretapping. For the second half of the summer, she worked for *Droit et Justice* in Casablanca, a nonprofit organization dedicated to advancing the rule of law in Morocco. There, she explored the obstacles women face in societies where the separation of church and state is not applied equally and on the interaction between law and religion.

Mara Revkin, Class of 2015

Mara spent her summer interning at Human Rights Watch in Cairo, Egypt, where she assisted in translating and analyzing draft legislation pertaining to NGO and civil society groups, witness protection, and the constitutional declaration issued shortly after the military assumed power and suspended the permanent constitution in July 2013.

Jessica So, Class of 2014

Jessica went to Burma on the fellowship to work for Human Rights Watch. As a second time recipient of Robina's summer scholarship, she worked in the summer of 2012 at UNDP in Nepal on constitution-building. Her international experiences have been so compelling that she hopes to pursue long term human rights work.

Yoon Jin Shin, JSD Class of 2015

Yoon Jin came to Yale with a law degree from South Korea, where she served as a judge and lawyer primarily focusing on human rights and public interest issues with an emphasis on cross-border human trafficking. Over the summer, the Robina Fellowship allowed her to do pro-bono work with a Korean NGO, My Sister's Home (Du Re Bang), an advocacy center and shelter for sex workers, where she did research and advocacy work attempting to reform Korean law and policy. Her goal is to return to Korea and to start structurally substantive human rights curricula at law schools, where such programs do not yet exist. Yoon Jin is completing her JSD degree at Yale.

Brian Sweeney, Class of 2015

Brian traveled to Mumbai, India, where he served as a judicial intern in the chambers of Dr. Justice D. V. Chandrachud, one of India's foremost judicial thinkers and human rights leaders. He helped Judge Chandrachud manage two major human rights litigations – one involving mentally disabled children and another assisting starving families in the region. He found the experience deeply meaningful and wishes to make human rights advocacy his life-long career.

Ryan Thoreson, Class of 2014

Ryan spent last summer at the LGBT Rights program at Human Rights Watch, where he worked on issues ranging from homelessness to psychosocial disabilities to sex workers' rights. Ryan's first book, on sexual rights advocates and advocacy, is coming out in the fall of 2014. He hopes to enter academia after graduation.

Julie Veroff, Class of 2015

Julie worked with the San Francisco Affirmative Litigation Project on a diverse portfolio of litigation cases, including gender equality, reproductive justice, same-sex marriage, reducing gun violence, and strengthening consumer protection. Her goal is to pursue a life-long career in human rights and social justice.

Megan Wachspress, Class of 2015

The summer fellowship enabled Megan to work at the Center for Constitutional Rights in New York, where she worked under the supervision of human rights attorneys to challenge the legality of solitary confinement. Megan is also a Robina JD Scholar. She plans to continue working on criminal justice issues next summer and after graduation, particularly in her hometown of Chicago, which has a long history of police abuses.

Nicholas Wallace, Class of 2015

Nicholas interned at the High Court of Bombay in Mumbai, India. As a law student clerk in Justice Chandrachud's chambers, he assisted with the Justice's docket, which ranged from the commercial and tax law cases to innovative cases of public human rights law. His primary role was reading case briefs on the current docket, reading and reviewing draft opinions, and conducting research on public interest litigation.

Leah Zamore, Class of 2014

Leah interned at the Human Rights Practice Group, a division of the law firm of Cohen Milstein that represents individuals who were victims of torture, human trafficking, forced and slave labor, sexual violence, and other violations of international law. Leah's interest in human rights is focused on refugee law and policy – especially on the shift from legal protection to humanitarian aid and the consequences, often negative, that entails. She will be a Robina Foundation Post-Graduate Fellow for 2014-15, working for the Deputy UN High Commissioner for Refugees.

C. Robina Human Rights Post-Graduate Fellows

Julie Hunter, Robina Fellow at the European Court of Human Rights:

For her work at the European Court, Julie drafts judicial opinions, concurrences, and dissents and researches points of law for Judge András Sajó. She also conducts legal research pertaining to matters of international human rights and writes reports on comparative American, regional, and international law in conjunction with the Research Division of the Court. Topics of research span all articles of the Convention, as well as refugee law, genocide law, and jurisprudence on youth-related issues and internet technology. Julie co-authored a report for the Lowenstein Clinic and the National Law Center on Homelessness and Poverty about the rise of tent cities in the United States, which is available online at:

http://nlchp.org/documents/WelcomeHome_TentCities

Scarlet Kim, Robina Fellow at the Legal and Enforcement Unit of the Presidency of the International Criminal Court:

Scarlet is assisting the Presidency with laying the groundwork for enforcing the sentences of convicted defendants. Her primary responsibility for this project has been supporting the Presidency's negotiation of bilateral agreements, negotiated between individual States Parties and the ICC, by studying the drafting history of prior agreements and anticipating and resolving potential legal and policy questions. In addition, she is currently revising the Presidency's model bilateral agreement on the enforcement of sentences and developing a Practice Direction to guide the Court's enforcement practice. She is committed to pursuing a career in human rights litigation and advocacy.

Ryan Liss, Robina Fellow in the Office of the Prosecutor at the International Criminal Court:

Ryan has just begun his six-month internship in the Office of the Prosecutor. His initial assignment is to work on a trial team, but he anticipates that he will be involved in legal research and drafting appellate briefs. Ryan is in the JSD program at Yale and plans to have an academic career that remains engaged with international criminal justice.

