



[Robina Foundation](#)

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Penny Hunt

ROBINA FOUNDATION
Board Meeting

February 22-24, 2016

Location: San Francisco

Lodging and Meetings at Marines' Memorial Club & Hotel

609 Sutter Street, San Francisco, CA 94102

Phone: 415-673-6672

ROBINA FOUNDATIO

TO: Robina Board of Directors
FROM: Penny Hunt
RE: February 22 – 24, 2016, Board Meeting

When Nancy and I started to draft an agenda for this meeting, we thought the agenda would be unusually light and simple, but as the meeting date drew closer, we began to add agenda items so that this agenda, like the agenda of other board meetings, is quite full. Nevertheless, we've set aside considerable time for important, valuable discussions concerning Robina's current and future grantmaking.

A few comments about material in this book:

Robina Grantmaking:

Tuesday morning's discussion will focus on each of the Robina Grantees' programs, as well as consideration of three requests for funding: 2016 funding for *LifeCourse* and Yale Law School human rights programs and the University of Minnesota Law School's proposal for a "Class Agent Fundraising Pilot Program." The latter grew out of the Board's suggestion that Steve Lewis talk about initiation of such a program at the Law School. Material from Allina on *LifeCourse* includes the November 2015 report to help put the annual report and request for 2016 funding in context.

Guest Speaker:

I am delighted that Karen Musalo from UC Hastings College of Law is able to join us Tuesday afternoon. Our discussion with Karen, a nationally recognized expert on immigration law, should enhance our understanding of this ever-changing field and how the work of the U of M's Center for New Americans fits into the work of others.

Wednesday's Meeting:

Although the Board will spend time discussing the Foundation's assets and Operating Budget for 2016 on Wednesday, we'll have time for additional discussion of the Foundation's grantmaking, in particular plans for the future and the timing of decisions. As you can imagine, Robina Grantees will be very interested to learn when Robina plans to consider major new grants!

Let me know if you have questions or concerns in advance of the meeting.

ROBINA FOUNDATION

**Robina Foundation Board Meeting
February 22-24, 2016
San Francisco, California**

Monday, February 22

6:30 p.m. Board Dinner: Scala's Bistro, 432 Powell Street, 415-395-8555

Lodging: Marines' Memorial Club and Hotel
609 Sutter Street, San Francisco, CA 94102
Phone: 415-673-6672

Tuesday, February 23

8:00 a.m. Continental Breakfast in Marine's Club Restaurant

8:30 a.m. Board Meeting in the Board Room

6:00 p.m. Dinner: Farallon, 450 Post Street, 415-956-6969

Lodging: Marines' Memorial Club and Hotel

Wednesday, February 24

8:00 a.m. Continental Breakfast in Marine's Club Restaurant

8:30 a.m. Board Meeting in Board Room

12 Noon Adjournment

Robina Foundation Board Meeting

Tuesday, February 23, 2016

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

Marines' Memorial Club Board Room

AGENDA

TIME		TAB
8:00 a.m.	Continental Breakfast in Marines' Club Restaurant (provided with room rental)	
8:30 a.m.	Welcome and Call to Order – Blatz	
8:35 a.m.	Minutes of November 19, 2015 – Berresford - Action	1
8:45 a.m.	Executive Director's Report - Hunt	2
9:15 a.m.	Robina Grantmaking • Current Status – Grant Spreadsheet/Bar Chart/Guiding Principles • Allina's <i>LifeCourse</i> ➤ Annual Report ➤ Request for 2016 - Action • Council on Foreign Relations ➤ The Council at 100 Campaign: Funding Options • Yale University ➤ Gilder Lehrman Center ▪ November 2015 Proposal ▪ Grant Letter ▪ Response to Robina Requests ➤ Yale Law School ▪ November 2015 Proposal ▪ Follow-up Material ▪ 2016 Grant Payment - Action • University of Minnesota Law School ➤ Center for New Americans ➤ Proposal for Class Agent Fundraising Pilot Program – Action ➤ Letter regarding the Law School's Financial Position • Discussion	3 4 5 6 7
11:30 a.m.	Lunch	
1:30 p.m.	Guest Speaker: Karen Musalo, Professor of Law and Director, Center for Gender & Refugee Studies, UC Hastings College of Law: <i>The Broken Promise of Refugee Protection</i>	Back of Book
3:00 p.m.	Continuation of Grantmaking Discussion	
6:00 p.m.	Dinner: Farallon, 450 Post Street	

Robina Foundation Board Meeting

Wednesday, February 24, 2016

8:30 a.m. to 12 Noon

Marines' Memorial Club Board Room

A G E N D A

TIME		TAB
8:00 a.m.	Continental Breakfast in Marines' Club Restaurant	
8:30 a.m.	Welcome and Call to Order – Blatz	
8:35 a.m.	Treasurer's Report – Lewis • Assets and Grants • 2015 4th Quarter Financial Report from Mike Sullivan	8
8:50 a.m.	2016 Operating Budget – Hunt - Action	9
9:13 a.m.	Grantmaking • Next Steps • Timing <i>Decisions</i>	
11:50 a.m.	Meeting Dates	10
12 Noon	Adjournment	

1

MINUTES
November 19, 2015

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EXECUTIVE DIRECTOR'S REPORT

3

ROBINA GRANTMAKING
Allina's LifeCourse

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ROBINA GRANTMAKING
Council on Foreign Relations

5

ROBINA GRANTMAKING
Yale – Gilder Lehrman Center

6

ROBINA GRANTMAKING
Yale Law School

7

ROBINA GRANTMAKING
Center for New Americans
Proposal: Class Agent Fundraising Pilot Program

8

TREASURER'S REPORT

9

2016 OPERATING BUDGET

10

MEETING DATES

**Robina Foundation
Meeting Minutes
November 19, 2015**

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on November 19, 2015, at the Minneapolis Club in Minneapolis, Minnesota.

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

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

Nancy Gilberg served as recorder from 8:30 a.m. to 12:00 p.m.; Vera Otieno of OfficeTeam served as recorder from 12:00 p.m. to the end of the meeting.

Welcome and Call to Order

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

Minutes of September 1-2, 2015 Annual Meeting

A motion made and seconded to approve the Minutes of the September 1-2, 2015 Annual Meeting included in the Board Book was approved unanimously by the Board.

Executive Director's Report

Hunt highlighted several items included in the Executive Director's Report in the Board Book, and Steve Lewis described his meeting with University of Minnesota Law School Dean David Wippman, the Law School's director of alumni relations and several University of Minnesota Foundation staff members to discuss capacity building support Robina might provide to jumpstart Law School plans to expand fundraising, in particular fundraising run and overseen by volunteers.

Treasurer's Report

In connection with Board Members' review of Mike Sullivan's Q3 Quarterly Financial Report, Lewis, Board Treasurer, discussed work related to the Foundation's illiquid assets. The approach being used is to let illiquid assets run their course, but to take advantage of options to liquidate when they arise. The goal is for a totally liquid portfolio in three to four years. Following a discussion of two options with respect to liquidity of the Foundation's interest in Marathon Credit Opportunity Fund, Ltd.

A motion made and seconded to choose Marathon Credit Opportunity Fund's Option #2: Redemption from the Fund and to authorize Foundation Treasurer Steve Lewis to sign all documents to exercise this option on behalf of the Foundation was approved unanimously by the Board.

University of Minnesota Law School

Dean David Wippman, Kevin Reitz, Kelly Mitchell and Amanda Furst joined Board Members to update the Board on programs funded by the Foundation.

Robina Institute on Criminal Law and Criminal Justice: Kevin Reitz and Kelly Mitchell discussed the Institute's report included in the Board Book, in particular concerning the implementation of the four SLP Enhancement Projects. Reitz acknowledged that the projects are even more promising now than when they were proposed. Reitz cited excellent new staff members, agreement on key initiatives, enthusiastic response of state officials, passion and enthusiasm of

staff, hard work, the Institute's flexible approach to working with individual states, and the current national debate about incarceration.

Board Members suggested other funders who might be interested in this work in connection with a discussion of strategies to sustain the work after completion of Robina funding.

Following the discussion, the Board approved payment of the final two years of the five year grant: \$896,097 payable in 2016 and \$922,980 payable in 2017 with payments to be made in accordance with the timing of previous payments for the enhancements.

Dean Wippman and Amanda Furst discussed the Law School's proposals for funding to support the Public Interest Scholars Program and the Bridge Fellowship Program. Furst emphasized that these programs are key to providing student access to the Law School.

After the departure of Dean Wippman and other guests, the Board approved the grant requests as follows, noting that this would be the last funding for these initiatives:

Public Interest Scholars Program: Robina will provide a grant of \$3,956,752 payable over five years: Year 1, FY 2017: \$270,000; Year 2, FY 2018: \$726,688; Year 3, FY 2019: \$1,074,188; Year 4, FY 2020: \$1,076,688; Year 5, FY 2021: \$809,188.

Bridge Fellowship Program: Robina will provide a grant of \$750,000 payable over five years: Year 1, FY 2017: \$150,000; Year 2, FY 2018: \$150,000; Year 3, FY 2019: \$150,000; Year 4, FY 2020: \$150,000; Year 5, FY 2021: \$150,000.

Board Members also agree to provide up to \$300,000 over three years to support Dean Wippman's efforts to expand Law School fundraising, subject to receipt of a plan for the use of the funds.

Center for New Americans

Board Members discussed the Center for New Americans, in particular concerns about the U's ability to retain key Center staff without assurance of additional funding. Board Members directed Hunt to convey to Dean Wippman that signs are positive for Robina's continuing commitment and to request information concerning options to sustain the initiative for consideration at the February board meeting in anticipation of consideration of a proposal at the August board meeting.

Council on Foreign Relations

CFR Diversity Initiatives

Board Members discussed material, including budgets, outlining CFR's use of the final year of funding under Robina's two diversity grants: Grant #1: *Expanded Diversity Initiative in Foreign Policy* and Grant #2: *Expanded Diversity Initiative in Foreign Policy Additional Activities*. Board Members agreed to provide the following payments:

Grant #1: \$157,889

Grant #2: \$141,263

The Board declined funding new activities proposed by CFR.

The Council at 100 Campaign

Board Members expressed interest in identifying options for Robina support of CFR's capital campaign and directed Hunt to work with CFR to develop material for consideration at the February Board Meeting.

Yale University

Yale School of Drama

Board Members discussed the importance of identifying key questions to be addressed in Yale School of Drama's annual report to the Foundation and agreed to develop questions at the February Board Meeting.

Yale Law School

During consideration of Yale Law School's proposal describing fundraising for a matching grant from the Foundation to endow the Human Rights Initiative, Board Members expressed surprise at the scope of people YLS would approach for funding. It was agreed that an in-person meeting with Dean Post would help move the discussion forward. Karoff, Berresford and Hunt will try to schedule a meeting before the February Board Meeting. In connection with that meeting, YLS will be asked to provide information on fundraising during the last five years.

Gilder Lehrman Center

Board Members reviewed two proposals for funding to support the work of Professor David Blight at the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition. Following the discussion,

A motion made and seconded to provide a four-year grant totaling \$1,424,709 to support new programs at the Gilder Lehrman Center as well as the expansion of existing programs was unanimously approved by the Board, with payments beginning in 2016 as follows: Year 1: \$393,180; Year 2: \$486,012; Year 3: \$382,042; Year 4: \$173,475.

In connection with the Robina grant, Board Members directed Hunt to ask the Gilder Lehrman Center to provide the following:

- A more robust description of the possible impact of the Center's work, to include consideration of how the Center's various programs fit into the whole, what success would look like and how the Center evaluates its work;
- Yearly detailed, clear "deliverables";
- Information on the Center's use of videos to capture important meetings and make them available to a wider audience;
- Information on how the Center currently deals with human trafficking and whether future plans include a focus on this modern-day form of slavery.

Berresford, Karoff and Hunt's Yale visit will include discussions with Professor Blight.

Abbott Northwestern Hospital / Allina Health

Penny Wheeler, CEO of Allina Health, Paige Bingham, Director of LifeCourse, Heather Britt, Director, Division of Applied Research, joined the meeting to update the Board on LifeCourse and discuss future plans. During the presentation, Wheeler, Bingham and Britt emphasized the positive results of LifeCourse to date:

- Increase in use of hospice care;
- Decrease in emergency room visits;
- Decrease in number of days in the hospital;
- Increase in conversations about advanced care planning;
- Improved quality of life of participants;
- Key communication role played by Care Guides;
- Allina's commitment to provide \$1.5 million to fund the rollout of LifeCourse in 8 clinics.

In addition to completion of research during 2016, work in the following four areas is critical: 1) integration of LifeCourse within eight Allina clinics; 2) development of value based ~~on~~ payment model; 3) access to LifeCourse programming through work in North Minneapolis; 4) outreach to *telehealth*

inform local and national leaders about the initiative. Wheeler emphasized that although LifeCourse involves a new model of care, response from physicians in clinics has been very positive.

Board Members' follow-up discussion of LifeCourse focused on the following:

- The significant support Robina has provided to date and Allina's hope for significant additional support;
- Potential ultimate goal of developing a new business model for Allina;
- Level of support to be provided by Allina;
- Potential of support from other funders;
- Future of Accountable Care Organizations and reimbursement based on value rather than procedures.

Robina Grantmaking Next Steps

Board Members discussed follow up with each of the Robina Grantees to provide material for review at the February board meeting. Although Board Members do not anticipate making funding decisions before August, several Board Members recognized that we are rapidly expending Foundation assets, so that consideration of possible funding scenarios as well as the transformational nature of the various initiatives will be timely.

Adjournment

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Susan Berresford, Secretary

Date

**ROBINA FOUNDATION
BOARD OF DIRECTORS MEETING
February 23 – 24, 2016
EXECUTIVE DIRECTOR'S REPORT**

Robina Grantmaking

Allina / LifeCourse

I met with Paige Bingham to follow up on our discussion with Paige, Penny Wheeler and Heather Britt at the November Board Meeting. In particular, I wanted Paige to understand Robina Board Members' concerns about the level of funding Robina has already provided for *LifeCourse*, as well as Board Members' interest in understanding Allina's assumptions related to the future role of Accountable Care Organizations and the sustainability of *LifeCourse*. We also discussed Allina's request for 2016 funding, which is included at Tab 3.

Council on Foreign Relations

In December I met with Stewart Patrick and Suzanne Helm at the Council on Foreign Relations' office in Washington DC. I had already notified CFR that Robina did not plan to provide additional funding to support the International Institutions Global Governance initiative Stewart leads, but I wanted to meet with Stewart to talk further about that decision and to learn about current and future plans for IIGG.

As always, Stewart expressed great appreciation for Robina's support of the development and implementation of IIGG. He stressed how IIGG has changed the way CFR operates – CFR's country focus has been expanded to regional and global work. Stewart reported that "ownership" of the Council of Councils has been "transferred" so that attendance is no longer subsidized by CFR, and country members eagerly plan and host regional meetings, prepare Global Memos on issues and participate in development of IIGG's Report Cards. This year's Council of Councils meeting will take place May 15 – 17 in New York City. (You should have received an email from Stewart about the meetings.) Among other things, IIGG is focusing on immigration and refugee issues.

The goal of my meeting with Suzanne was to learn more about CFR's 100 Campaign and to discuss possible fits for Robina support. Suzanne provided material included at Tab 4 for Robina consideration.

Yale University

January 29 Meeting at Yale

To follow up on the Board's approval of a grant to the Gilder Lehrman Center and the November Board discussion concerning a grant to Yale Law School to endow the Robina Human Rights Initiative, Susan, Peter and I spent a day at Yale for meetings with David Blight and David Spatz of the Gilder Lehrman Center and Dean Post, Tara Fitzpatrick, Mary Matheron, Associate Dean of Development at YLS, and Joe Crosby, Associate Dean for Finance and Administration at YLS. Although Robina will not provide additional funding to support Yale School of Drama, we also checked in with Dean Bundy, Jennifer Kiger and Deborah Berman at Yale School of Drama.

Information related to the meetings with the Gilder Lehrman Center and Yale Law School is found at Tabs 5 and 6. Susan, Peter and I will discuss the meetings during the Robina Grantmaking discussion.

During our meeting at Yale School of Drama, we stressed the need for Robina Foundation involvement in the process to select members of the next external review committee and develop the charge for the committee.

301 Clifton Avenue Condo (Bazal Condo)

Although the closing on the Clifton Avenue Condo did not take place on November 20 as planned, it finally occurred shortly before Christmas. I was happy to attend on behalf of the Foundation and pleased that the Foundation received \$313,278.20 in net proceeds. A good result.