Table One

Table 1: Comparative Employment Data at Nine Months after Graduation February, 2014 (Source: ABA Employment Summary)				
	<i>Class of 2012</i>	<i>Class of 2011</i>	<i>Class of 2010</i>	<i>Classes of 2008 & 2009 (combined)</i>
<i>Yale Law School</i>	PI: 11.3%	PI: 12.2%	PI: 10.5%	PI: 8.4%
	Gov: 3.3%	Gov: 6.1%	Gov: 10%	Gov: 5.2%
<i>Harvard Law School</i>	PI: 7.7%	PI: 10.0%	PI: 7.7%	N/A
	Gov: 4.4%	Gov: 5.7%	Gov: 4.1%	
<i>Stanford Law School</i>	PI: 6%	PI: 9%	PI: 3%	PI: 4%
	Gov: 2%	Gov: 4%	Gov: 4%	Gov: 3%**
<i>Columbia Law School</i>	PI: 9.6%	PI: 5.8%	PI: 3.1%	N/A
	Gov: 7.6%	Gov: 9.0%	Gov: 4.6%	
	PI=Public Interest, including Public Defender	Gov=Government, excluding judicial clerkships		**Class of 2009 only

Table 2

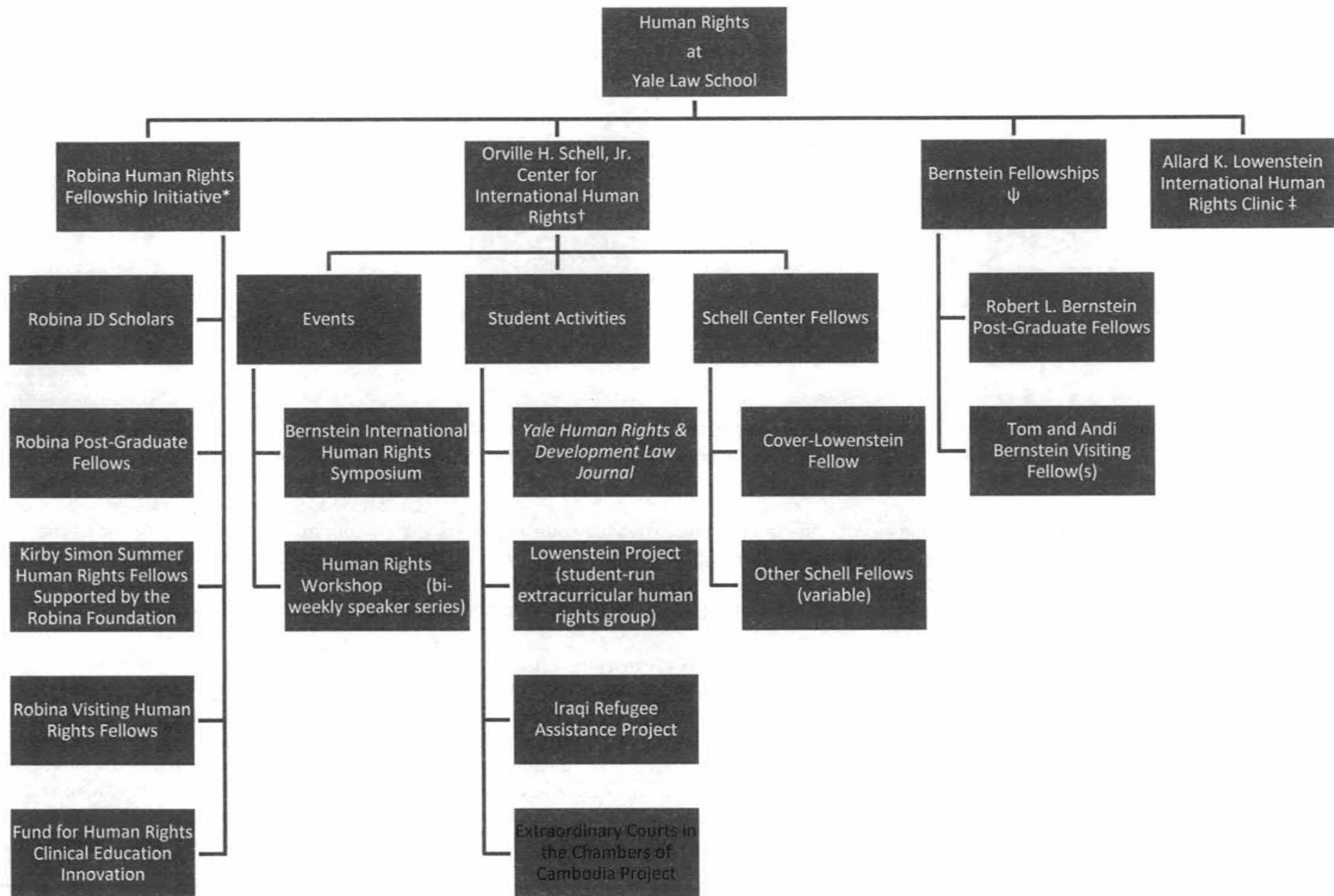


Table 2

* The Robina Foundation Human Rights Initiative has been supported by a gift of \$1,000,000 annually since May 2008. The Robina Initiative provides comprehensive support for individuals working in human rights at all stages of their careers, from first-year law students to those pursuing post-graduate fellowships and visiting lectureships. The goal of the Robina Initiative is to foster and support a commitment to international human rights and to develop a network of human rights advocates across the law school and the broader Yale community.

† The Schell Center is supported by the Orville H. Schell, Jr. Center Endowment Fund (est. 1988), which had a market value of \$13,070,808 as of June 30, 2013. The Fund's annual income distribution in 2013-14 is \$651,335. The Schell Center's activities are also supported by the Vivien Wei-Ying U Fund for Human Rights (est. 1998), which had a market value of \$359,904 as of June 30, 2013. The Wei-Ying U Fund's annual income distribution in 2013-14 is \$17,934.

ψ The Bernstein Fellowships are supported by two separate endowment funds. The Bernstein Post-Graduate Fellowships are funded by the Robert L. Bernstein Fellowship Endowment Fund (est. 2001), which had a market value of \$2,819,019 as of June 30, 2013. The Robert L. Bernstein Fund's annual income distribution in 2013-14 is \$140,475. The Bernstein Visiting Fellowship(s) are supported by the Tom and Andi Bernstein Fund for Human Rights Endowment Fund (est. 2008), which had a market value of \$906,169 as of June 30, 2013. The Tom and Andi Bernstein Fund's annual income distribution in 2013-14 is \$45,156. This Fund's principal will continue to be added to in the next several years.

‡ The Allard K. Lowenstein International Human Rights Clinic is supported by the Allard K. Lowenstein Endowment Fund (est. 1996), which had a market value of \$491,188 as of June 30, 2013. The fund's annual income distribution in 2013-14 is \$24,477. The Lowenstein Clinic's budget is supplemented by the Schell Center Endowment Fund.

AUGUST BOARD MEETING AGENDA DISCUSSION

- Grantee Meetings
 - University of Minnesota
 - Dean Wippman
 - Ben Casper (*Center for New Americans*)
 - Richard Frase and Kevin Reitz (*Sentencing Enhancements*)
 - ANWH/Allina:
 - Ken Paulus, Ben Bache-Wiig, and Penny Wheeler: Priorities, importance of *LifeCourse*
 - Eric Anderson and *LifeCourse* Team: Update
 - core COPILOT?
- Financial Report
 - USbank: Jerry Anderson and Team
 - Investment Management: Mike Sullivan
- Governance
 - Lead Directors
 - Director Compensation
 - Grantee Meetings
- Where do we go from here? *> discussion*
 - Sunsetting/Funding Scenarios
 - Invitations for new proposals/process?
- Reports
 - *IIGG (C of C)*
 - *Center for New Americans*
 - *Binger Center for New Theatre*
 - Review of CFR *Expanded Diversity Initiative*

Robina Foundation 2014 Board Meeting Dates

DATE (2014)	PLACE/TIME
March 3-5, 2014 (Mon, Tues, Wed) Yale University Lodging: The Study New Haven, CT	Yale University Monday, March 3 – 6:30 p.m. Dinner (EST) Tuesday, March 4 – 8:00 a.m. – 4:00 p.m. (EST) Tuesday, March 4 – 6:00 p.m. Dinner (EST) Wednesday, March 5 – 8:00 a.m. to 12 noon (EST)
May 13, 2014 (Tuesday) Conference Call	10:00 a.m. to 12 noon (CDT)
August 11-13, 2014 (Mon, Tues, Wed) Annual Meeting Minneapolis, Minnesota	Minneapolis, MN Monday, August 11 – 6:00 p.m. Dinner (CDT) Tuesday, August 12 – 8:00 a.m. to 4:00 p.m. (CDT) Tuesday, August 12 – 6:00 p.m. Dinner Wednesday, August 13 – 8:00 a.m. to 12 noon (CDT)
November 18, 2014 (Tuesday) Conference Call	10:00 a.m. to 12 noon (CST)

Calendar for year 2014 (United States)

January Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 1:● 7:○ 15:○ 24:○ 30:●	February Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 6:○ 14:○ 22:○	March Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 1:● 8:○ 16:○ 23:○ 30:●
April Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 7:○ 15:○ 22:○ 29:●	May Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 6:○ 14:○ 21:○ 28:●	June Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 5:○ 13:○ 19:○ 27:●
July Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 5:○ 12:○ 18:○ 26:●	August Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 3:○ 10:○ 17:○ 25:●	September Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 2:○ 8:○ 15:○ 24:●
October Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 1:○ 8:○ 15:○ 23:● 30:○	November Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 6:○ 14:○ 22:○ 29:○	December Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 6:○ 14:○ 21:○ 28:○

Holidays and Observances:

Jan 1 New Year's Day	Sep 1 Labor Day
Jan 20 Martin Luther King Day	Oct 13 Columbus Day (Most regions)
Feb 14 Valentine's Day	Oct 31 Halloween
Feb 17 Presidents' Day	Nov 11 Veterans Day
Apr 20 Easter Sunday	Nov 27 Thanksgiving Day
May 11 Mother's Day	Dec 24 Christmas Eve
May 26 Memorial Day	Dec 25 Christmas Day
Jun 15 Father's Day	Dec 31 New Year's Eve
Jul 4 Independence Day	

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:○
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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

2014 APPLICATION QUESTIONS

THE DIPLOMACY AND DIVERSITY FELLOWSHIP

Article Idea

As part of the Fellowship, the Fellows are required to research and write a substantial article about a policy issue that relates to the concepts of diversity, diplomacy and democracy. Please choose one of the following policy issues and share your initial idea for an article that would explore the conceptual connections among one of these issues and diversity, diplomacy and democracy. Limit your response to 250 words.

Please note that, if selected for this fellowship, you are not necessarily required to pursue this particular article idea.

Choose a Policy Issue:

- Conflict
- Development
- Economy and Business
- Environment
- Human Rights
- Law and Legal Rights
- Migration
- National Security
- Philanthropy
- Public Health
- Religion
- Technology
- Other

Response Essay

Please read this selection of excerpts from *The Sleepwalkers: How Europe Went to War in 1914* by Christopher Clark. In reference to Clark's conclusions presented in these three excerpts, how would you evaluate the power, authority and wisdom of one or more contemporary or recent leaders in the international sphere? Limit your response to 500 words.