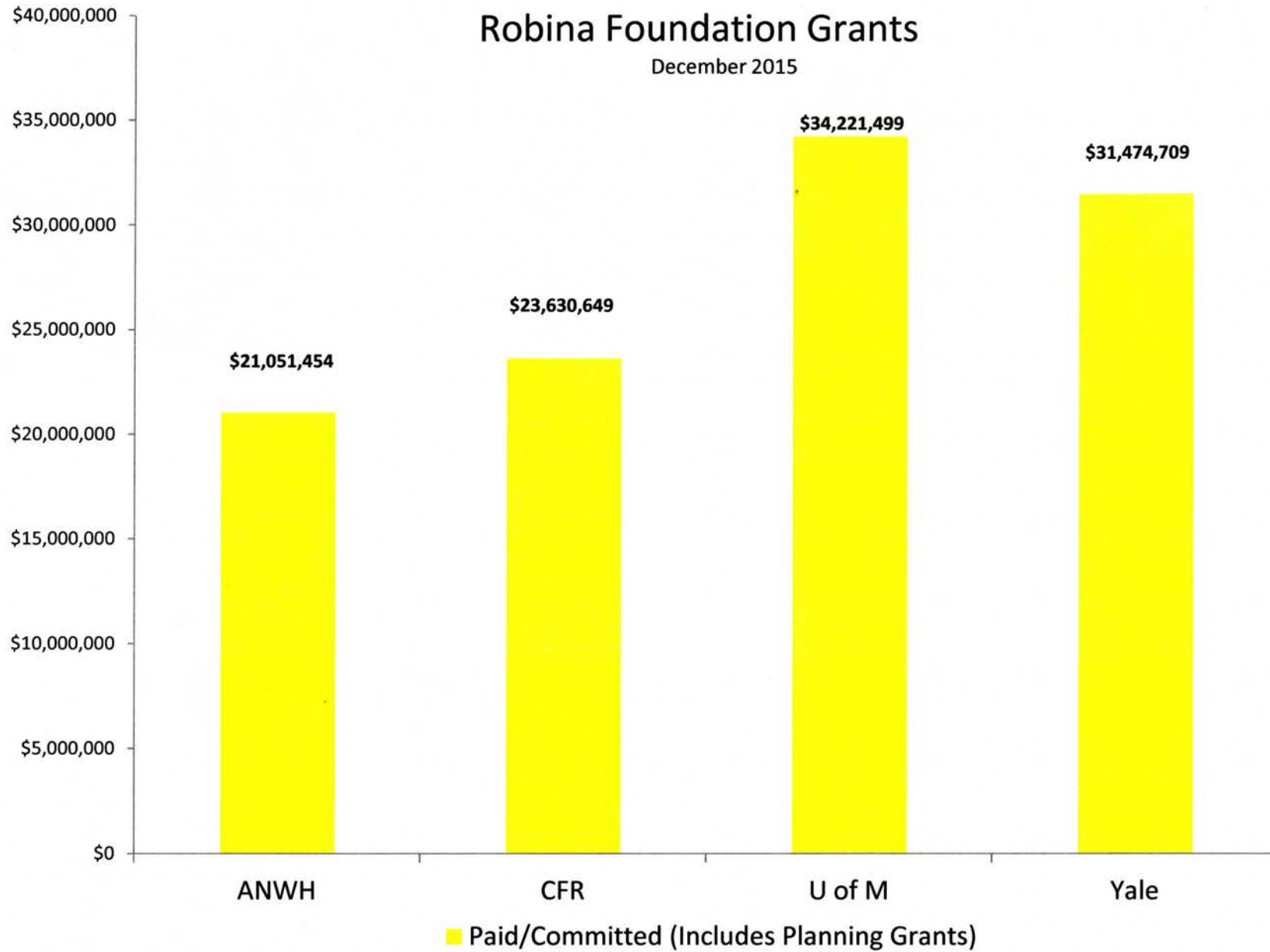
February Board Meeting

To follow up on the Board's suggestion that the February Board Meeting include time with an immigration expert to expand our understanding of the field, I consulted with Ben Casper to identify leading experts located in the San Francisco area. Ben immediately described the work of Karen Musalo, Professor of Law and Director, Center for Gender & Refugee Studies, UC Hastings College of Law. Ben assured me that we would benefit from time with her, if she was available. I contacted Karen and was pleased to learn that she was available and interested in meeting with us and then worked with her to discuss her participation in the meeting. I am eager to learn her perspective on current immigration issues and the best way they can be addressed. Her remarks should provide perspective on the work of the University of Minnesota Law School's Center for New Americans.

	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	446,117	157,889						1,893,254
Humanity in Action (Undergraduate) Fellowship								247,878						HIA	247,878
Expanded Diversity Initiative - Additional Activities						837,344	858,278	141,263							1,836,885
Humanity in Action Diplomacy and Diversity Fellowship								600,720						HIA	600,720
														CFR Total	23,580,649
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	1,074,188	726,688	1,074,188	1,076,688	809,188		7,458,375
Bridge Fellowship Program									150,000	150,000	150,000	150,000	150,000		750,000
Center for New Americans						1,349,393	1,022,887	1,039,869	1,057,361						4,469,510
														U of M Total	33,846,499
YALE															
Yale Drama															
CNT	750,000	750,000	1,350,000	950,000	18,000,000										21,800,000
Yale Law															
Human Rights	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000							8,000,000
Yale University															
Thomas M. Crosby, Jr. Scholarship							200,000								200,000
Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition									383,180	486,012	382,042	173,475			1,424,709
TOTAL	6,403,535	7,559,983	8,203,570	7,235,604	26,427,609	13,152,126	13,576,037	13,245,756	7,722,830	2,285,680	1,606,230	1,400,163	959,188	Yale Total	31,424,709
YEAR END NET ASSETS*				120,827,373	100,568,259	95,132,519	82,796,457	68,168,845	62,924,957	64,227,284					
*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															

Robina Foundation Grants

December 2015



Robina Foundation Report: LifeCourse

Participant Detail

February 19, 2016

What are the number of participants in various research groups?

LifeCourse currently has over 1,700 participants who are part of the research. Included in the study are both patients and their key friends and family members. All active participants are receiving quarterly surveys. The surveys focus on quality of life and experience for patients and their key friends and family.

The study has enrolled 450 patients that are, or have received in the past, the LifeCourse intervention. An additional 347 patients are enrolled as comparison patients receiving usual care (e.g. no additional services or support above and beyond usual care). The goal is to enroll 450 patients in the comparison group and then to close the enrollment of the study. We anticipate reaching that goal by early summer.

The study also enrolls key friends and family members that the patient identifies. In the intervention arm, LifeCourse has enrolled 618 key friends and family members. For the comparison arm, we have enrolled 304 key friends and family members. We anticipate continuing to enroll key friends and family members in the research through the end of the study.

As of February 1, 2016, in the LifeCourse intervention group 109 patients have died and in the comparison group 45 patients have died. Enrollment of the comparison group started after enrollment of the intervention group, thus the comparison participants have been part of research for a shorter period of time.

Currently, we have 996 participants in the research. There are 223 LifeCourse intervention patients and 272 comparison patients. There are also 272 key friends and family members for the intervention patients and 229 key friends and family members answering surveys for the comparison group.

December 31, 2016 is the anticipated end to the research data collection. Further analysis of the different research group data will continue into 2017.

We have begun connecting with Allina Health and Abbott-Northwestern clinics, and anticipate the first set of clinic-referred (non-research) patients receiving LifeCourse at the end of May.

We also anticipate continuing the care for the current LifeCourse intervention patients until their end as part of caring for people later in life through the LifeCourse approach implemented at Allina Health and collaborating organizations.

LifeCourse	Patients		Key Friends & Family		Total
	Intervention	Comparison	Intervention	Comparison	
Enrolled	450	347	618	304	1719
Death	109	45			154
Active	223	272	272	229	996

Note: As of February 1, 2016

ROBINA FOUNDATION

Guiding Principles for Robina Grantmaking

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

The Robina Foundation will:

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

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

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

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

November 2014

Robina Foundation Report: LifeCourse

February 2016

1. Introduction
2. Brief Update
3. Unanticipated Results & Lessons Learned
4. Medicare and Risk-based Payments
5. Financial Update

“...our most cruel failure in how we treat the sick and the aged is the failure to recognize that they have priorities beyond merely being safe and living longer; that the chance to shape one’s story is essential to sustaining meaning in life; that we have the opportunity to refashion our institutions, our culture, and our conversations in ways that transform the possibilities for the last chapters of everyone’s lives.”

— Atul Gawande, *Being Mortal: Medicine and What Matters in the End*

What if those of us in the later stages of life had someone to help guide us through the maze of social support and healthcare choices, and understand how these choices could support that most fundamental of questions:

What Matters Most?

1. Introduction: The Goal and Objectives of LifeCourse

Why LifeCourse?

The later stages of life are often filled with uncertainty. Too often, the care available to people living with serious illness is fragmented, and does not support their nonmedical needs. And when individuals do receive support, lack of trust and poor communication between family, caregivers, and healthcare providers may stop it from being as helpful as possible. As a result, decisions and burdens can be overwhelming.

These later stages of life should be a time full of purpose and meaning, a time when individuals can make personal choices centered on what matters most to them, and a time when they continue to be recognized as a whole person, not just an illness.

The healthcare system provides focused care during health crises and at the end of life, but too often there is little support in between. This “in-between time” is defined by health challenges and fragmented services that lose sight of what matters most to individuals. LifeCourse focuses on the crucial need to improve the experience of living with serious illness by engaging individuals and families, health systems, and communities to be more responsive to what matters most late in life.

LifeCourse aims to maintain or improve quality of life and care experience for patients and families, improve service utilization, and lower total cost of care.

What will the LifeCourse team accomplish in 2016?

In 2016, the LifeCourse team has 5 primary goals we outline below. Specifics around each of these goals are described, as well as the primary funding source targeted (Robina Foundation funds or Allina Health operational funds).

- 1) **Research, Dissemination & Evaluation:** Complete research data collection, continue analysis and development and submission of peer-review manuscripts, and prepare and implement an evaluation framework for system-wide and community deployment of the LifeCourse model. We will continue to manage our relationship with Allina Health’s Institutional Review Board (IRB) and complete enrollment of comparison patients and their key friends and family members. Analysis of both quantitative and qualitative data will continue. Eight key papers for peer-review publication will be pursued and submitted (one already submitted in January). Development and implementation of the evaluation approach for deployment of LifeCourse in Allina clinics, community-based organizations, and for understanding program effectiveness will also occur in 2016. *Robina Foundation funds are requested to support this goal.*

- 2) **Intervention:** Continue LifeCourse intervention for research patients and families. The LifeCourse team will continue to deliver the LifeCourse intervention with research patients and families, including providing leadership and support for the front-line care guide team, enhancing the efficiency of the model, and offering ongoing training, development, and networking support for the care team. *Robina Foundation funds are requested to support this goal.*
- 3) **Integration & Learning:** Enable deployment of the LifeCourse model across Allina Health. We will develop a robust electronic patient identification report for all clinic use. The LifeCourse deployment team will engage in a high touch and patient and care team-centered process of enrolling patients into the program. We will enable a comprehensive and sustainable training and learning and development approach for the LifeCourse program. Standard program collateral will be developed for all new clinic sites. An early adopter learning collaboration will be implemented with 8 clinics across Allina Health who have adopted the LifeCourse model by the end of 2016. Allina Health funds have already been made available to support this goal.
- 4) **Community & Public Engagement:** Develop and launch a community deployment strategy and continue to engage stakeholders meaningfully. The LifeCourse team will build relationships with additional long term care partners (i.e., Presbyterian Homes) and communities (i.e., African American community in north Minneapolis) and deploy LifeCourse in the most community concordant approach possible. We will connect, inform, and engage stakeholder organizations and community leaders in an ongoing dialogue about late life issues. Further, we will pursue thoughtful public engagement strategies that take advantage of existing video and audio footage from the Twin Cities Public Television relationship. Our aim is to involve patients and families as key informants and advocates throughout deployment. Finally, we will identify key philanthropic targets for comprehensive and integrated future funding streams to expand community and public engagement efforts. *Robina Foundation funds are requested to support this goal.*
- 5) **Sustainability – Funding, Payer, Policy:** Implement a short-term and devise a long-term sustainability approach for the LifeCourse model. We will secure ongoing funding for 2016 activities from Allina Health and the Robina Foundation. Development and execution of a strategy for payment with a local payer (e.g., Ucare) will be a critical 2016 activity. We will also develop a long-term plan to secure Medicare reimbursement. Finally, we will establish a comprehensive LifeCourse strategy for 2017 – 2020 and begin building a backbone structure to support such work. *Robina Foundation funds are requested to support this goal.*

How will this work be supported?

Allina Health has invested \$1.5M in the deployment of the LifeCourse model across Allina Health in 2016 (goal #3 above). Allina Health is requesting \$3.3M from the Robina Foundation for the remainder of the LifeCourse work in 2016 (goals #1, 2, 4 and 5 above). More details about this request are included in Section 5: Financial Update.

→ 2016 Request

2. Brief Update: Past Activities

What has the team accomplished since the last report to the Robina Foundation?

The research arm of LifeCourse has shown improved quality of life, care experience, and use of healthcare resources. A large comparison group of like individuals is essential to demonstrating these results. While we achieved a final patient enrollment of 450, we continue bring in both comparison patients and their families. 345 individuals have been enrolled, along with key family and friends. 78% are still active in the study. In all, over 1,600 individuals have participated in LifeCourse research.

LifeCourse is moving deeper into everyday medical care. Allina Health, through Penny Wheeler as the executive sponsor, has committed \$1.5 million in 2016 to implement and integrate LifeCourse into several primary and specialty clinics. We are partnering with early adopter clinics to help them hire LifeCourse care guides for their clinic team. The care guides will serve the clinic's patients and be managed on site, with outcomes measured using a standard and clinically relevant evaluation protocol. The system-wide education for care guides is in development and will be ready for use in the first quarter of this year. The Division of Applied Research will provide key support for early adopter clinics and organizations to ensure the successful implementation of LifeCourse. Clinic managers will receive the resources they need to oversee care guide work. Along the way, the care guides will be mentored by their experienced peers who have demonstrated outstanding skills. We are in discussion with Allina Health clinics, and already have confirmation from four clinics that they would like to be early adopter sites. We have also posted four positions for clinic based care guides. (See the attached Robina Report on LifeCourse from November 2015 for further detail on 2016 plans).

LifeCourse is pursuing deeper integration into the community. In our initial cohort of patients, LifeCourse has worked closely with Augustana and Walker Methodist Care Centers. In 2016, LifeCourse has begun a collaboration in North Minneapolis around health disparities experienced later in life. Working with key organizations and a primary delivery site, we will provide the implementation and technical assistance to launch a community-driven program in the second half of 2016. As we look to our specific engagement in North Minneapolis, we continue to leverage these relationships along with connections to other community organizations that can offer LifeCourse. Richard Payne, MD, a LifeCourse advisory board member with deep experience in palliative care and diverse communities, will continue to be a close advisor.

What has been the reaction to national presentations around LifeCourse, especially at the Gerontological Society of America?

In November, LifeCourse presented at the Gerontological Society of America annual meeting and developed a relationship with Susan Reinhard, AARP SVP Public Policy Institute. Susan was the 'discussant' for the presentation (i.e., she made comments on the talk and wrapped up the session). Susan and others in the audience were especially enthusiastic about the model. One audience member asked if he could enroll his mother in LifeCourse. Another commented on how the approach seemed particularly mission driven and asked about the leadership of Allina Health. Audience members also had specific questions about the patient experience tool (i.e., could it be shared, how was it received), the mix of measures (i.e., how did we establish the mix), and the intention of Allina Health to focus on primary outcomes related to patient quality of life and experience, rather than a sole focus on cost and utilization. Several audience members came up to presenters after the session to ask more specifics and

to encourage the team to submit for the 2016 Gerontological Society of America meeting with additional results and analyses.

In early March 2016, LifeCourse has a podium presentation at the American Academy for Hospice and Palliative Medicine. Later in March, LifeCourse presents as part of a learning lab at the **Institute for Healthcare Improvement** meeting on "Improving Patient Care in the Office Practice and Community." We are also presenting at the Minnesota Gerontological Society 40th Annual Conference. We anticipate receiving additional opportunities to present LifeCourse at several other national and regional meetings taking place later in 2016.