About the required reading:

"Drawing on new scholarship, Clark offers a fresh look at World War I, focusing not on the battles and atrocities of the war itself, but on the complex events and relationships that led a group of well-meaning leaders into brutal conflict. Clark traces the paths to war in a minute-by-minute, action-packed narrative that cuts between the key decision centers in Vienna, Berlin, St. Petersburg, Paris, London, and Belgrade, and examines the decades of history that informed the events of 1914 and details the mutual misunderstandings and unintended signals that drove the crisis forward in a few short weeks." – HarperCollins



DIPLOMACY
& DIVERSITY
FELLOWSHIP

2014 APPLICANT DEMOGRAPHICS

WHERE DO APPLICATIONS COME FROM?

399 TOTAL APPLICATIONS



62%
249 AMERICAN



38%
150 EUROPEAN



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

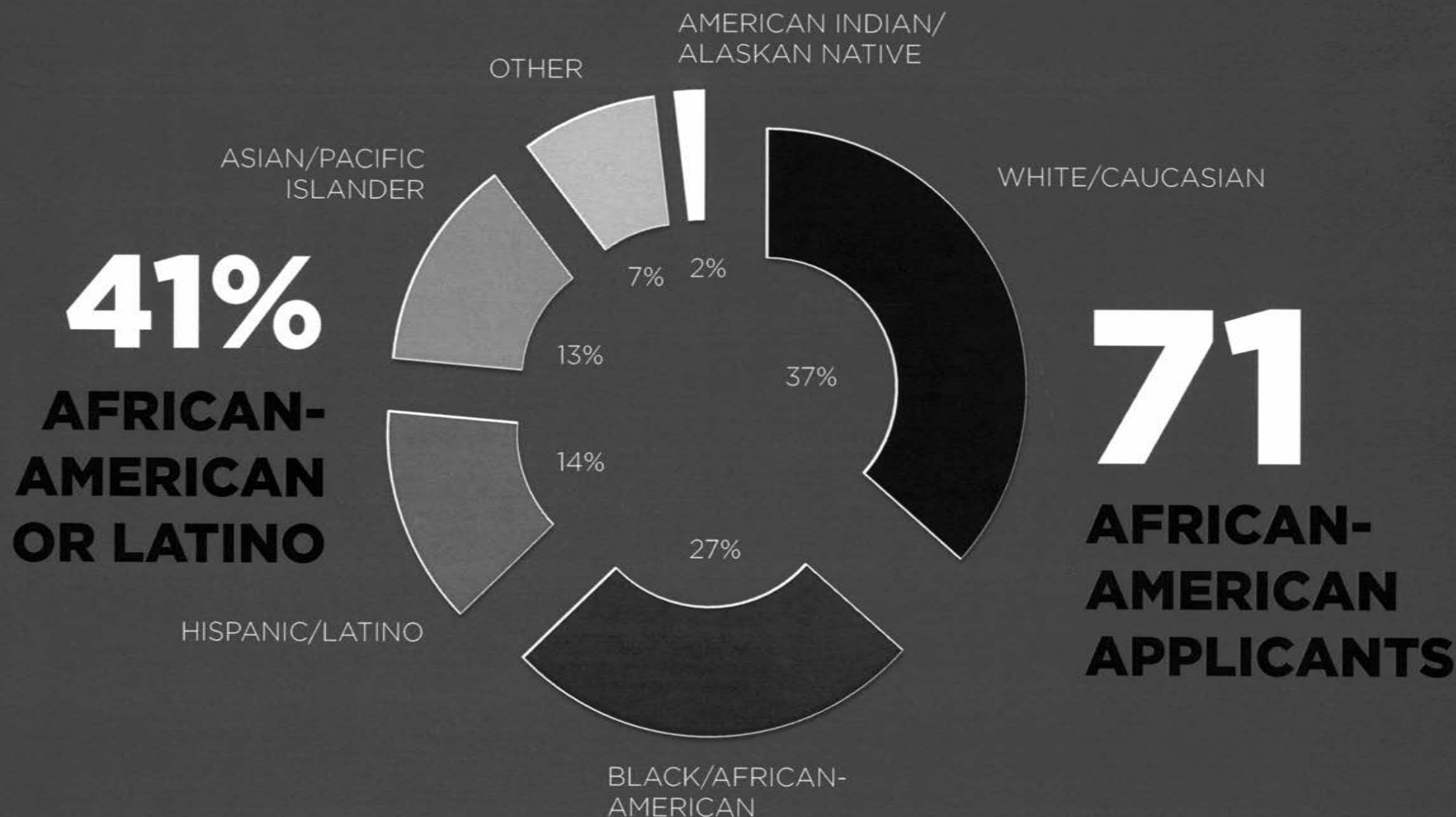
1% OTHER

**AVERAGE
AGE**

27



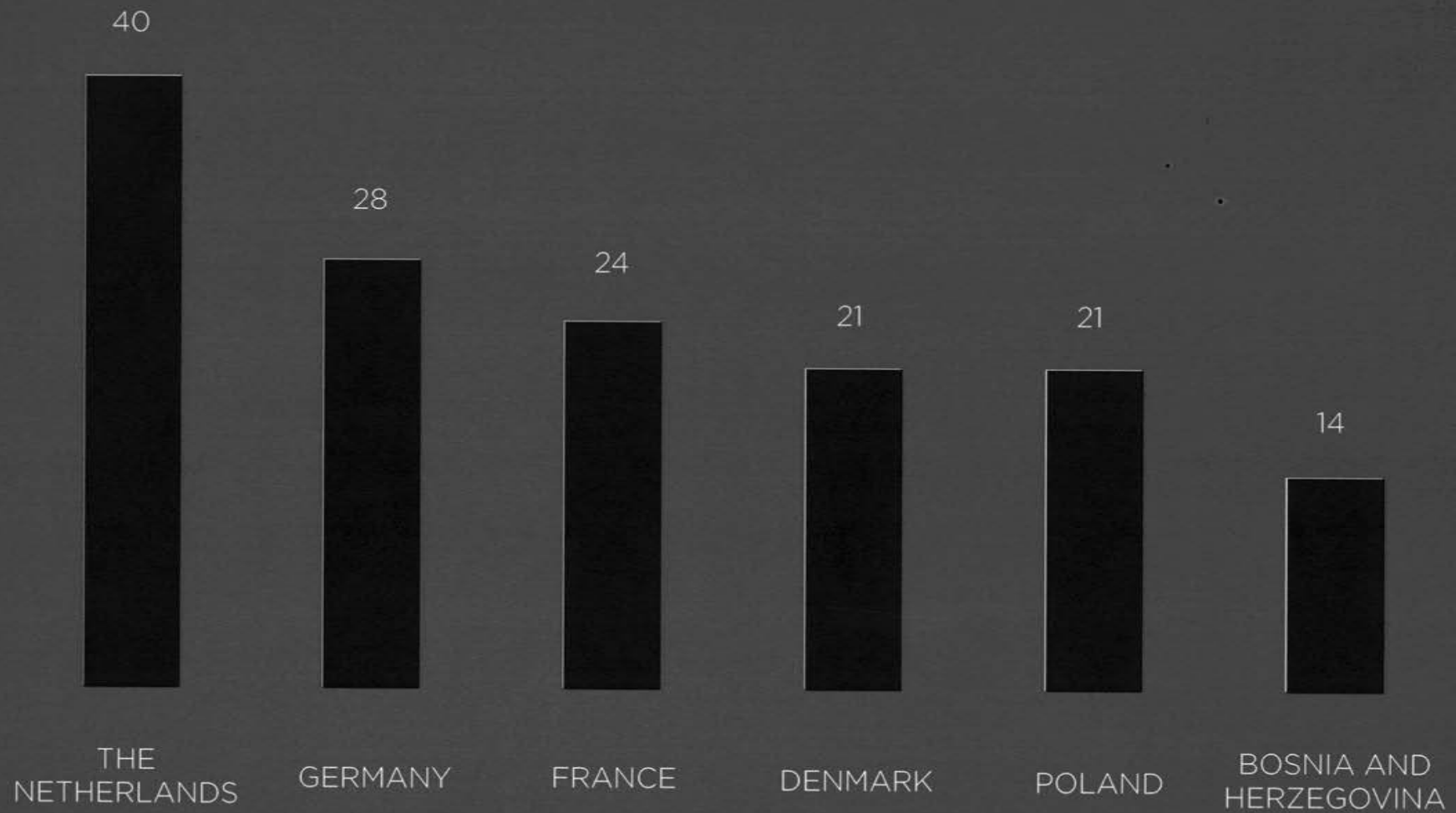
WHO APPLIES TO THE FELLOWSHIP?



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?



Washington, DC

POTENTIAL SPEAKERS & TOPICS

THE DIPLOMACY AND DIVERSITY FELLOWSHIP

Diversity and Citizenship in America

Jeffrey Rosen (*President, National Constitution Center*) Citizenship in America; privacy, technology and American foreign affairs. (Confirmed.)

Joshua Dubois (*Former Executive Director of the Office of Faith-based and Neighborhood Partnerships*) Religion in American public life. (Invited.)

Michele Norris (*Host, National Public Radio; creator, The Race Card Project*) How national and international media discuss race and ethnicity.

Al Jazeera (*Site visit*) How does Al Jazeera cover diversity issues in the United States and Europe? (To be organized by CFR.)

Explaining American Diversity Abroad

Joan Shigekawa (*Senior Deputy Chairman, National Endowment for the Arts*) and **Pennie Ojeda** (*International Director, NEA*) Cultural diplomacy and how American institutions explain diversity in international contexts.

Menno Snel (*Executive Director, the International Monetary Fund*) Representing diverse groups of countries in financial initiatives: Armenia, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Georgia, Israel, Luxembourg, Macedonia, Moldova, Montenegro, Netherlands, Romania, Ukraine.

Additional session: How does the United States military view its efforts for diversity in terms of its international presence? How does the US military represent America's diversity? (To be organized by CFR.)

National Narratives and Histories in Foreign Affairs

Taylor Branch (*Author, "America in the King Years"*) Dr. Martin Luther King, Jr.'s global vision on race, poverty and war. (Invited.)

HUMANITY IN ACTION

Vernon Jordan (*Former Advisor to President Clinton, Senior Managing Director, Lazard Freres & Co. LLC*) Law and Civil Rights in an international perspective. (Invited.)

National Priorities in Foreign Affairs

Hans Binnendijk (*Senior Fellow, SAIS Center for Transatlantic Relations*) Grand strategy and on-the-ground negotiations. American-Russian relations since the Cold War.

Matthew Rojansky (*Director, Kennan Institute, The Wilson Center*) American-Russian relations.

Additional session/seeking suggestions: The link between national economies and the rise of nationalism.

Role of Women in International Decision-making and Women's Issues

Requesting suggestions (Martha Lee)

Anne-Marie Slaughter (*Professor, Princeton University*)

Ethics and Universalism in Foreign Affairs

Andrei Markovits (*Professor, University of Michigan*) Cosmopolitanism in international relations, discourses of tolerance and hatred, and anti-Americanism. (Confirmed.)

David A. Hamburg (*President Emeritus, the Carnegie Corporation*) Genocide and prevention.

Timothy McCarthy (*Program Director, Carr Center for Human Rights Policy at the Harvard Kennedy School of Government*) Gender issues in America and beyond. (Confirmed.)

Maurice Middleberg (*Executive Director, Free the Slaves*) Modern day slavery in Africa and Asia. (Confirmed.)