3. Unanticipated Results & Lessons Learned: Transformative Nature of LifeCourse

"The moral test of government is how that government treats those who are in the dawn of life, the children; those who are in the twilight of life, the elderly; and those who are in shadows of life, the sick, the needy, and the handicapped." — Hubert H. Humphrey

How does LifeCourse inform our thinking around value at the end of life?

One of the perplexing and challenging questions facing Centers for Medicare & Medicaid Services (CMS) and our national dialogue around serious illness and healthcare experiences later in life is that around measures and quality. What counts as 'value' at the end of a human life from the perspective of healthcare, economics, and social benefit? LifeCourse is grappling with this question, both from the vantage point of current research but also from the vantage point of establishing a long-term evaluation framework for the model. Our insight and experience with measurements of later-in-life moments, as well as our technical systems for capturing these data and reporting on them, will offer to CMS and the national dialogue a real-life example of how to structure measurement, how to thread different measures together, and how to watch progress and differentiation in performance over time. Robustly examining quality of life and care experiences for our patients and key friends and family members, as well as meaningful process and system outcomes, offers a conceptual framework for the breadth of measurement necessary to quantify health system performance for this period of life.

In what way does LifeCourse enable Allina Health to prepare for population health? ?

LifeCourse has enabled Allina Health to think about the combination of value components (quality, experience, utilization) that will be critical to preparing for value-based support of healthcare. The most advanced models within payment reform require provider organizations to offer comprehensive value to patients and families at pre-established cost frameworks. The understanding of value, coupled with the understanding of utilization and cost, within LifeCourse, will position the model to be a showcased highlight of Allina Health's future population based payment models. More information on how we think about Medicare and risk-based payments, as well as how LifeCourse is positioned for these models, is included in Section 4: Medicare and Risk-based Payments. ?

How is the idea of whole person care being infused across Allina Health?

One of the core tenets of LifeCourse is the idea that healthcare must face and support the whole person, not just the physical aspects of care. The social, psychological, financial, legal, ethical, and other considerations around the experience of patients and their families matters and is interconnected with

the physical aspects of health. Allina Health has formed a leadership team named the 'Whole Person Steering Committee' that includes LifeCourse and the Division of Applied Research as core component. Penny Wheeler has strategically positioned LifeCourse as a leading initiative at Allina Health that emphasizes the whole person. Innovatively, that emphasis is now being reflected in our leadership and management structures.

In what way is LifeCourse helping to enable team-based care across Allina Health?

LifeCourse is based upon the use of a lay healthcare worker, a care guide, to support, guide, and partner with patients and their key friends and families, as well as care teams across the organization. This intentional team-based orientation – acting as a member of a broader system of teams, rather than a solo provider – is now an important part of Allina Health's team-based care. Care guides are uniquely positioned to enable peer-supported patient-centered care – as non-clinicians, they offer a point of commonality with patients and their key friends and family members; as part of the broader healthcare team, they offer an access to and connection with clinicians often absent across care settings and teams.

How is the narrative story of medicine being rediscovered at Allina Health?

Hidden behind the national narrative around healthcare reform is a story of rediscovery of the importance of the narrative in medicine. That narrative – both the story of the patient being served by a healthcare organization, as well as the reclamation of the heart of medicine through a deeper understanding of the needs, values and beliefs of a patient – is a core part of the LifeCourse model. Through asking patients about what matters most and what their goals are at each moment along the care journey, capturing that information, and ensuring the broader care team is aware and knowledgeable about the patient perspective and story, the LifeCourse model reinforces the value of the narrative, reframing our healthcare conversations to focus on what matters most to patients and their key friends and families.

What role is LifeCourse playing in preparing Allina Health for the aging demographic shift underway across Minnesota?

By 2030, one in four Minnesotans will be over the age of 65; nationally, one in three individuals will die with a diagnosis of dementia. The aging of our population and the strain this aging will put on healthcare, social services, and community resources, including the strain on families, will be tremendous and requires thoughtful and strategic responses and solutions that are supportive of patients and the teams supporting and caring for them. LifeCourse enables an interconnection between standard healthcare services for those later in life – the 'mortar between the bricks', if you will. The focus on LifeCourse within Allina Health has also empowered the organization to begin to think strategically about its services for aging individuals and how to ensure those are connected and seamlessly interrelated for all patients and families served by the organization. Allina Health is pursuing the concept of an aging service line with LifeCourse as a core component.

How is LifeCourse an important piece in the puzzle of healthcare reform around aging patients?

While LifeCourse is demonstrating high potential in impact, we recognize that it is truly only one piece of a comprehensive puzzle supporting aging patients and families. Ensuring LifeCourse is well connected to the other puzzle pieces will continue to be critical. Importantly, though, the LifeCourse model is one that has high utility in being transferrable to other contexts – to payer organization, to community-based

organization, and to faith-based organizations. The exchangeability of the model with different environments and contexts mean it is a puzzle piece with high utility.

How is Jan Malcolm's role as the Vice President of Public Affairs and Philanthropy beneficial for the advancement of LifeCourse?

Jan Malcolm's role at Allina Health is supportive of LifeCourse because of her broad view of population health issues, of which late life and aging are major components; because of her relationship with the community benefit team and the need for models like LifeCourse to be seamlessly connected to the support structures external to healthcare that enable quality of life for patients and their families; and because of her knowledge of and connection to philanthropic teams and assets within and outside of Allina Health. Jan will serve as a significant connector to others in the advancement of LifeCourse within the walls of Allina Health and more importantly, outside the walls of the system. Her philanthropy team is prepared to partner with the LifeCourse team on additional targets and asks as the strategy for the 2017 – 2020 LifeCourse expansion and enhancement is crafted.

4. Medicare and Risk-based Payments

How is Allina positioned for current and future payment structures that support LifeCourse?

LifeCourse is designed to impact the quality of life for a defined-population of individuals, those with advancing serious illness. As Diane Meier described in a video shared with the Robina Board in April, when someone has an acute episodic event and needs a hospital—we have hospitals, and when someone needs interdisciplinary care at the end of life—we have hospice. What we do not have is something for the time in-between, which is where LifeCourse fits. LifeCourse provides longitudinal support not just for days and months, but years as people live with advancing serious illness. The value of LifeCourse is aligned with the future direction of quality and population-based payment reform in the healthcare system. *

The LifeCourse approach is optimally aligned with the quality and population-based payment reforms currently underway in the healthcare system. The fundamental goals of these reforms are to lower health costs while also improving quality of care and population health. New payment reform models provide incentives for providers to practice evidence-based medicine, more closely coordinate patient care along the care continuum, and engage patients as meaningful partners in their care.

The emphasis on individualized, evidence-based medicine allows for the possibility that decreasing technical care or even purely supportive care may be the best course of treatment in a particular situation. Payment will no longer be based on an individual service rendered by a discrete provider. Rather, the focus will shift to an episode of care experienced over a longer period of time involving multiple providers. Patient experience and satisfaction will also be an integral component to computing financial incentives or bonuses that providers receive under these new payment programs. (For more details on these programs see the Payment Taxonomy Framework table.)

The LifeCourse model is built for this new payment environment. The LifeCourse care guide and patient work collaboratively to identify the patient's preferences for their current and future care. The care guide subsequently serves as a vital link in fostering better care coordination between the patient's care

team, recognizing the patient's goals and preferences. And as we have previously shared with the Robina Board, LifeCourse results to date have shown a decrease in hospitalizations and readmissions among LifeCourse members, resulting in significant cost savings, not to the hospital, but to the payer-provider healthcare system. LifeCourse's cost-saving potential and strong patient-engagement elements will make it an attractive addition to several of the emerging pay-for-value programs, which are discussed in more detail below.

Medicare is the primary insurer for the LifeCourse population given that the average age of our patient is 79. Additionally, in the United States, of the 2.5 million people who die every year, three-quarters of them are 65 and older.¹ And, "roughly one-quarter of traditional Medicare spending for health care is for services provided to Medicare beneficiaries in their last year of life."² The aging of Americans and the rising pressures on healthcare spending create 'the perfect storm' for which Medicare is seeking solutions and LifeCourse fits nicely into the shift in payment from volume to value improving end of life quality while reducing cost.

The Centers for Medicare and Medicaid (CMS) has committed to moving aggressively to transform the Medicare fee-for-service system, pledging by 2018 to shift at least 90% of provider payments to programs linked to quality and 50% of payments through alternative payment models. CMS has adopted a framework for payment to providers (see CMS table below):

Payment Taxonomy Framework								
Category 1: <i>Fee-for-Service – No Link to Quality</i>		Category 2: <i>Fee-for-Service – Link to Quality</i>		Category 3: <i>Alternative Payment Models Built on Fee-for-Service Architecture</i>		Category 4: <i>Population Based Payment</i>		
Description	<i>Payments are based on volume of services and not linked to quality or efficiency.</i>		<i>At least a portion of payments vary based on the quality or efficiency of health care delivery.</i>		<i>Some payment is linked to the effective management of a population or an episode of care. Payments still triggered by delivery of services, but opportunities for shared savings or 2-sided risk.</i>		<i>Payment is not directly triggered by service delivery so volume is not linked to payment. Clinicians and organizations are paid and responsible for the care of a beneficiary for a long period (e.g. ≥1 yr).</i>	
	• Limited in Medicare fee-for-service • Majority of Medicare payments now are linked to quality		• Hospital value-based purchasing • Physician value-based modifier • Readmissions/Hospital Acquired Condition Reduction Program		• Accountable care organizations • Medical homes • Bundled payments • Comprehensive primary care initiative • Comprehensive ESRD • Medicare-Medicaid Financial Alignment Initiative Fee-for-Service Model		• Eligible Pioneer accountable care organizations in years 3-5	
Medicare FFS								

<https://www.cms.gov/Newsroom/MediaReleaseDatabase/Fact-sheets/2015-Fact-sheets-items/2015-01-26-3.html>

¹ Centers for Disease Control and Prevention, "Deaths: Final Data for 2010," National Vital Statistics Report 2013;61(4), Table 3, http://www.cdc.gov/nchs/data/nvsr/nvsr61/nvsr61_04.pdf.

² Gerald F. Riley and James D. Lubitz, "Long-Term Trends in Medicare Payments in the Last Year of Life," *Health Serv Res* 2010;45 (2): 565-76

The traditional fee-for-service method of payment, identified as Category 1 in the chart below, reimburses providers for the volume of health services with little regard of the value those services deliver to the patient. With the changes introduced by CMS subsequent to the passage of the Affordable Care Act, progression away from traditional fee-for-service and to pay for value has accelerated. The second category, fee-for-service linked to quality is a basic step toward improving value. The more advanced initiatives under the third category are the alternative payment models such as the Medicare Shared Savings Plans and the Pioneer Accountable Care Organizations (ACOs). The fourth category mentioned by CMS is population-based payment which is aligned with Next Generation ACOs. LifeCourse demonstrates a better care experience while reducing costly volume-based services. Allina Health's commitment to pursue value models that incent the reduction of unhelpful hospital care aligns with best practice care and population management values.

What is Value-Based Purchasing?

Examples of payment programs linked to quality, which is Category 2 on the chart, include value-based purchasing (VBP) which provides bonus opportunities to hospitals that score highest on a series of quality measures. Other programs levy penalties on hospitals with high rates of patients who are readmitted within 30 days or develop hospital acquired conditions such as infections.³ Allina Health, has participated in Medicare's value-based purchasing program since 2012. Under VBP, a small percentage of provider payments is held back at the beginning of the fiscal year. These funds are then redistributed at the end of the year based on provider performance related to a series of quality measures.

According to a Rand study, high performers tend to be larger organizations that historically performed well in quality programs with the advantage of technology, care management, clinical pathways, and quality improvement initiatives.⁴ Allina Health has invested in these assets and has performed well in the value-based environment. The strengths of Allina Health as an integrated healthcare system enable LifeCourse to develop and create lasting impact within and beyond Allina Health as others look to replicate transformative models that achieve value-based results.

What are Alternative Payment Models?

The Category 3 programs, also known as Alternative Payment Models, are for more sophisticated providers well-versed in care coordination across sites of care, and willing to take on a small level of financial risk related to the quality of care they provide. In 2012, Allina Health was one of 33 organizations awarded the opportunity to participate in the Pioneer ACO program through the Center for Medicare and Medicaid Innovation (CMMI). This is the final year for Pioneer ACOs and will likely give way to the Next Generation ACO model, discussed in more detail below. A CMS deputy administrator noted that "in the third performance year, Pioneer ACOs showed improvements in 28 of 33 quality measures and experienced average improvements of 3.6% across all quality measures... In addition, an independent evaluation report for CMS found that the Pioneer Model generated more than \$384 million in savings over its first two years."⁵

³ CMS website. What are the value-based programs? <https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/Value-Based-Programs/Value-Based-Programs.html>

⁴ RAND Research Report. Measuring Success in Health Care VBP Programs. 2014 <https://aspe.hhs.gov/pdf-report/measuring-success-health-care-value-based-purchasing-programs-summary-and-recommendations>

⁵ Kaiser Health News. Are Medicare ACOs Working? <http://khn.org/news/are-medicare-acos-working-experts-disagree/>

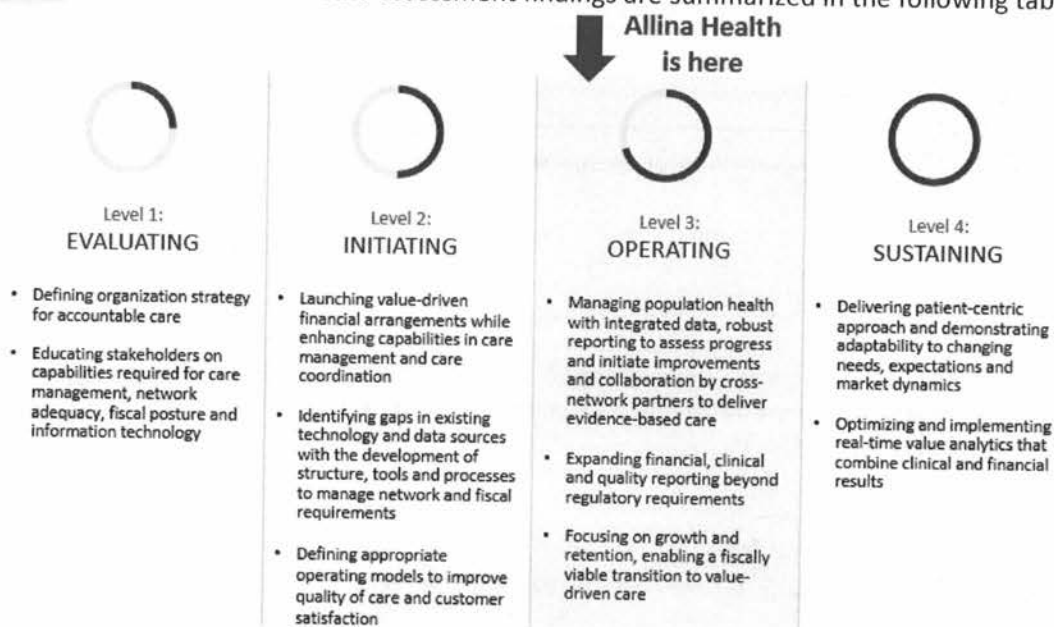
At Allina Health, participation in the Pioneer ACO model has fueled population health innovation in quality improvement, care management, and technology advancement such as registry capabilities and longitudinal plans of care. And importantly, Allina Health performed better than the Benchmark and significantly better than the Reference Population each year. Allina Health achieved \$4 million in savings for CMS but no pay out occurred due to minimum savings threshold. Working collaboratively across the Allina systems, LifeCourse benefits from these platforms and aligns with the needed change to support people living well to the end.

How do we think about Population-Based Payment?

The population-based model in Category 4 hinges on payments related to the health outcomes of the patient and ultimately envisions the provider going at full-risk on the underlying health costs of their patients. These alternative payment models assume that the components of high-functioning ACOs exist which can be defined as “goals to reduce costs and improve health care quality, process-level mechanisms to help achieve desired outcomes, and a structural realignment to enable process-level change.”⁶ Allina Health is actively pursuing the Next Generation ACO (NGACO) opportunity created by CMS for ACOs that are experienced in coordinating care for populations of patients. It allows providers to assume a greater level of risk and return than are available in the current ACO options. In 2016, the first group of 21 providers applied and were selected as Next Generation ACOs. Early indication from CMS is that Allina Health will be chosen to participate in the model next year.