Impact of Minorities on Foreign Policy

American Israel Public Affairs Committee (AIPAC)

J Street



Armenian Assembly of America

Emita Samuels (*Associate Director, International Career Advancement Program—ICAP*)
Programs for minority advancement in foreign policy careers.

Cynthia Bunton (*President, CRBi LLC*) Mentorship and minorities in foreign policy.

Dynamics of International and Domestic Policies

Justice Stephen Breyer (*Supreme Court*) Relationship between international and national law.
(Invited.)

Seeking suggestions: Center for American Progress and American Enterprise Institute: how these domestic policy think tanks relate to international issues.

Diversity Issues in International Relations

Mischa Thompson (*Policy Advisor, Commission on Security & Cooperation in Europe/Helsinki Commission*) Tolerance and antidiscrimination.

Jared Genser (Founder, Freedom Now) Political prisoners.

Andras Simonyi (*Managing Director, SAIS Center for Transatlantic Relations*) Political extremism and minorities in Hungary and the EU.

Jane Harman (*Former Congresswoman and President and CEO, Woodrow Wilson International Center for Scholars*) The Congress and the Armenian genocide.

Influence of Non-state Actors in Foreign Policy

Olivier Zunz (*Professor, University of Virginia*) Connecting America's philanthropic tradition to its foreign policy and international development.

Susan Berresford (*Former President of the Ford Foundation*)

Julie Smith (*Former Deputy National Security Advisory to the Vice President of the United States; Senior Vice President, Beacon Global Strategies*) Security, counterterrorism and collaboration between public and private sectors. (Confirmed)

Robert Diamond (*Former Chief Executive, Barclays*) Investment in Africa. (Invited.)

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Marc Wijnen (*The World Bank*) Water development.

Transatlantic Relations and Collaboration

Ambassador François Dellatre (*Ambassador of the French Republic to the United States*) How French diplomats discuss diversity and minorities in the United States.

Charles Kupchan (*Senior Fellow, Council on Foreign Relations*) Changing dynamics of international relations: the decline of the West and the rise of new global powers.

Ezra Suleiman (*IBM Professor of International Studies, Princeton University*)

Robert Whiteman (*Senior Advisory, Congressional and Parliamentary Liaison at the European External Action Service, EU Delegation in Washington, DC*) EU-US relations.

Karen Donfried (*Special Assistant to the President and Senior Director for European Affairs, National Security Council*) Security in Europe; transitions between governmental and think tank sectors. (Invited.)

Steven A. Cook (*Senior Fellow, Council on Foreign Relations*) The political triangle of Turkey, the United States and the European Union. (Session to be organized by CFR.)

Additional session: American perspective on the challenges and opportunities for NATO.
(Session to be organized by CFR.)

Development Crafted as Foreign Policy

William Antholis (*Managing Director, the Brookings Institution*) How emerging countries, such as Brazil, South Africa and India, are changing international negotiations.

Angus Deaton (*Professor of Economics and International Affairs, Princeton University; author of The Great Escape: Health, Wealth and the Origins of Inequality*)

Bertrand Badré (*Managing Director and CFO, the World Bank*) International development from the transatlantic perspective.



Democracy Movements on the International Stage

Carl Gershman (*President, National Endowment for Democracy*) Promotion of democracy in American foreign policy.

Ivan Vejvoda (*Vice President, German Marshall Fund*) Democracy movements in civil society; Serbia and the Balkans. (Invited.)

David Satterthwaite Wertime (*Founder, Tea Leaf Nation*)

Other

Laure Mandeville (*Correspondent, Le Figaro in Washington, DC*) Moderator/discussant.

Workshops

Foreign Affairs editor: landscape of foreign policy publications

Foreign policy writing in the digital age: Op-eds, Twitter, Huffington Post, Blogs

Changing careers



THE DIPLOMACY AND DIVERSITY FELLOWSHIP

The Diplomacy and Diversity Fellowship is a new transatlantic Humanity in Action program. The Fellowship is an educational program for 24 American and European graduate students about the changing international dynamics of diplomacy and diversity. In Washington and Paris, the Fellows will explore how American and European governments and societies are responding to a wide range of international and national diversity issues. The program's guiding mission is to increase awareness of the importance of diversity in diplomacy and other international fields and to encourage and sustain the careers of professionals from minority backgrounds in foreign affairs. The 4-week program will take place in Washington, DC from May 17 to May 30, 2014 and in Paris from May 31 – June 14, 2014.

International Diversity Issues Facing American and European Societies

In the United States and France, the Fellows will engage in an intense and demanding series of high-level discussions and site visits to examine how diversity issues intersect with a broad range of international fields such as national security, business and finance, immigration, development, technology, human rights, public health and climate policy.

Discussion and research topics for the 2014 Diplomacy and Diversity Fellowship will include humanitarian intervention, the impact of the ongoing economic crisis on minorities (starting in 2008), US and EU migration and border policies, Roma issues in Europe, new media and "digital diplomacy," women's issues, human trafficking, global LGBTQ rights, and the effect of climate change on vulnerable communities.

In Washington, DC and Paris, the Fellows will explore these issues with experts at governmental agencies, international NGOs, universities, think tanks and foreign policy organizations. The Council on Foreign Relations will host the Fellows for multiple sessions in Washington, DC focused on building skills, networks, and knowledge for foreign policy careers. The Fellows will also meet with diplomats and scholars to analyze diplomatic case studies relating to ethnic, religious, and identity-based conflict.

A diverse and unique mix of American and European perspectives will enable the Fellows to explore these challenges using a transatlantic lens. The participants will be active in the program by leading discussions, sharing their research and, ultimately, producing an academic article on a subject relating to international diversity issues that will be published by Humanity in Action on the Web. These articles will contribute to the expanding body of scholarly literature about the intersection of diplomacy and diversity.

Responding to New Dynamics in Foreign Affairs

As the Fellows analyze international diversity issues, they will also explore other types of diversity relating to issues and actors of influence in foreign affairs. Diplomacy is no longer the sole domain of national governments and heads of state. CEOs, local

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governments, journalists, think tanks, NGOs, lobbyists and online activists increasingly play influential roles in international negotiations and initiatives.

The widening range of diplomatic issues addressed in Berlin, Brussels, Paris, Washington and beyond reflects the influence of expanding individual and group perspectives as well as the increasing ethnic, national, religious and political diversity and mobility of European and American societies. Advanced by these groups and individuals, newer international concerns, such as climate change, global health, and privacy and technology, are appearing with greater frequency at the top of diplomatic, advocacy and business agendas.

Humanity in Action believes that this diversification of players in international relations and the interests they pursue create the need for leaders from diverse backgrounds who are able to approach global challenges in innovative ways. Through this new transatlantic program, Humanity in Action will identify and support emerging leaders from diverse backgrounds who have the knowledge, creativity and ability to collaborate across borders and sectors in changing international communities. In this program, Humanity in Action seeks to increase workforce diversity in the field of international affairs, sustain the commitment to international work on the part of minority groups and expand research and public discussion on the importance of diversity for diplomacy and other international fields.

ABOUT HUMANITY IN ACTION

Humanity in Action is an international educational organization that educates, inspires and connects a network of emerging leaders committed to promoting human rights, diversity and active citizenship in their communities and around the world.

Humanity in Action has educated over 1,300 young leaders in their 20s and 30s who now form a unique international community. The annual Humanity in Action Fellowship brings together more than 100 European and American university students each June in Denmark, France, Germany, Poland and the Netherlands to examine the national history and contemporary politics of diversity in each society.

The Diplomacy and Diversity Fellowship is a new Humanity in Action program for graduate students. Taking place in the United States and France, the Diplomacy and Diversity Fellowship builds upon the foundation of other Humanity in Action programs to explore how American and European governments and societies are responding to international and national diversity issues.

Humanity in Action also provides professional development opportunities through 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.

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 located in New York City.

Paris, France

POTENTIAL SPEAKERS & TOPICS

THE DIPLOMACY AND DIVERSITY FELLOWSHIP

New and Emerging Actors in Foreign Affairs

Luc Tayart de Borms (*Managing Director, King Baudouin Foundation; Chair, Network of European Foundations for Innovative Cooperation*)

Hugues Sibille (*Vice-Président, Credit Coopératif; Vice-Président, Labo de l'ESS*)

Charles Tenenbaum (*Associate Professor of Political Science, Sciences Po Lille; Lecturer in International Mediation, Sciences Po Paris, specialized in the role of religious groups in international conflict negotiations*)

Laurence Tubiana (*Director, Institute of Sustainable Development and International Relations; Professor, Sciences Po Paris*)

Joël Le Déroff (*Senior Policy & Program Officer, ILGA Europe*)

Alix Zuinghedau (*Inter LGBT*)

Jacques Beltran (*Senior Vice President, Europe, Russia-CIS, Turkey for Alstom International*)

Frédéric Monlouis-Félicité (*Délégué Général, l'Institut de l'entreprise*)

Jean-Baptiste Jeangène Vilmer (*Chargé de mission «Affaires transversales et sécurité » au CAPS. Enseignant (droit de la guerre) à Sciences Po Paris et à l'Ecole spéciale militaire de Saint-Cyr, Attaché à l'Ambassade de France au Turkménistan, 2007-2008*)

Olivier Da Lage (*Journalist, RFI*)

François Godement (*Historian, Centre Asie*)

Ahmed El Keiy (*Directeur Adjoint du pôle arabophone de l'Audiovisuel Extérieur de la France*)

Marie-Christine Saragosse (*France Médias Monde. Véronique Cayla, ARTE*).

Geoffrey Pleyers (*London School of Economics*)

Dominique Cardon (*Sociologist specialized in social movements and the web, EHESS*)

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Ghassan Salamé *(Dean, Paris School of International Affairs; Professor of International Relations, Sciences Po)*

Thibaut Jaulin *(European University Institute, Italy)*

The European Union as a Multilateral Actor

Anne-Marie Le Gloannec *(CERI Sciences Po)*

Hubert Védrine *(former French Minister of Foreign Affairs)*

Justin Vaïsse *(Director, Policy Planning Staff, French Ministry of Foreign Affairs)*

Daniel Cohn Bendit *(MEP)*

Katherine Watson *(Director, European Cultural Foundation).*

Jean-Miguel Pire *(Sociologist, University Paris VII. UNESCO)*

Martine Alonso Marquis *(HIA Senior Fellow; Political Advisor to MEP Vajgl Ivo)*

Vajgl Ivo *(Slovenian MEP; A representative from the Permanent Representation of Poland/another Central European State to the EU)*

Olivier Hoedeman *(Corporate Europe Observatory).*

Mona Shair *(Founder, key2advance)*

Diversity Policies and Initiatives

Daniel Sabbagh *(CERI SciencesPo) Immigration.*

Jennifer Rasamimanana *(Diplomat, United States Foreign Service)*

Club d'Averroes

Rachid Arhab *(former Journalist, France 2)*

Christophe Bertossi *(IFRI; Director, Centre Migrations et Citoyennetés)*

Anne Lauvergeon *(former CEO, Areva)*

Mercedes Erra *(Executive President, Havas Worldwide (formerly Euro RSCG Worldwide); Co-Founder, BETC; Managing Director, Havas).*

Maryse Aulagnon *(Président Directeur, Général d'Affine).*

Erwan Kezzar *(Founder, Simplon.co, a startup factory empowering underprivileged smart people on web development; Google Top Black Talent Programme; Girls in Tech Paris).*