How well is Allina Health prepared for Accountable Care Organization models?

Allina Health engaged the Accountable Care Solutions division of Aetna to conduct an ACO capabilities gap assessment. The findings from the assessment indicated that Allina Health has many elements in development or operational that can position Allina Health to pursue greater value-based risk agreements. An overview of the Aetna assessment findings are summarized in the following tables.



⁶ Muhlestein D, Croshaw A, Merrill T, Pena C, James B. The Accountable Care Paradigm: More than Just Managed Care 2.0. 2013 May 22 http://www.rwjf.org/content/dam/farm/reports/issue_briefs/2015/rwjf420213

Accountable Care Capabilities - Current Status at Allina Health

	EVALUATING	INITIATING	OPERATING	SUSTAINING
	Market Growth			
		✓		
		✓		
		✓		
			✓	
		✓		
	Operational Efficiency			
			✓	
			✓	
			✓	
				✓
	Physician Alignment			
			✓	
			✓	
			✓	
			✓	
	Care Transformation			
			✓	
			✓	
			✓	
			✓	
	Patient Engagement			
				✓
			✓	
			✓	
			✓	

What is the future state of alternative payment models at Allina Health?

Allina Health is shifting its cost curve through numerous initiatives. The ACA authorized Medicare to test new payment and delivery service models, and Allina Health is actively engaged in several pilots beyond the Pioneer ACO model, including:

- Allina Health Courage Kenny Rehabilitation Institute was also chosen by Medicare in 2012 to pilot the Advanced Primary Care Clinic, which focuses on empowering patients to manage their chronic conditions at home.
- Allina Health Hospice has also been accepted to participate in Medicare's Care Choices Model pilot, which will test whether Medicare and dually eligible Medicaid beneficiaries are more likely to opt for palliative and supportive services typically provided by a hospice if they can also continue receiving curative care from their providers.

Allina Health has undertaken extensive learning and adaptation in finessing the payment opportunities for today and tomorrow. Additionally, Penny Wheeler is highly valued for her vision, experience and pragmatic thinking as demonstrated by her repeated invitations to dialogue and counsel Secretary Sylvia Burwell (Health and Human Services) and Mr. Andy Slavitt (CMS Acting Administrator), her chairing Governor Dayton's Taskforce on Health Care Financing, and her leadership and board services on Portico

(a safety net insurer for Minnesotans), Minnesota Community Measures, and Health Catalyst (\$40 million venture-backed healthcare population data management enterprise). Allina Health is leading in quality measurement, data sharing, and pioneering payment reform.

5. Financial Update

How has LifeCourse spent grant dollars to date?

The total budget for 2015 was \$3,998,636. The actual expenditure was \$3,917,982. The project was \$80,654 under budget in 2015 which resulted in a \$787,755 fund balance going into 2016.

LifeCourse Financials	2015 (Year 4)		TOTAL 2012-2015	
	Budget	Actual	Budget	Actual
REVENUE				
Robina/ANWF Contribution	3,998,636	3,917,981	14,926,454	14,138,698
Allina Other Revenue				102,729
EXPENSES				
Salaries	2,496,847	2,191,706	7,696,318	7,078,909
Benefits	668,674	581,076	2,226,080	1,890,301
Supplies/Telecom	10,000	12,032	64,500	71,472
Equipment/Facilities	10,000	28,405	150,000	76,653
Printing/Postage	15,115	18,717	96,115	35,325
Purchased Services	30,000	26,606	523,500	705,411
Consulting/Contracts	688,000	966,962	3,488,602	4,124,632
Education	25,000	25,275	313,000	82,013
Travel	45,000	46,140	250,000	117,746
Food/Meetings	10,000	19,806	52,250	36,074
Miscellaneous		1,256	21,207	22,891
Total Expenses	3,998,636	3,917,982	14,926,454	14,241,428
Net (Budget vs Actual)		80,654		685,026
Direct Expenses covered by Allina				102,279
Robina Grant Fund Balance	under budget	80,654	under budget	787,755

1 Purchased Services includes fee for IRB, online health care directive, C-TAC and CAPC.

2 Consulting/Contractual Agreements includes partners such as TPT, University of Minnesota, Augustana, Walker Methodist.

What is the request for 2016?

This year, the LifeCourse budget is \$4.8 million. As we start 2016, LifeCourse is utilizing the Robina Foundation grant fund balance of \$787,755 to support on-going research and program development. In March, the previous grant fund balance will be exhausted. **Our request is for the Robina Foundation to grant \$3,319,271 for 2016.**

LifeCourse Budget	2016 Budget		
	Annual	Quarterly	Monthly
REVENUE			
Robina/ANWF Contribution	3,319,271	829,818	276,606
Allina Other Revenue	1,500,000	375,000	125,000
EXPENSES			
Salaries	2,820,365	705,091	235,030
Benefits	753,906	188,477	62,826
Supplies/Telecom	45,000	11,250	3,750
Equipment/Facilities	15,000	3,750	1,250
Purchased Services	1,090,000	272,500	90,833
Miscellaneous	95,000	23,750	7,917
Total Expenses	4,819,271	1,204,818	401,606

How will the funds be used in 2016?

The LifeCourse budget for 2016 includes funding from Allina Health of \$1.5 million and requested support from the Robina Foundation of \$3,319,271. Operating support from Allina Health is for implementation of LifeCourse, covering the full expense of LifeCourse care guides attached to clinics and supervision from clinic managers and physician leadership working to influence positive adoption and learning of LifeCourse.

The Robina Foundation grant request is for the continued LifeCourse research, innovation, and program development to create transformational change around living with advancing serious illness. The work includes research, evaluation, dissemination, intervention, technology, integration, learning, community access, public engagement, payer adoption, policy alignment, and sustainability.

At the beginning of 2016, there were 238 patients actively enrolled in the LifeCourse research study with the plan to continue data collection through the end of 2016. The Robina grant funds LifeCourse care guides and clinician team members caring for the patients enrolled in the research study (not the newly hired care guides dedicated to implementing LifeCourse in the clinics). The support also goes toward the research operations, analysis and dissemination for the current study and development of the evaluation framework for sustaining LifeCourse beyond research.

As LifeCourse prepares to move from research to program impact, the creation of content is in development focusing on training, website expansion, and media advancement. The public engagement strategy builds on the need to change the demand for better care later in life. Also, core to building the impact of LifeCourse is stretching beyond the health system to address the gaps experienced in-between hospitals and hospice through intentional collaboration in the North Minneapolis neighborhoods.

Building a broader footprint in the populations LifeCourse serves, provides a stronger case for policy reforms needed to reshape payment in ways that better support LifeCourse and the LifeCourse care guides. In 2016, collaboration with a payer(s) will enable LifeCourse to expand the outcomes learning acquired in the healthcare system to be evaluated by a payer. Laying a foundation for financial sustainability is key to the 2017-2020 impact strategy that will be part of the LifeCourse proposal planned for later this year.

Attachments

1. LifeCourse Report (November 19, 2015)
2. LifeCourse Report – Appendix (November 19, 2015)

Robina Report: LifeCourse

November 2015

1. Overview of LifeCourse
2. Results to Date
3. Plan for 2016
4. Plan beyond 2016
5. Positioning of Allina Health
6. Response to IMPROVE
7. Response to Environmental Scan

1. Overview of LifeCourse

Why LifeCourse?

The later stages of life can be filled with uncertainty. Too often, the care available to people living with serious illness is fragmented, and does not support their psychosocial needs. And when individuals do receive support, **lack of trust and poor communication** between family, caregivers, and healthcare providers may stop it from being as helpful as possible. As a result, decisions and burdens can be overwhelming.

These later stages of life should be a time **full of purpose and meaning**, a time when individuals can make personal choices centered on what matters most to them, and a time when they continue to be recognized as a whole person, not just an illness.

LifeCourse aims to address this by **filling a gap**. The healthcare system provides focused care during crises and at end of life. But those living with serious illness face challenges during the “**in-between**” times as well as during emergencies. LifeCourse is an added layer of support throughout the later stages of life that helps individuals identify, access, and coordinate providers and services so that the care provided supports what matters most as much as possible.

How LifeCourse will create change?

LifeCourse helps create a world where the later stages of life are more supported and more fulfilling, **centered on the values and preferences** of the whole person who is living with serious illness. To realize that vision, the Robina Foundation has funded LifeCourse at Allina Health.

LifeCourse has two primary objectives:

1. To make trained care guides available and **accessible to everyone in the later stages of life** in the Twin Cities region by 2020. The LifeCourse approach aims to be adaptable to different types of healthcare settings, including those outside Allina Health, and LifeCourse will help others quickly develop similar programs.
2. To create interest and **demand for new ways of improving people's experiences** during the later stages of life. Since improving experience in late life will require a broad social engagement and movement that reaches beyond the healthcare system, LifeCourse is drawing attention to this need through media partners such as Twin Cities Public Television. In addition, LifeCourse research has been published and presented locally and nationally with more publications and presentations in the works.

The ultimate aim of LifeCourse is to help individuals in the later stages of life and their key friends and family as they pursue care and support that is in step with **what matters most to them**. LifeCourse

creates value and meets the needs that individuals and families want to address the challenges of serious illness (see Theory of Change on slide 1 in appendix).

What is the LifeCourse approach?

LifeCourse is a late life supportive care approach employing lay healthcare workers called **care guides** who collaborate with physicians, care teams, and community partners to help individuals and their key friends and family navigate the complexities of serious illness.

The care guide helps to **ask the right questions, connect with needed support, and prepare for what is coming next**. LifeCourse empowers individuals to make decisions that line up with their cultural, religious or spiritual traditions and to seek support around medical, social, psychological, financial and legal issues. LifeCourse assists healthcare providers in recognizing and honoring individual preferences and supporting individuals involved in making difficult healthcare choices.

To date LifeCourse has shown promising results. Individuals participating in LifeCourse have **maintained their quality of life** longer and, at the end of their lives, **used hospice** and inpatient palliative services more than individuals receiving usual care.

How is LifeCourse delivered?

Using a structured approach, care guides meet with individuals on a monthly basis (see Logic Model on slide 2 and 3 in appendix). Care guides use question sets and assessment tools to lead discussions of the individual's medical and psychosocial concerns. During the visits they **help individuals articulate what matters most** to them, and then support individuals and their families in seeking care that aligns with their goals and preferences. Care guides are also trained in a whole person, family-oriented approach that helps them **identify the strengths and needs** of the individuals' family and friends. The following is a case study (see LifeCourse Case Study on slide 4 in appendix):

Johanna, a 90-year-old widow, lived through occupied Europe as a child. She was very private and fiercely independent preferring to make decisions based on her own even though she knew those decisions might risk her health and safety. Firmly believing "I know what is best," Johanna would not call anyone when she fell, and would change medications on her own when her symptoms worsened.

Johanna's daughter, Mary, worked hard to support her mother and family while managing a full time career. Mary did her best but was often frustrated with her lack of control given her mother's personal choices and need for independence.

Over a period of two and a half years, Johanna and her daughter received monthly visits from her care guide. During these visits the care guide explored with them the individual perceptions of their experience by exploring the joys and concerns of her physical, psychosocial, and emotional well-being. Because of their person-centered interviewing skills, the care guide felt confident in using the

palliative care domain questions to better understand what is most important for both Johanna and her daughter. This allowed the care guide to recognize when Johanna needed additional support from an RN in understanding her disease trajectory. After discussing her condition with other care team members and continuing conversations with her care guide, Johanna changed her treatment plan to allow her to live as independently and privately as possible, in agreement with what mattered most to her.

As a result of LifeCourse, Johanna was supported by healthcare professionals who better understood her preferences, valued her family relationships, learned of her needs, and connected her with support that enabled her to live well to the end.

How are Care Guides trained?

Care guides receive training in the domains of palliative care to give them a whole-person perspective. They are also trained on a structured visit approach which incorporates the use of question sets and standardized assessment tools. The LifeCourse **visit approach** was developed by care guides and the clinician team engaged with the LifeCourse research (includes a physician, nurse practitioner, pharmacist, registered nurse, social worker, marriage and family therapist, and chaplain). The care guides are trained in utilizing the electronic health record to connect with resources, document patient status, and message with other healthcare providers who the patient interacts with across settings and specialties throughout Allina Health (see Care Guide Intervention Detail on slide 3 in appendix).

2. Results to Date

What is LifeCourse enrollment so far?

LifeCourse has enrolled **450 patients in its intervention arm**. Of these individuals, 256 are currently active and 194 are inactive. Of those individuals who are inactive, almost **half are inactive because of death** (n=92, 47% of inactives); the remainder are inactive due to program demands being too high or the program being 'not right for me' by the individual (n=62, 32%), data collection burden too high or did not consent (n=14, 7%), choice of the key friend or family member to inactivate the patient (n=10, 5%), or a change in eligibility (n=9, 5%) or another reason (n=7, 4%).

For the intervention group patients, a total of **616 key friends and family members (KFFs)** have been enrolled; of these, 312 are active and 304 are inactive. Of those inactive KFFs, the **vast majority have inactivated because either the patient died** (n=125, 41% of inactive intervention KFFs) **or the patient inactivated** (n=95, 31%). Reasons for the additional inactive intervention KFFs include: KFF deceased (n=2, 1%), data collection burden too high (n=5, 2%), KFF did not consent (n=28, 9%), KFF decided program was not 'right for me' (n=30, 10%), or another reason (n=9, 3%) or program demands too high (n=10, 3%).

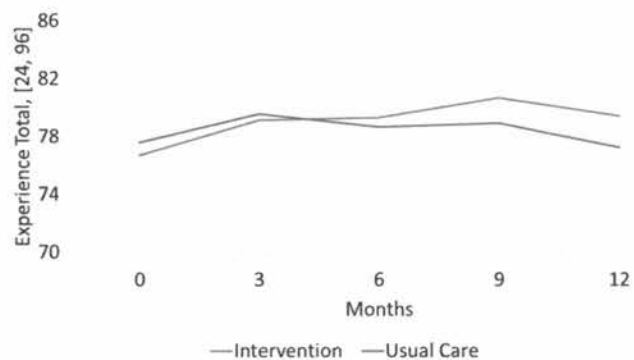
An additional **285 patients have been enrolled in the comparison group**. Of these individuals, 228 are currently active and 57 are inactive. Of those individuals who are inactive, **over half are inactive because of death** (n=33, 58% of the inactive comparisons). The remainder are inactive due to a choice by a key friend or family member (n=8, 14%), high burden of data collection (n=7, 12%), program 'not right' from the perspective of the patient (n=8, 14% of inactives), or other reason for patient choice (n=1, 2%).

Comparison KFFs reflect an experience similar to intervention KFFs. Of the **253 comparison KFFs**, 193 are active and 60 are inactive. The **majority of KFFs who have inactivated have done so because the patient died** (n=26, 43% of inactive comparison KFFs) or the patient inactivated (n=18, 30%). Two comparison KFFs died (3%); remaining reasons for comparison KFF inactivation include data collection burden too high (n=6, 10%), KFF choice – 'not right for me' (n=5, 8%), or another reason (n=3, 5%).

Note that typical patient turnover for healthcare in any given year is 20% -- meaning that 1 in 5 patients transitions to a different primary care provider that year. In the LifeCourse study, 23% of patients enrolled in the intervention group have inactivated due to a reason unrelated to death. In the comparison group, 8% of patients enrolled have inactivated due to a reason unrelated to death.

What are we learning about patient experience?

Overall. The care experience instrument used to assess the experience of patients was developed specifically for LifeCourse and addresses the broader healthcare team, as well as core components significant to the late life experience. The **overall care experience for patients enrolled in LifeCourse is significantly positive** (2.27 to 3.84 points higher, p=0.036, 0.056, 0.016 for the baseline to 6, 9, and 12 month time periods) as compared to those enrolled in usual care. The 'global' questions around care (.44 points higher for the baseline to 12 month change period, p=0.068) and support (.42 points higher for the baseline to 6 month change period, p=0.033) reveal **significant impact on overall perceptions of care and support during this period**.



Significant Trends. Similar trends are seen when examining the sub-components of the patient care experience survey:

- For the domain of **'repeat myself'** (comprised of questions: I had to repeat myself when telling the care team about my medical condition. I had to repeat myself when telling the care team about what was important to me. I had to repeat myself when telling the care team about my life.), LifeCourse intervention patients had 0.5 to 0.82 point **higher means** for 9 and 12 month change scores than those enrolled in usual care (p=0.069, 0.002).

- In the area of **'goals'** (comprised of questions: My goals of care include what is important to me. I have a good understanding of my goals of care. I know what I need to do as part of my goals of care.), LifeCourse intervention patients had 0.4 to 0.59 point **higher means** for 6 and 12 month change scores than those enrolled in usual care ($p=0.055, 0.007$).
- In the area of **'time'** (comprised of questions: I got appointments with my care team as soon as I needed. The care team spent the right amount of time with me. I was able to get in touch with someone on my care team when needed.), LifeCourse intervention patients had 0.64 point **higher means** for the 12 month change score than those enrolled in usual care ($p=0.021$).

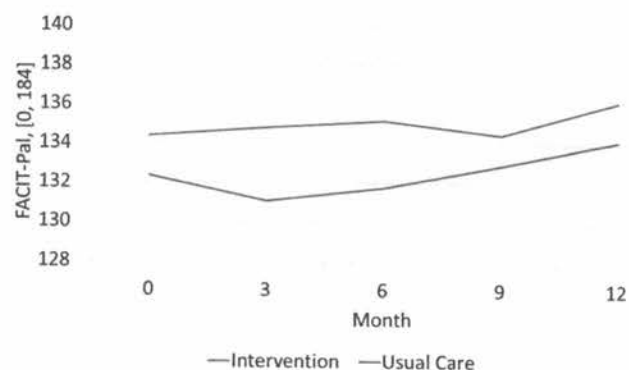
Positive Directionality. Additional data reveal trends not statistically significant but moving in a positive direction:

- For the domain of **'personal'** (comprised of questions: The care team knew my personal circumstances or situation. The care team helped me understand what was important to me. The care team did everything they could to help me with my problem or physical symptom.), LifeCourse patients had, on average, one-third to one-half a point **higher mean change scores** than usual care patients.
- For the domain of **'trust'** (comprised of questions: The care team respected me. The care team kept my wishes at the center of my care. I trusted my care team.), LifeCourse patients had, on average, a one-quarter point **higher mean change score** than usual care patients.

What about quality of life?

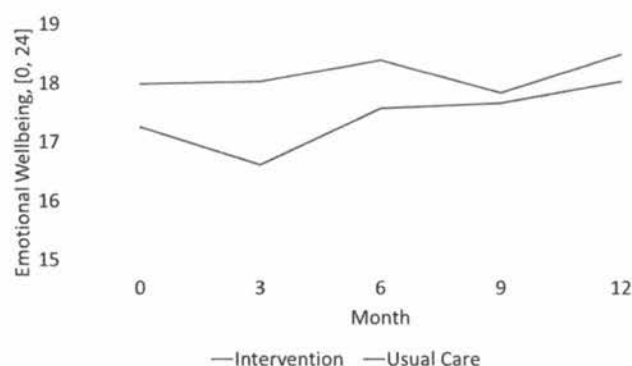
Examination of the quality of life scores derived from the standardized FACIT-Pal (Functional Assessment of Chronic Illness Therapy – Palliative version) reveals that for patients enrolled in the LifeCourse intervention, their **overall quality of life** baseline to 6 month change score is **4.5 points higher** than the change score for patients in usual care ($p=0.037$). While we

are currently underpowered to detect a statistically significant effect in the baseline to 9 month and baseline to 12 month scores, directionally the effect is the same as that of the baseline to 6 month period.

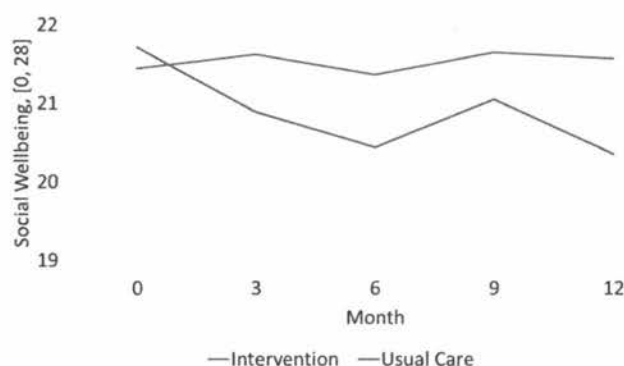


In three of the sub-domains of quality of life we detect **significant differences** between LifeCourse intervention and usual care patients. In the **'emotional'** domain (includes questions such as: I am

satisfied with how I am coping with my illness. I worry about dying. I worry that my condition will get worse.), we find that LifeCourse intervention patients have **three-quarters of a point higher change score at the baseline to 6 month period** ($p=0.076$). While we are underpowered to detect significance at 9 and 12 months, again, directionally the effect is the same as that at 6 months.



In the 'social' domain (includes questions such as: I get emotional support from my family. I get support from my friends. My family has accepted my illness. I am satisfied with family communication about my illness.), we find that LifeCourse intervention patients have a **1 point higher change score at the baseline to 6 month period** ($p=0.058$). We see the same positive directionality at 9 and 12 months.



Finally, in the 'functional' domain (includes questions such as: I am able to enjoy life. I have accepted my illness. I am sleeping well. I am content with the quality of my life right now.), we also see a **1 point higher change score** for LifeCourse intervention patients at the baseline to 6 month period as compared to usual care patients ($p=0.099$). We also see positive directionality in the 'palliative' domain: a 2 point change ($p=0.142$).

How is healthcare utilization changing?

Hospice Enrollment and Length of Stay. Absent existing data in the literature about the quality of life and care experience, we powered the LifeCourse study on an ability to detect a difference in the proportion of individuals enrolled in hospice and the length of stay in hospice. The table below reveals data focused on those individuals who have died since enrollment in the LifeCourse study and a comparison of hospice enrollment rates and length of stay with national and Allina Health averages.

	U.S. (N=2.6 mil.)	Allina (N=41,504)	Intervention (N=110)	Usual Care (N=36)	P-Value
Overall, %	42.8	17.8	54.6	41.7	0.180
Heart Failure		25.1	47.5	30.8	0.151
Cancer & Other		24.4	70.4	70.0	0.983
Dementia		26.8	54.2	-	-
LOS, median days	18.7	17.0	25.0	11.0	0.022

All data are percent unless otherwise indicated. NHPCO estimates are for the 2013 calendar year. Allina EHR estimates are for patients with any hospice admission and a date of death in 2013 or later.

While not yet statistically significant, the **differential in hospice enrollment for intervention patients who died compared with usual care patients who died is substantial** – intervention patients have a **12.9 percentage point increase over usual care patients in hospice enrollment**. This differential holds for heart failure patients, the largest percentage of patients in the study.

Most importantly, the length of stay for intervention patients is a median of 25 days compared to the usual care patient median of 11 days – a statistically significant two-week difference in the length of stay in hospice.

ED Visits, Inpatient Length of Stay, ICU Days. When we examine additional measures of utilization, we find that **emergency department visits decrease for those individuals in the intervention** (from a pre-period of 12 months prior to enrollment to a post-period of up to 12 months post enrollment) and **increase for those individuals in the comparison group**. Given that the intervention patients are actually sicker than our comparison patients, this trend is meaningful. Further analysis suggests that there are **15% fewer ED visits as a result of LifeCourse for those intervention patients** ($p=0.155$).

Inpatient days are also directionally aligned – **decreasing for intervention patients compared to increasing for comparison patients**. Deeper analysis suggests **10% fewer inpatient days for intervention patients** compared to usual care patients. When examining the last 6 months of life, there are **3 fewer inpatient days for intervention patients compared to usual care patients**. ICU days are directionally correct – again, decreasing for intervention patients and increasing for usual care patients. Further analysis suggests **38% fewer ICU days**, although this analysis is underpowered currently.

Patient Characteristic	N	Intervention (N=411)			N	Usual Care (N=213)			P-Value
		Mean ± SD	Min	Max		Mean ± SD	Min	Max	
ED Visits									
12 Mo. Pre-enrollment	411	1.7 ± 2.0	0	11	213	1.4 ± 1.7	0	10	0.097
12 Mo. Post-enrollment	411	1.6 ± 2.7	0	29	213	1.7 ± 2.4	0	13	0.639
Change	411	-0.6 ± 2.6	-10	23	213	0.3 ± 2.4	-9	11	0.106
Last 6 Months of Life	89	1.6 ± 2.0	0	13	29	1.8 ± 1.8	0	7	0.582
Inpatient Days									
12 Mo. Pre-enrollment	411	4.9 ± 8.0	0	86	213	4.3 ± 6.6	0	49	0.356
12 Mo. Post-enrollment	411	4.8 ± 10.4	0	74	213	4.9 ± 10.7	0	86	0.903
Change	411	-0.1 ± 11.5	-79	67	213	0.6 ± 10.3	-48	62	0.481
Last 6 Months of Life	89	5.8 ± 8.1	0	41	29	8.9 ± 13.0	0	48	0.237
ICU Days									
12 Mo. Pre-enrollment	411	0.5 ± 2.8	0	45	213	0.3 ± 0.9	0	8	0.108
12 Mo. Post-enrollment	411	0.3 ± 1.3	0	11	213	0.5 ± 2.7	0	32	0.503
Change	411	-0.2 ± 3.0	-42	11	213	0.2 ± 2.8	-8	32	0.130
Last 6 Months of Life	89	0.7 ± 2.0	0	13	29	1.7 ± 3.6	0	14	0.171

Advance Care Planning & Inpatient Palliative Care Visits. Critical to enabling an empowered patient and family unit is the engagement around and completion of an advance care plan. Prior to enrollment in LifeCourse, intervention patients had a 42% completion rate of an advance directive, while usual care

patients had a 49% completion rate. In the study period to date, **an additional 32% of intervention patients completed their advance care plans, while only 8% additional comparison patients completed their plan – this difference is statistically significant ($p<.0001$)**. Finally, for those patients who have been admitted to the hospital, there was an average of 6.7 palliative care (MD/NP billable) visits versus only 4.0 visits for usual care patients ($p=0.038$).

3. Plan for 2016

Over the past four years of development, LifeCourse has gained increasing recognition as a robust, data-driven late life care model. Ultimately, the goal is to establish LifeCourse as an **evidence-based**, widely delivered and reimbursed care approach by 2020. LifeCourse will reach an important milestone in 2016, as it rolls out to **eight sites within Allina Health** – four primary and four specialty clinics – and expands into a **community-based collaboration** in North Minneapolis.

The rollout will require support from internal and external stakeholders. Following are the key 2016 strategies and the course of action LifeCourse will take to engage internal audiences, while continuing to build awareness and interest externally.

What are the Key 2016 Strategies?

1. Integrate LifeCourse from evidence-based research to Allina Health practice.
2. Build value-based payment streams.
3. Increase collaborations and access to LifeCourse through community based initiatives.
4. Inform and participate in the local and ultimately national conversation.

In addition to identifying four key strategies, we have planned the following course of action.

Integrate LifeCourse at Allina Health. Penny Wheeler, CEO, has committed **\$1.5 million** in 2016 to implement and integrate LifeCourse into four primary and four specialty clinics. We are advancing LifeCourse into collaborating sites by developing a shared aim; learning together; measuring progress toward stated goals and outcomes; and sharing findings with others. Core to the expansion beyond research is the evaluation that stems from the logic model (see slide 2 in the appendix). By sharing a common agenda and using a systemic evaluation framework, the deployment of LifeCourse will remain empirically relevant and outcomes-based.

Continue evidence-based research. LifeCourse has a cohort of patients receiving care on a monthly basis and responding to surveys on a quarterly basis. Additionally, surveying is completed on a quarterly basis for nearing 300 patients enrolled in a comparison group and the key friends and family of both groups. The data are a vital part of completing the evidence-based practice of LifeCourse. By the end of 2016, the **needed second year of data** will be collected.

Pursue value-based payment. Contractual arrangements with payers to cover LifeCourse are essential for long-term sustainability. Allina Health is one of 19 **Pioneer Accountable Care Organizations** recognized by Centers for Medicare and Medicaid Services (CMS) as a leader in Delivery System Reform. Through this and other alternative payment models, we are pursuing payment for LifeCourse from the **cost savings** realized through optimal utilization of care services as well as direct reimbursement for advanced care planning and services.

Increase collaborations. Walker Methodist and Augustana Senior Care are two long-term care facilities that have implemented LifeCourse. In 2015, a LifeCourse care guide was successfully **embedded at Walker**, where he relied upon the interdisciplinary care team at that facility for clinical support. In 2016, as part of additional collaborative efforts in **North Minneapolis**, discussions are underway with Augustana and Minneapolis Public Housing Authority to offer LifeCourse to this racially and ethnically diverse (primarily African American) community.

Increase access. As with other health issues, disparities exist, specifically in end-of-life care. 1.6% of the Minnesota population age 65 and older and 5.2% of the Hennepin County population age 65 and older identify as Black or African American (see Demographics on slides 5 and 6 in appendix). Of the LifeCourse patients, 3.1% identify as Black or African American living in the 11-county metro area. A 2016 goal is to increase outreach to the Black and African American community in Hennepin County (see LifeCourse Demographics on slide 7 in appendix). The LifeCourse collaboration in **North Minneapolis** will connect community-based, faith-based, county, and social service organizations to be a catalyst for improving in late life care (see African American Outreach on slide 8 in the appendix). Our goal is to introduce and adapt LifeCourse to address gaps and promote choice in late life care.

Inform local and national dialogue. On November 21, 2015, LifeCourse will have its first major national presentation at the **Gerontological Society of America** annual meeting. The discussant for the session is Susan Reinhard, AARP SVP Public Policy Institute. In the 75 minute presentation, our investigators will share how the LifeCourse approach can help individuals improve their care experience, maintain quality of life, reduce resource utilization, and help individuals and their families better understand and seek to achieve the things that matter most to them in later life.

In early March 2016, LifeCourse has a podium presentation at the American Academy for Hospice and Palliative Medicine. Later in March, LifeCourse presents as part of a learning lab at the **Institute for Healthcare Improvement** meeting on "Improving Patient Care in the Office Practice and Community." We are also presenting at the Minnesota Gerontological Society 40th Annual Conference. We anticipate receiving additional opportunities to present LifeCourse at several other national and regional meetings taking place later in 2016.

Participate in the local and national dialogue. National associations leading the dialogue in innovative later life care are critical to our engagement work. **Center to Advance Palliative Care** is an organization that has showcased LifeCourse through an online webinar, featured LifeCourse research at the annual national conference in November, and listed Sandy Schellinger, NP as faculty. Sandy is also on faculty for

Respecting Choices and recently was at Essentia Health leading their Advanced Care Planning training. We also participate in the **Coalition to Transform Advance Care** and LifeCourse was recently featured in their book, A Roadmap for Success: Transforming Advanced Illness Care in America.

Contribute to the local conversation. Building public awareness through listening sessions, stakeholder events, and sharing of late life stories provides a voice and visual to the real experiences. In the fall of 2015, Minnesota Network of Hospice and Palliative Care hosted **Atul Gawande** at the St Paul River Centre with a sold out crowd of 2,500 people. Through our connections, Twin Cities Public Television recorded the evening and will broadcast the one-hour dialogue between Gawande and Cathy Wurzer early in 2016. This broadcast is part of the LifeCourse series on Late Life and will be available on the www.LifeCourseMN.org website.

What about funding for LifeCourse?

Over the past four years, the Robina Foundation board has generously provided \$14,866,729 in grants to the Abbott Northwestern Hospital Foundation (ANWF) in support of LifeCourse. Allina Health has provided LifeCourse with an estimated \$2.2 million (15%) in indirect expenses including senior leadership time; secondary support such as accounting, payer contracting, human resources; facilities such as office space, utilities; and technology such as computers and the electronic health record.

At the end of 2015, LifeCourse has enough remaining funds from the Robina Foundation (\$897,130) to cover the budgeted direct expenses for the **first two months of 2016**. We will request that the Robina Foundation support LifeCourse for another year of funding in our Annual Report due February 2016.

Additionally beginning 2016, **Allina Health has budgeted \$1.5 million** to expand LifeCourse and integrate care guides into primary and secondary clinics. These dollars will be used to hire care guides and provide supervisory support where the care guides are embedded.

The ongoing research, dissemination, training, evaluation, community and public engagement are core elements that will continue in 2016 and be tied to the LifeCourse work in the **Division of Applied Research**. The budget for 2016 is \$4.8 million and the February 2016 request of the Robina Foundation board will be to provide bridge funding for 2016 of \$3.3 million, as the longer-term funding discussion stemming from the April Listening Session continues.