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Claudine Schmuck (*Director, Global Contact; Member, European Centre for Women and Technology (ECWT) High-Level Advisory Committee*)

Antoine Glaser (*Journalist specialized in Africa*)

Richard Banegas (*Professor of Political Science, CERI – Sciences Po, specialist in Africa*)

Perspectives on the Economic Crisis

Louis Maurin (*Founder, Observatoire des inégalités*)

Gérard-François Dumont (*Geography Professor, Paris IV University*) Impact of the economic crisis on vulnerable communities in Europe and immigration

Jean Pisany-Ferry (*Economist, Commissaire général, Centre d'analyse stratégique*) Eurozone crisis and North-South tensions in Europe

Laurent Gardin (*Université de Valenciennes; author of Entreprise sociale et insertion – une perspective internationale, 2012*) Social entrepreneurship: a response to the global economic crisis?

Security and Conflict

Gilles de Kerchove (*Counter-Terrorism Coordinator, European Union*). Transatlantic cooperation in fighting transnational crime/terrorism.

Ron Noble (*Secretary General, Interpol*) The challenges of international police cooperation in the field of human trafficking

Bibi van Ginkel (*Senior Research Fellow, Netherlands Institute of International Relations 'Clingendael'; Research Fellow, International Centre for Counter Terrorism*) Impact of counter-terrorism on minority communities in Europe and ethnic profiling.

Bassma Kodmani (*Syrian academic; former spokesperson, Syrian National Council*) Perspectives on the Syrian conflict

Éric Chevallier (*French Ambassador to Syria*) Perspectives on the Syrian conflict

Peter Neumann (*Professor of Security Studies, Department of War Studies, King's College London; Director, International Centre for the Study of Radicalisation*) Training European 'jihadists' in Syria

Marc Trévidic (*Judge, Antiterrorist Prosecution's Office*) Training European 'jihadists' in Syria

Antoine Garapon (*Judge; Secretary General, Institut des Hautes études sur la Justice*). Transitional justice and reconciliation (the example of Tunisia)

Kora Andrieu (*Philosopher, Sciences Po*) Transitional justice and reconciliation (the example of Tunisia)

New Technologies and Foreign Affairs

Nicolas Colin (*CNIL, Co-Founder; Partner, The Family*) Big data and privacy – will high tech be used as a power and diplomatic instrument?

Henri Verdier (*Head, Etalab, the French Agency for Public Open Data*) Big data and privacy – will high tech be used as a power and diplomatic instrument?

Ullrich Fichtner (*Correspondent, Der Spiegel in Paris*)

Magali Bessone (*Philosopher*) The NSA, privacy and transatlantic trust

Anne Chounet-Cambas (*Head of Web Section, French Ministry of Foreign Affairs*) “Digital diplomacy” or foreign policy using new media

Joan Tilouine (*Journalist; Creator of the Agence France Presse's e-Diplomacy app*) “Digital diplomacy” or foreign policy using new media

Jonathan Hayoun (*President, Union of Jewish Students of France; led a campaign against racism and anti-Semitism on the Internet using legal action against Google, iTunes and Twitter*) Fighting online hate speech

Larry Olomofe (*OSCE ODIHR*). Fighting online hate speech

Mounir Bensalah (*Moroccan engineer and blogger; Author, Réseaux Sociaux et Révolutions Arabes*). The role of social networks in the Arab Spring

Yves Gonzales-Quijano (*Professor, Université Lumière-Lyon II; Author, Arabités Numériques, le Printemps du Web Arabe*) The role of social networks in the Arab Spring

Oliver Gajda (*Co-Founder, European Crowdfunding Network*) Crowdfunding for development

Alexandre Boucherot (*Founder and CEO, Ulule*) Crowdfunding for development

Political, Social and Economic Aspects of Migration and Immigration

Patrick Weill (*HIA France Board Member; Historian and Political Scientist; Research Fellow, CNRS*) History of migration waves in Europe

Gérard Noiriel (*Historian, EHESS*) History of migration waves in Europe

Migreurop EU border security and migration into the EU: Frontex

Olivier Peyroux (*Sociologist, specializing in Roma communities*) Roma issues in Europe

Laurent El Ghazi (*President, Fnasat and cofounder of association Romeurope*). Roma issues in Europe.

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Tony Gatlif Roma issues in Europe.

Gilles Kepel (*Professor, Sciences Po, specializing in Islam and the contemporary Arab world*) Islamophobia since 9/11 in Europe and the US

Samir Amghar (*EHESS, specializing in Salafism*) Islamophobia since 9/11 in Europe and the US

Dounia Bouzar (*Anthropologist*) Islamophobia since 9/11 in Europe and the US

Amin Maalouf (*Author*) Migrations and citizenship: divided identities.

Helène Soupios-David (*HIA Senior Fellow; ECRE*) Refugees in Europe: current trends and challenges

Erige Sehiri (*Film Director*)

North-South Relations In the 21st Century

Pascal Canfin (*Deputy Minister for Development, French Ministry of Foreign Affairs*) Development and aid in a post-colonial perspective

Donald Kaberuka (*President, African Development Bank*) Development and aid in a post-colonial perspective

Jean-Michel Severino (*former Director, Agence Française de Développement (AFD); President, Convergences*) Development and aid in a post-colonial perspective

Pouria Amirshahi (*French MP; National Secretary, Socialist Party for Cooperation, Francophonie, Development and Human Rights*) "Francophonie" from a diplomatic perspective

Bernard Kouchner (*former French Minister of Foreign Affairs*) Responsibility to Protect: a new approach to humanitarian intervention

Pascal Lamy (*former Director, World Trade Organization*). Africa's development: perspectives from a world leader