4. Plan Beyond 2016

By 2030, 1 in 5 Minnesotans will be 65+, including all of the baby boomers. 80% of these individuals will have at least one major disease or condition and 50% will have multiple co-morbidities. Given the Robina Foundation's interest in work that is truly transformative, Allina Health aims to build upon its initial LifeCourse research and deployment within Allina Health to enhance the social movement around late life care that has begun in the United States.

The Allina Health request to the Robina Foundation for the 2017 – 2020 period will rely upon our theory of change (see Theory of Change on slide 1 in appendix) with an **ultimate aim of transforming communities by reshaping the experience of living with serious illness late in life**. Any individual in the 11-county Twin Cities area (population: 3.3 million; 402,413 individuals over the age of 65) will have access to LifeCourse support through their healthcare system or a culturally-based organization. Critical work during this period will include: deploying LifeCourse across Allina Health, enabling community-driven LifeCourse approaches, furthering public dialogue and engagement, and readying the policy and payment environment for long-term sustainability.

How will LifeCourse be integrated across Allina Health?

To secure trusting relationships with care teams and patients and families alike, LifeCourse care guides will be **deployed across Allina Health primary care clinics, as well as critical specialty clinics focused on relevant conditions** (e.g., neuroscience, oncology, cardiovascular). We will move beyond implementation at the eight early adopter clinics we partner with in 2016, and will train and deploy care guides in an embedded model across our system wherever there are sufficient numbers of eligible patients. Akin to the deployment of the Allina Health specialty service lines across our geographic enterprise, LifeCourse care guides and the deployment of the LifeCourse model will become the **'way we do healthcare'** within our organization.

Allina Health will not seek Robina Foundation funds to support the front-line deployment of LifeCourse within Allina. Care guides and their support team members will be funded by Allina Health and its payer arrangements. Foundation funds will be needed to support the research and program development arms of LifeCourse, as well as the evaluation team charged with evaluating site-based implementation and enhancing our overall understanding of LifeCourse impact.

Ultimately, Allina Health aims to coalesce its late life support assets – care management, home care, palliative care, LifeCourse, senior care transitions, geriatric services, and hospice – into the **Robina Institute on Aging**. This Institute will represent an aging and geriatric service line with a focus on living well until the end of life and supporting key friends and family members through the bereavement period. Like the Virginia Piper Cancer Institute and the John Nasseff Neuroscience Institute, the Robina Institute on Aging will provide a coherent platform for strategic connection of services, a home to the LifeCourse program, as well as an opportunity to continue our late life research partnership with the University of Minnesota's leading faculty (e.g., Tetyana Shippee) focused on late life and long term care.

How will LifeCourse be integrated across the community?

We aim for LifeCourse to be widely deployed by healthcare systems and culturally-based organizations alike. Concurrent with extensive deployment of LifeCourse within Allina Health, **we will work with external provider and payer partners, as well as culturally-based organizational partners, to offer LifeCourse within those institutions and organizations**. Funds to support this external implementation

will be sought from the Robina Foundation, as well as other strategic partners. Evaluation of site-based implementations and an overall understanding of the impact of LifeCourse across the 11-county Twin Cities area will be critical.

How are public dialogue and engagement a part of the plan?

As part of the Robina Institute on Aging, our joint late life research collaborative with the University of Minnesota will enable us to **complete the LifeCourse research process and dissemination**, including the sharing of research results through peer-review journals, national academic and professional conferences, as well as through the curation of national expert roundtables and pursuit of additional external funds for continued secondary data analysis and future studies centered on late life.

We will **continue to advance and enhance the public dialogue around late life the we have fostered to date** with our partners at Twin Cities Public Television, AMPERS, and MinnPost. We will expand the circle of our communications partners with an eye toward deep and authentic dialogue with diverse cultural communities and with the primary targets of LifeCourse – individuals with advancing serious illness and their key friends and family members. Our efforts around dialogue will center in Minnesota, but we aim to engage public and community stakeholders ultimately at the local, statewide, and national level. Part of change within healthcare systems and culturally-based organizations is driven by the demand of those consumers served by those organizations. Public dialogue and strategic collaborations are the best mechanisms through which we can enhance this demand and induce more rapid change within organizations and institutions around late life care.

How will the policy and payer environment be influenced?

Critical to the success of LifeCourse within Allina Health and across other provider and culturally-based organizations will be a **supportive and sustainable payment model**. We will continue to employ a two-pronged approach to the issue of sustainability – 1) a focus on **convening and advancing a systematic Minnesota payer strategy for LifeCourse funding** and 2) a focus on **advancing the national policy conversation around sustainable funding and alternative payment models** for innovative approaches to care. Local deployment partners will be our primary sources of leverage within the local payer environment. National collaborators and stakeholders will be important partners in continued efforts to motivate policy change (especially payment reform via the Centers for Medicaid and Medicare Services) toward true value for individuals facing advancing serious illness.

5. Positioning of Allina Health

As we aim to simultaneously conclude the Robina LifeCourse research study, initiate system-wide deployment of LifeCourse across Allina Health, and advance this work strategically outside of Allina Health, the positioning and influence of our organization locally and nationally becomes critical. Also

important is the internal alignment of the Robina LifeCourse program work with the Abbott Northwestern Hospital and Allina Health strategy.

How is LifeCourse strategically aligned within Allina Health?

Allina Health's key internal strategies center on **person-centered care**, making **data available** to those closest to the work of the delivery of care, and advancing quality and **value-based payments**. LifeCourse embodies these strategies – our whole-person care approach reflects the best of person-centered care; our patient selection algorithm and intentional documentation of what matters most to patients and families reflects an authentic delivery of data to the care team closest to the patient; and our financial investment in 2016 deployment reflects a strong belief that this model represents both the future of healthcare delivery and a path for value-based payment from commercial payers and from the Centers for Medicaid & Medicare Services.

Allina Health's strategic initiatives, or core areas of focus, comprise **late life**, **health equity**, and **mental health**. LifeCourse is the organization's best current case study of the intersection of these areas. With an obvious focus on those later in life, especially those with significant disease co-morbidities, LifeCourse will serve as a catalyst for connecting Allina Health's support services centered on aging populations. Intentional focus on enabling the deployment of this model in community-based organizations best suited to serve and support individuals of color and their families, enables a health equity focus within the work. Finally, the whole-person focus of the LifeCourse approach combines a focus on the physical aspects of health with those psychological, spiritual, and ethical aspects of health and experience with the healthcare system.

How is Penny Wheeler positioned well to ensure success of LifeCourse?

Penny Wheeler, MD, Allina's president and chief executive officer, is increasingly positioned as a local and state leader, as well as a national influencer in the areas of healthcare delivery and policy reform. Dr. Wheeler reflects Allina Health's areas of strategic focus through board membership and state task force participation. To honor data availability, Dr. Wheeler serves as the **chair of the Minnesota Community Measurement board of directors**, the state's ambulatory quality measure organization that establishes ambulatory quality performance and measurement expectations akin to CMS' establishment of those measures for inpatient hospitals. Further, Allina Health is an equity and intellectual capital partner in **HealthCatalyst**, a soon-to-go-public company centered on data availability and access for healthcare systems.

To honor person-centered care, Dr. Wheeler serves as a member of the board of the **Greater Twin Cities United Way**, Minnesota's largest United Way and backbone provider of funds and support across a broad spectrum of social services and healthcare. In alignment with Allina Health's efforts around value-based payment, the governor of Minnesota announced Penny Wheeler as an appointee to the **Task Force on Health Care Financing**. As part of this task force, she leads the Health Care Delivery Design and Sustainability workgroup, whose charge is to identify innovative health care delivery system strategies

to reduce costs and improve health outcomes while assessing the impact of these options on the sustainability of health programs, including impact on the state budget and the health care workforce and delivery system in Minnesota. The workgroup will also describe how their recommendations will impact health disparities in Minnesota, as well as their impact on Minnesota's efforts to meet the goals of the Triple Aim.

In alignment with the organization's efforts around health equity, Dr. Wheeler serves on the board of **Portico Healthnet**, a nonprofit health and human services organization that helps uninsured Minnesotans, including those without legal citizenship, access affordable health insurance coverage and care. Allina Health's internal employee **community giving campaign** focuses on mental health this year and aims to launch community-wide access to a broad array of mental health services and supports for patients and families.

How is Allina Health recognized and involved nationally?

Allina Health is the largest provider organization in Minnesota and western Wisconsin, serving 1.5 million patients annually through 13 hospitals, 57 clinics, and a full array of hospice, palliative care, home care, and emergency services supports. Allina Health was recently named a **top 5 large health system by Truven 15 Top Health Systems 2015**, demonstrating its ongoing commitment to improving quality and patient experience. This recognition, coupled with years of recognition as the state's best provider in a number of key clinical areas (e.g., HealthPartners Innovation Award in 2014 for Healthy Communities Partnership and two in 2013 for Courage Kenny's Primary Care Clinic and Improvement in Opioid Prescribing, consistently leading optimal diabetes care performer in Minnesota Community Measures), demonstrate the ability of Allina Health to both change and improve in ways that meaningfully improve the health of those patients and communities we serve.

Allina Health was just named as the core partner to the **Robert Wood Johnson Foundation's National Program Office on Interdisciplinary Research Leadership**. Michael Oakes, PhD, an associate professor in the Division of Epidemiology and Community Health at the University of Minnesota School of Public Health will serve as program director for this 10-year, \$100 million initiative, part of RWJF's Culture of Health. **Jan Malcolm, vice president of public affairs and philanthropy at Allina Health, will serve as the program's co-director.** This national program office aims to connect academic researchers with community members to advance research that is practical and enables community-change. As the senior organizational partner to an academic institution, Allina Health's role in the national program office is to serve as a mentor organization, teaching and instructing others on how to enable the exact model of research and change the organization is known for across Minnesota – the '**Minnesota model**', as it were – with teams and cohorts from across the country.

The **Commonwealth Foundation** is an important funding partner in Allina Health's ongoing work to enable better primary care and mental health provider interactions and support. Electronic consults between psychiatrists and psychologists and their primary care colleagues will be enabled across our clinics in a randomized control trial. The Abbott Northwestern Hospital Foundation and now the

Commonwealth Foundation are funding the study of this model as a contribution to the field of integrated physical and behavioral health care deliver models.

It is our belief that the strategic intent of Allina Health, the increasing national influence of its senior leader, and its increasing national recognition and funding for its groundbreaking quality improvement and research-to-change models position LifeCourse well for internal deployment and for influencing broad-scale social change outside the walls of our institution.

6. Response to IMPROVE Evaluation Report

We appreciate the Improve Group's thoughtful approach to a complex intervention. The strengths they note—the **power of a sustained relationship, affordability, seizing the time, positive research outcomes, and proof of concept of care guide integration**—were fostered by intense collaboration between the research and clinical teams. Given the unique challenge to both develop and test the LifeCourse approach, we are very pleased that the support given us by the grant has led to these results.

Several of the challenges the Improve report mentions relate to the care guide role. Will medical hierarchies accept it? Will relational clinicians feel threatened by role overlap? An important learning from our embedded care guide at Walker Methodist was that concerns about role overlap disappeared as the care guide used interpersonal skills to build relationships with other team members. We feel this confirms that **with the proper introduction of the care guide, teams will feel supported and enriched by the care guide's contributions.**

We believe that all health care providers should and do engage in therapeutic relationships with patients and families; it is a reason they chose this work in the first place. Care guides do the same, but their work is clearly not therapy or counseling. Relationship-based clinicians like social workers and chaplains have not had conflict with care guides over this issue. The comments we hear are more often about the care guide's value in **recognizing an issue** and helping the patient or family member **find resources.**

While we have had study participants from a variety of racial and ethnic backgrounds, the overall level of participation at the research-study level has been limited. Transition to an implementation platform provides real opportunity here. **The Improve report calls for flexibility and community input. We agree, and are proceeding on this path.** Whether care guides can be drawn from their communities is an intriguing question; this idea has been successful in other settings.

Analyzing the data—including confounders like prior hospitalization rate differences between intervention and comparison patients—is an ongoing task. The **trends we see after correction for these differences are similar to the uncorrected analysis:** LifeCourse patients spend less time in the ED and hospital, while comparison patients spend more. At end of life, some of these effects are magnified, reflected in the higher referral to hospice and longer lengths of stay.

That leads to the recommendations for measurement going forward. We agree with the recommendations to understand use of 911, or how much time people spend in the setting of their choice. Our national advisory group has given feedback from the beginning about measuring avoidable, unwanted interventions. For this reason, **we are building a measurement platform for the clinical expansion that uses readily available system information, independent of a research environment.**

Finally, we have the problem of a person-centered, community-sensitive intervention that lives in a HIPAA-protected electronic medical record. We could not agree more with IMPROVE that this poses a challenge to all of us. **Our public media outreach and relationships with national organizations are not just about the payment model, but also about society's vision for how we care for one another during serious illness.** With our increasing national presence, we will be part of and help move the dialog in this country where it needs to go.

7. Response to Environmental Scan

The recent environmental scan conducted by the University of California, San Francisco reviewed 20 leading supportive care programs across the country to determine how LifeCourse fits into the current landscape of initiatives seeking to transform late life care. Of the 20 programs, three were focused on care transitions after a hospitalization, five were specialized primary care services, seven were palliative care programs, and five were care coordination programs (see slide 9 in appendix).

The evaluation revealed that LifeCourse **shares a number of common key elements with other supportive care initiatives** including the use of **comprehensive assessments, focus on a target population, collaboration with interdisciplinary teams, and use of a whole-person approach.** However, while UCSF identified a number of exemplary supportive care programs, it is important to note that there are some key differences between LifeCourse and the programs reviewed in this assessment. LifeCourse is **unique in its use of lay healthcare workers**, or care guides, as the main point of contact for patients. It also stands alone in offering a **monthly, in-home visit** to individuals across an extended late life period to help individuals and their families navigate the complexities of serious illness.

Several opportunities were identified for LifeCourse to explore. These opportunities include use of telehealth technologies, involvement of volunteers, attention to housing issues, and introduction of an evaluation framework focused on continuous quality improvement. Because telehealth technologies have not been readily adopted by older adults and the involvement of volunteers would duplicate existing community programs such as Senior Companions, LifeCourse has chosen to not incorporate these elements at this time. **Attention to housing issues, especially assistance in transitioning to new housing environments (i.e. assisted living), is offered by LifeCourse care guides.** Finally, an **evaluation framework is being built with the support of Allina's Health Economics and Program Evaluation team.** This framework will support the integration and evaluation of the LifeCourse approach across Allina Health and the community.



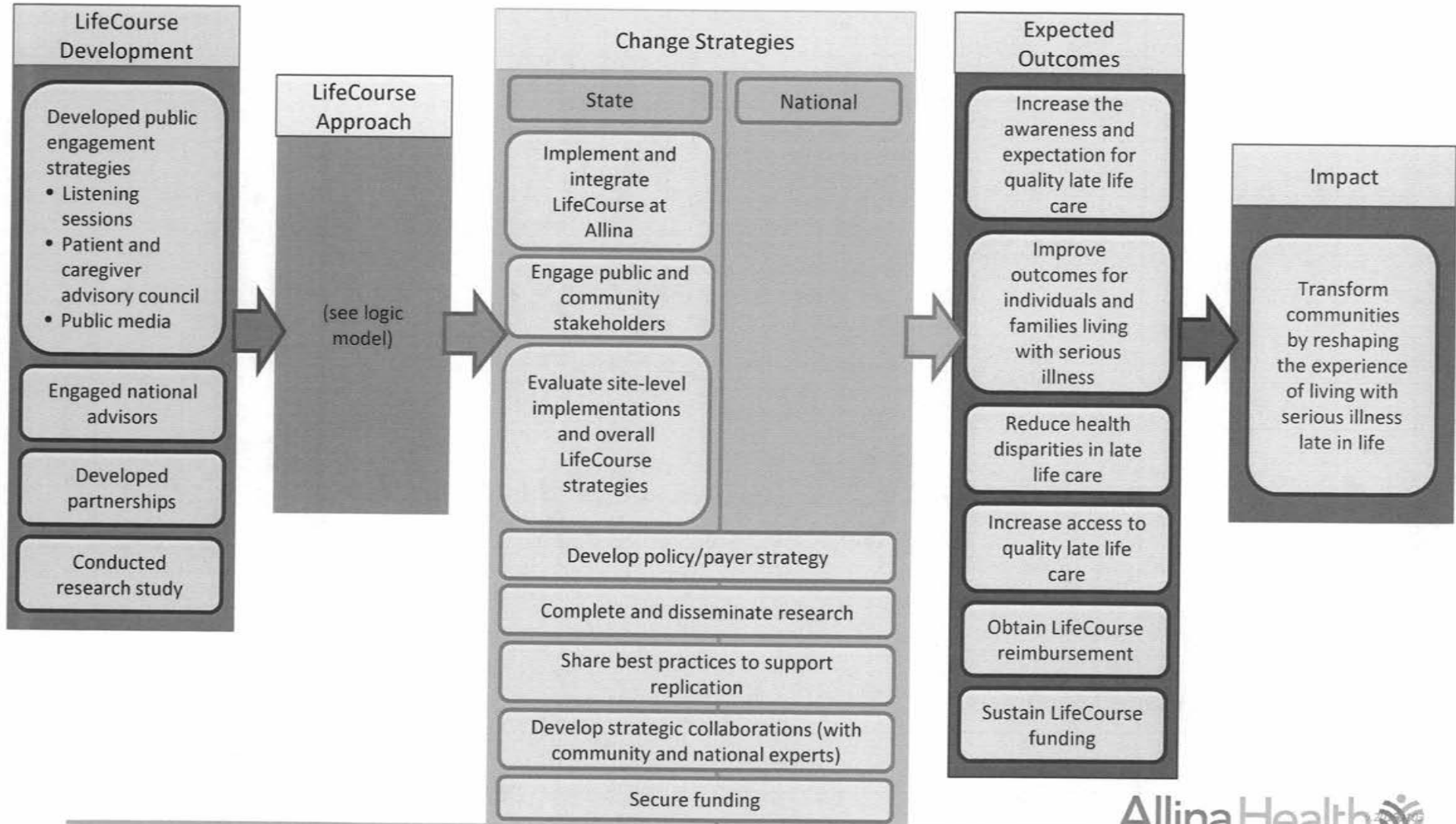
LifeCourse Report – Appendix –

November 19, 2015

Theory of Change

Slide 1

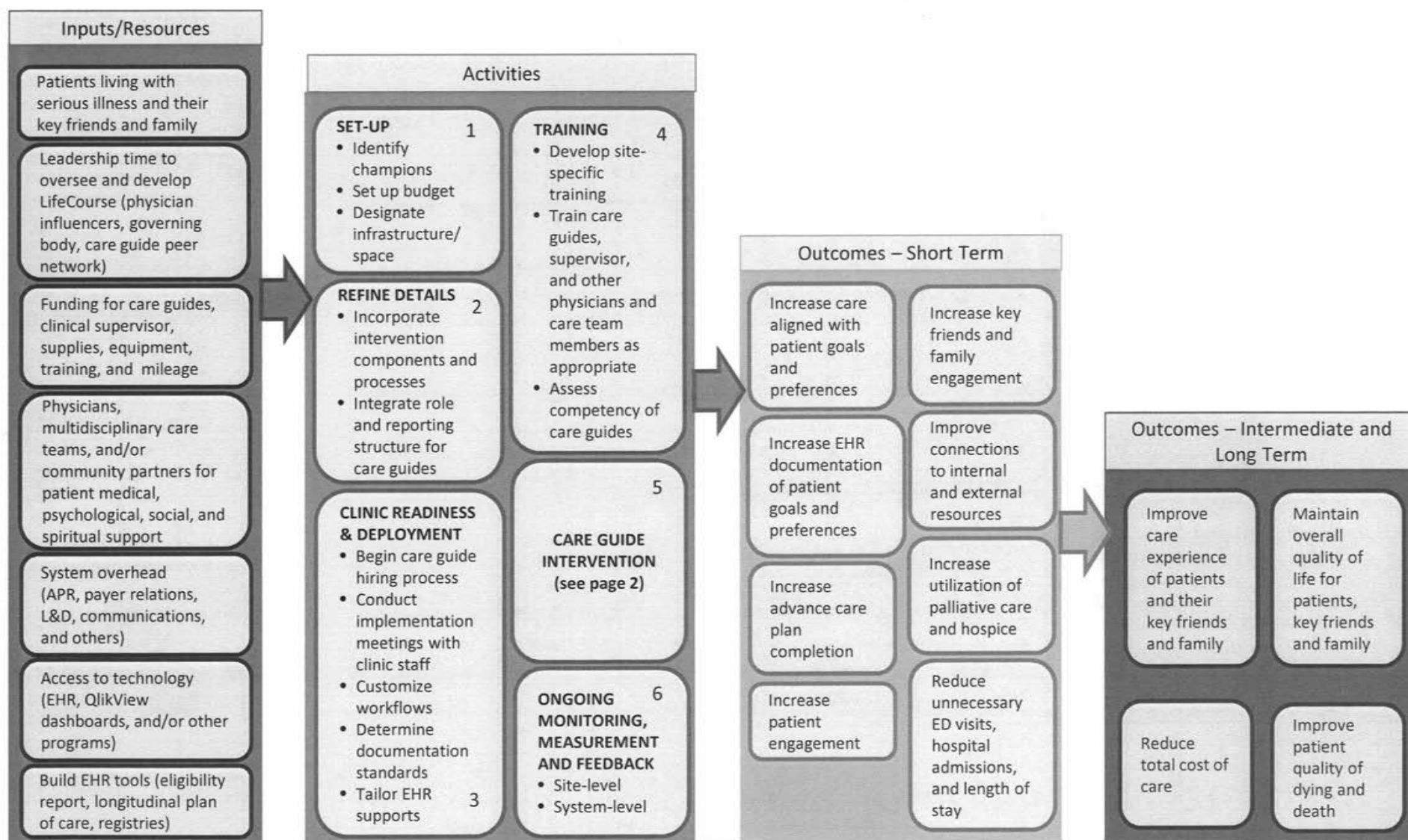
The healthcare system provides focused care during health crises and at the end of life, but too often there is little support in between. This “in-between time” is defined by health challenges and fragmented services that lose sight of what matters most to individuals. LifeCourse focuses on the crucial need to improve the experience of living with serious illness by engaging individuals and families, health systems, and communities to be more responsive to what matters most late in life.



Logic Model

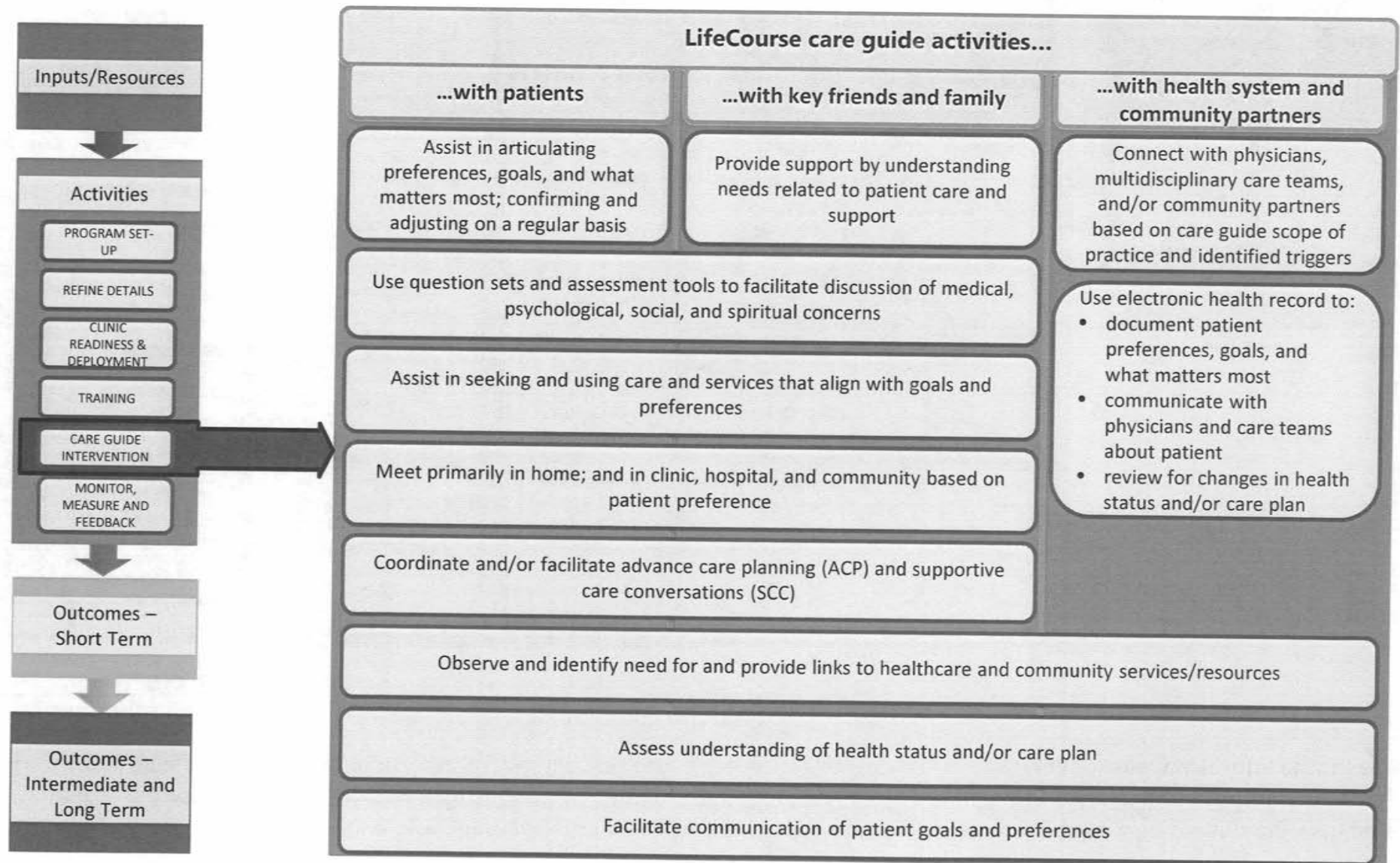
Slide 2

LifeCourse is a late life supportive care approach employing lay healthcare workers called care guides who collaborate with care teams and community partners to help patients and their key friends and family navigate the complexities of serious illness. LifeCourse aims to maintain or improve quality of life and care experience, improve service utilization, and lower total cost of care.



Logic Model – Care Guide Intervention Detail

Slide 3



LifeCourse Case Study

Slide 4

LifeCourse experience for Johanna, a 90 year old widowed female with heart failure					
What matters most to Johanna: staying at home, spending time doing things I love, being with family		Domains of Whole Person	2013	2014	2015
Individual Goals	I want to stay at home as long as possible	Housing	Ongoing recognition of independence and being in her home was a major driver to decisions		
	I want to get off or take less pain meds because I hate pills and they are expensive	Physical, Financial, Psychological	Link to provider and palliative care team members		
	I want help with household chores "vacuuming" unable to do this anymore	Physical, Financial, Legal	Link to Social Worker for resources and adaptation to new level of functioning/coping		
	I want to have more stamina and energy	Physical, Social, Psychological	Link to home care and cardiac rehab services		
	I want to leave some money for my children and grandchildren. Get information to protect my assets	Psychological, Legacy, Financial, Legal	Meetings with financial advisors and family to put affairs in order		
	I would like to have a family meeting to discuss my health.	Physical, Family, Psychological	Advance Care Planning		
	I will always have hope that I will be able to make another trip to visit friends and family, domestic and in Europe.	Psychological, Spiritual	Validate hopes despite inability to travel anymore		
	I do not want to go back to the hospital. I only want to go if I have pain so severe that I cannot move.	Physical, Psychological	Advance Care Planning		
	The cancer is back. I do not want to treat it.	Physical, Psychological	End of Life Care		
	Daughter would like help monitoring mother's health status to avoid another stroke	Physical, Family, Psychological	Supportive Care Conversation with links to provider, nurse, social worker, family counselor and home care services		
Daughter would like help planning for future care needs		Social, Financial, Legal, Psychological, Family	Supportive Care Conversations with links to Senior Linkage line, social worker and palliative care experts		

Minnesota Demographics

Slide 5

2013 Population	Minnesota		Minnesota 65+		Hennepin County		Hennepin 65+	
	#	%	#	%	#	%	#	%
Total	5,420,380		754,718		1,198,778		136,343	
Non-Hispanic White	4,424,523	81.6%	690,812	91.5%	839,726	70.0%	126,271	92.6%
Black or African American (alone)	288,767	5.3%	12,029	1.6%	141,464	11.8%	7,130	5.2%
Hispanic or Latino (alone)	264,203	4.9%	7,024	0.9%	80,529	6.7%	1,701	1.2%
American Indian (alone or in combination with one or more races)	102,715	1.9%	5,699	0.8%	19,976	1.7%	834	0.6%
Hmong (alone)	66,893	1.2%	1,694	0.2%	*37,119	*7.0%	N/A	N/A
Somali	38,873	0.7%	1,489	0.2%	N/A	N/A	N/A	N/A

Abbott Northwestern Hospital is located in Hennepin county and services the 11-county metro area. The city of Minneapolis is located in Hennepin and the city of St. Paul is located in Ramsey.

*Ramsey County

Note: Not all racial and ethnic data is presented in this table.

Source: United State Census Bureau – American Fact Finder

Allina Demographics

2014 Allina Health	65+ Clinic Population		Hospice Entry	
	#	%	#	%
Total	126,312	100.0%	2,184	100.0%
Non-Hispanic White	117,426	92.9%	2033	93.1%
Black or African American (alone)	2,265	1.8%	66	3.0%
Hispanic or Latino (alone)	2,985	2.4%	11	0.5%
American Indian/Alaska Native	271	0.2%	11	0.5%
Asian	1,728	1.4%	35	1.6%
Native Hawaiian/Pacific Islander	72	0.1%	0	0.0%
Other/Unknown	1,565	1.2%	28	1.3%

Note: Allina Health service area includes over 30 counties in Minnesota and Wisconsin.

Source: Allina Health's Electronic Health Record

LifeCourse Study Demographics

Slide 7

LifeCourse Intervention	Patients	
	#	%
Total	450	
Non-Hispanic White	413	91.8%
Black or African American	14	3.1%
Hispanic/Latino	5	1.1%
White/Black or African American	3	2.0%
White/American Indian or Alaska Native	1	
White/Asian	2	
White/Other	1	
Black or African American/American Indian or Alaska Native	1	
Asian	1	
Native Hawaiian/Pacific Islander	N/A	
Other*	9	2.0%

Note: LifeCourse enrolls patients in the 11-county metro area.
Source: Allina Health's Electronic Health Record

North Minneapolis

Slide 8

African-American Outreach



- ACT on ALZ
- Honoring Choices
- KMOJ/Spokesman Recorder
- NorthSide Achievement Zone

Awareness & Education

- Fellowship Missionary Church
- Greater Mt Vernon Missionary Baptist Church
- Shiloh Temple

Faith-Based Organizations

- Allina Health
- GSM
- HCMC
- NorthPoint

Health Care

- YMCA – Heritage Park
- Community Health Fairs

Health and Wellness

Housing & Services

- Augustana Assisted Living
- Augustana Open Circle
- MPHA Senior Living
- VOA Care Giver Support

Late Life Care

- LifeCourse Care Guide
- Grace Hospice

Public Services & Support

- CDC Diabetes ICPD
- HUB
- Senior Linkage
- Urban League

LifeCourse Collaboration

Environmental Scan

Comparison of Programs

Slide 9

Type (Number) of Programs	Description of Program Type
Care Transitions (3)	Care transitions programs are focused on ensuring that individuals who are at high-risk for a hospital readmission are given extra attention and support in the days and weeks following a hospitalization. Distinction – These programs often work with patients to identify goals and can assist with attending to non-medical needs but the interventions tend to be time-limited versus longitudinal.
Specialized Primary Care (5)	Primary care programs reviewed in the environment scan are unique in that many of them bring primary care to the patient's home and/or provide wrap-around support such as diabetes management programs or home health aides. Distinction – The focus of these programs is on a patient's medical care, rather than navigating the struggles and decisions associated with late life.
Palliative Care (7)	Palliative care is specialized medical care for people with serious illness. It focuses on preventing and alleviating suffering through pain management and symptom control as well as providing supportive services such as linking to counseling and support groups. Shared – While palliative care programs are the most similar to LifeCourse, they are typically provided by a physician or nurse practitioner who focuses on the medical management of pain and symptoms within the broader context of whole-person care instead of using a lay healthcare worker who attends to all aspects of whole-person care. Distinction – Often, payers who choose to cover a palliative care benefit limit the number of visits or define an episode (such as hospitalization) in which palliative care is covered, resulting in a time-limited intervention versus a longitudinal relationship.
Care Coordination/ Care Management (5)	Care coordination or care management programs (often offered through an individual's health insurance) typically provide telephonic outreach to offer support such as assistance with reviewing medications, connecting to resources and care providers, and arranging for assistance with writing an advance directive or legal will. Distinction – These programs tend to focus on very specific goal attainment and health improvement instead of helping patients maintain their quality of life when facing inevitable functional decline associated with advancing illness.

Robina Foundation Report: LifeCourse

Responses to Penny Hunt Questions

February 17, 2016

What is the request for 2016? How is the fund balance of \$787,755 accounted for in the request?

The February 2016 Robina Report uses the same grant request amount of \$3.3 million that was included in the November 2015 Robina Report. The February 2016 Robina Report details the grant request amount of \$3,319,271.

- The previous estimate of a fund balance in the November 2015 report of \$897,130 was projected for the year ending December 31, 2015 (Allina Health operates on a calendar year basis). We now know that the year ended with a \$787,755 fund balance which was stated in the February 2016 report.
- If the Robina Board chooses to fund only the 2016 budget net of the fund balance, the result would be \$3,319,271 minus the fund balance \$787,755 which would equal \$2,531,516.

The Robina grant cycle timing factors into the current LifeCourse funding request.

- Fortunately, we had funds carried over from 2015 that is covering the first two months of 2016 expenses. Having the grant fund balance buffer meant that we had grant funding for the beginning of 2016.
- The fund balance of \$787,755 is covering LifeCourse expenses in January and February, but is insufficient to cover projected 1st quarter expenses of \$829,818. Thus, given the current funding cycle, we are rapidly depleting the reserve balance within the next 30 days.
- The request of Robina to grant LifeCourse \$3,319,271 is based on the current year budget. It will result in a fund balance at the end of 2016. Those funds will allow LifeCourse a buffer in 2017 if the Robina grant-making cycle does not line-up with our annual needs as it happened this year.

What is the future LifeCourse request amount?

- The request in April 2015 was a 5-year philanthropic investment of \$25 million for the period 2016-2020. With the 2016 bridge grant request in process, the amount granted for this year would reduce the previous 5-year request for \$25 million.
- You and I discussed the potential to provide a full proposal for 2017-2020 later this summer. Is it reasonable to build a case for a four-year impact phase grant of \$20 - \$25 million?

What is the salary expense detail? How much time do the Investigators spend on LifeCourse?

In 2016, Allina Health will be paying for the expansion of LifeCourse into clinics. The goal is to hire 22 care guides, with 2 or 3 care guides attached to early adopter sites. This new set of care guides is above and beyond the current LifeCourse care guides who are part of the Division of Applied Research (DAR) and who care for the active research patients in the LifeCourse study.

Allina Health LifeCourse Support	2016
New Hires Salary	\$1,081,010
Benefits (27%)	\$291,873
Clinic Supervision	\$127,117
Total Allina Health Support	\$1,500,000

The salary for newly hired care guides to staff the Allina Health deployment of LifeCourse is part of the overall salary budget of \$2,820,365. The Division of Applied Research continues to have staff that splits evenly across research, care team and program development, with approximately 7 full time equivalents in each of these three categories.

LifeCourse Salary Detail	2016
Division of Applied Research Salary	\$1,739,355
Allina Health LifeCourse Salary	\$1,081,010
Total Salary	\$2,820,365

The three investigators on the LifeCourse project dedicate a portion of their time to LifeCourse and are part of the salary expense based on the partial full time equivalent as noted below.

	FTE
Eric Anderson	0.3
Heather Britt	0.4
Sandy Schellinger	0.6

What is the detail for purchased services?

In the coming year, we are continuing to build on past work as well as engage with a few new initiatives. The purchased expenses reflect some of these elements:

Purchased Services	(\$000s)
IRB/Research Database	200
UofM/Research Partners	250
Website/Social Media	150
Public/Storytelling	300
National/Advisors	90
Community/Collaborators	100
TOTAL	1,090

Research compliance is supported by Quorum as the independent review board (IRB) provider. Research partners at the University of Minnesota continue to support LifeCourse both as contributing authors and conference presenters.

A new website is under development and should launch later this spring with a focus on expanding the content and providing additional resources for individuals/families, healthcare professionals, and community stakeholders. The public awareness and storytelling of the challenges faced by people later in life will continue to be built upon through multiple media channels.

The National Advisory Committee will meet May 23 and continue to provide insight and direction to LifeCourse. Many of the national advisors have valuable experience in creating change through transformative models. Their expertise is vital as we advance our public, community, and health system care for people living with advancing serious illness.

Through the collaborations with Augustana and Walker Methodist Communities, LifeCourse has spread into the multiple different settings. In 2016, our approach will include more collaborations with low income, immigrant, and underserved communities.

What is the difference between the research approach and the evaluation effort?

The first step in evaluating an intervention is to understand its effect. We describe that work as the 'research' approach for LifeCourse. Before we deploy the model across our system or other communities, we need to understand whether it works. Once we have established that it has the effect that we want (i.e., established its efficacy), we then want to understand its effectiveness across settings and populations. This second step is the evaluation portion of our work – we will gather data during implementation across sites and communities to ensure we are delivering LifeCourse in a systematic fashion and to describe the ongoing outcomes from the model. The data we gather for evaluation will likely constitute a subset of the data we are gathering for research, with an emphasis on process and programmatic data components.

Livin' la Vida LifeCourse™



Volume 3, Issue 3

March 2016

"As I live well with serious illness, I am in charge. You listen to me, help me, guide me, honor me, and support me as a person." - LifeCourse Aim Statement

LifeCourse Expanding

By Sochenda Nelson and Laura Suttler

We are excited to report that LifeCourse implementation efforts are in full swing at Minneapolis Heart Institute and Allina Health Clinic – Coon Rapids. The team met with leaders at both these clinics throughout February to discuss timelines and work plans. Both sites have identified core implementation teams, and these groups are now

meeting weekly to review program details. Furthermore, we have four LifeCourse Care Guide positions posted at AllinaHealth.org. We look forward to spending the next month finalizing care guide training and working with our partners to interview candidates and prepare the clinics for implementation.



MINNEAPOLIS
HEART
INSTITUTE

Allina Health
ABBOTT
NORTHWESTERN
HOSPITAL



Research & Enrollment

Contact: Alissa Jones

Comparison patient enrollment continues to be successful and we are on track to reach the 450 goal by this summer. Although mailing consents to potential participants delays enrollment compared to in-person visits, we have found they are relatively successful. We have enrolled 83 patients by mail (26% success rate of mailed consents),

which is 21% of our total comparison enrollments. Hopefully we continue to have increased mail enrollment, which is less labor intensive. Overall, we are functioning as a well-oiled machine from screenings to t-up call to final enrollment. Keep up the good work Jessica, Jake, Mikaela, and Sam!

The research team extends a big THANK YOU to Sharon Elliott! Sharon has been helping us with data entry and it has helped us immensely. This month we will focus on entering a backlog of surveys. The data collection work flow chugs along like a coal-fired engine—slow, steady, and climbing the survey mountain of data.

Inside this issue:

Research & Enrollment	1
Dissemination	2
Intervention	2
Public Engagement	2
Sustainability	3
2016 Goals	3

Status-2/01/16	Intervention	Comparison
Enrolled-patients	450	382
Active-Patients	209	272
Enrolled-Key Friends & Family	618	345
Active-KFF	251	261



Dissemination

Contact: Monica Frazer

We recently submitted a paper to the *American Journal of Health-System Pharmacy* and are still waiting for editorial response on the paper about team member identity. We have four papers in the queue awaiting final review and blessing for submission. Papers in the queue include a description of the LifeCourse approach,

a description of how we created our care approach, an analysis of listening session data exploring our expansion of the National Consensus Project's palliative care domains, and an analysis of patient described goals that are entered into a goals flowsheet we created in the electronic health record.

Intervention

Contact: Scott Curran

The intervention team continues to stay focused on patient care, as well as hiring, training, and precepting newly hired care guides. As we focus on the implementation and ongoing delivery of the intervention, we are working to develop more efficient means to measure

and evaluate our core deliverables. While we utilize some tools that automatically capture results within our electronic health record, many of the non-medical aspects of patient activation, engagement, and resourcing are not so easily measured and tracked. We continue

to engage resources within and outside of the division to assist with developing and optimizing tools that will support efficient, effective, results oriented data outside of chart review.

Let us know what's missing or what you'd like to see, and you'll be eligible

to receive a \$10 gift certificate to Global Market.

E-mail:
Jane.Carlson2@allina.com

Community Engagement

Contact: Vivian Anugwom

Vivian and Paige met with Dr. Paul Erickson, medical director at NorthPoint Health & Wellness Center, to discuss the potential of collaborating with LifeCourse to support program implementation in North Minneapolis. Dr. Erickson expressed excitement about the opportunity.

Our next conversation with NorthPoint is scheduled for March 29th.

Planning is underway for the North Minneapolis faith leaders meeting with Dr. Richard Payne. The meeting is scheduled for May 24th. The convening will provide an opportunity to discuss

current issues with late life care, the disparities in late life care experienced by African-Americans and to learn what matters most, taking into consideration individual, cultural & spiritual preferences.

Sustainability

Contact: Paige Bingham

The Robina Foundation has approved the LifeCourse grant request for 2016. On February 9, we submitted the LifeCourse annual report to the Robina Foundation and included a request for continued funding for 2016. The Robina Foundation board met in San Francisco and approved our 2016 grant request on February 23.

Congratulations to the team and thank you to the Robina Foundation for continuing to support LifeCourse.



2016 Goals: How are we doing?

Contact: Paige Bingham

Goal	High Level Objective	Status
1	Research and Dissemination	450 intervention patients enrolled (209 active), Submitted paper to the <i>Journal of Health-System Pharmacy</i> .
2	Intervention	Care guide training in process with focus on precepting and refining management tools.
3	Integration and Learning	Coordinating efforts with MHI and AHG Coon Rapids clinics for May 2016 implementation Working with APR to complete needed eligibility reporting for clinics.
4	Community Engagement	Connecting with North Minneapolis providers including NorthPoint and PHS Maranatha. Identifying key stakeholders in the North Minneapolis African American community.
5	Sustainability	Payer presentation developed and initial request for meeting sent.

"If ever there is tomorrow when we're not together... there is something you must always remember. You are braver than you believe, stronger than you seem, and smarter than you think. But the most important thing is, even if we're apart... I'll always be with you."

-- From Winne the Pooh by A.A. Milne

COUNCIL *on* FOREIGN RELATIONS

The Council at 100 Campaign **Funding Opportunities for the Robina Foundation**

When the Council on Foreign Relations (CFR) was founded in 1921, the United States faced a volatile world. As many Americans veered towards isolationism, CFR emerged as a rare voice championing U.S. engagement in the world. Almost one hundred years later, the United States again confronts a host of global threats, from the terror posed by ISIS to the uncertainty posed by a warming climate.

In times such as these, Americans look for guidance from institutions that are trusted, knowledgeable, and honest. CFR is one such institution. Its seriousness of purpose, the breadth and depth of its membership and experts, its unapologetic nonpartisanship, and its unrivaled ability to convene and amplify the world's most influential voices on foreign policy set it apart.

CFR produces ideas and analyses that inform the U.S. foreign policy agenda and contribute to public debate. It was thus from CFR's New York City headquarters that General Dwight Eisenhower led the landmark study group outlining the rationale for the United States' defense of Europe, and that Henry Kissinger wrote his path-breaking treatise on nuclear weapons. It was in CFR's hallmark publication, *Foreign Affairs*, where George F. Kennan first elaborated his doctrine of containment, which came to define American foreign policy for the next forty years, and Samuel Huntington warned of the clash of civilizations.

Throughout its history, CFR has set the bar on what can and should be achieved in the arena of foreign policy analysis. As it looks to its future, CFR seeks to build upon and expand its distinctive record of achievement. The *Council at 100 Campaign* provides an opportunity to do so by reinvesting in the most unique aspects of CFR's work and enabling the organization to creatively and ambitiously meet the challenges of the 21st century. The goal of the *Council at 100 Campaign* is to generate at least \$150 million in new gifts as it approaches its centennial in 2021. More than \$77 million has already been committed by the Council's board and leadership. We are now turning to other distinguished members and organizations to complete the effort.

As CFR approaches its hundredth anniversary, we invite the Robina Foundation to continue to make a significant difference in our work by contributing to the *Council at 100 Campaign*. A campaign gift would not only secure the foundation's longstanding investments in CFR, but, more importantly, help shape the course of the Council's evolution. The next few pages offer a number of potential funding opportunities for the Robina Foundation to consider, falling within each of the campaign's three core goals.

Goal 1: EXPAND CFR's AGENDA

The world has changed since 1921, growing more complex and unpredictable. CFR's intellectual agenda has evolved with it to meet new U.S. foreign policy challenges, many of which were unimaginable when the Council was founded. The *Council at 100 Campaign* will further expand the breadth and depth of the Council's suite of programs, particularly in the think tank. New funds will give CFR the flexibility to invest in emerging issues including cybersecurity, energy and climate change, and global health, as well as to institutionalize successful programs recently added to the Council's research agenda, such as the Renewing America initiative and the International Institutions and Global Governance program. Campaign gifts will also help CFR to attract and retain the best talent. Of the total funds raised through the *Council at 100 Campaign*, we expect to invest approximately one third in expanding the CFR agenda. Towards this end, the Robina Foundation may consider lending its support to the following initiatives:

Establish an Endowed Chair in Global Governance - \$5 million

To date, the Robina Foundation's investment in the Council's International Institutions and Global Governance (IIGG) program has cemented its position as the leading source of analysis and ideas on the requirements for effective multilateral cooperation. IIGG's research, meetings, and publications are a trusted asset to policymakers and experts at home and abroad that help them better address common transnational challenges.

To build on IIGG's solid foundation of work and to ensure that CFR continues to promote independent scholarship on issues of global governance, Robina might consider funding an endowed chair for the program director, potentially bearing the name of James Binger. As Stewart Patrick currently does as its director, the senior fellow holding this chair position would lead CFR's multi-scholar collaboration across disciplines and regions, and ensure that IIGG continues to address a wide range of transnational challenges, from improving governance of the world's oceans to building a more effective international cyber governance regime.

A gift of \$5 million would establish this endowment, generating enough funding each year to cover the salary of a senior fellow and a portion of costs for a research associate.

Endow the Council of Councils Initiative - \$3.5 million

CFR's premier international initiative, the Council of Councils (CoC), facilitates candid dialogue among leaders of twenty-six of the most prominent foreign policy institutes from around the world. CoC draws on the best thinking from both established and emerging nations to find common ground on shared threats, build support for inter-institutional collaboration, and introduce innovative ideas into the public debate and policymaking processes of member countries. In addition to an annual conference, CoC provides an ongoing exchange for research

and policy collaboration among its members, including during regional conferences hosted by members.

With support from the Robina Foundation, CoC has augmented its online presence and launched the CoC Report Card on International Cooperation—the first succinct, collective effort by top think tanks from around the world to assess the state of global governance. By endowing CoC with \$3.5 million, which would cover a significant portion of the initiative's annual costs, Robina would ensure that this timely and unique CFR international initiative continues to thrive and perform its global mission in perpetuity.

Endow CFR's Work on U.S. Immigration Policy - \$3 million

Few issues have become more contentious in recent years than immigration. By offering nonpartisan, rational, and informed analysis of policy proposals, CFR serves as a unique resource for both policymakers and the wider public to develop informed, balanced policy positions on immigration, free of the partisan rancor which too often inhibits reforms in this vital arena.

Through its Renewing America initiative, a special project launched in connection with CFR's 90th anniversary and spearheaded by Senior Fellow Edward Alden, CFR has produced major works exploring immigration reform. These include a widely cited 2009 report, *U.S. Immigration Policy* by CFR-sponsored bipartisan Independent Task Force, chaired by former governor of Florida Jeb Bush and former White House chief of staff Thomas F. "Mack" McLarty, and the 2013 CFR Working Paper, *Managing Illegal Immigration to the U.S.: How Effective is Enforcement?*. Through these efforts, CFR has helped to instill fresh thinking and new ideas into the U.S. immigration policy debate and achieve tangible changes in government policy related to visa and border issues.

For example, the State Department overhauled visa issuance for foreign travelers, in part because of the recommendations of a CFR study group that involved top State officials and were incorporated into the CFR Policy Innovation Memorandum, *Faster, Safer, and Smarter: A Modern Visa System for the United States*. CFR has also been working closely with the Secretary of Homeland Security and other senior DHS officials on developing a new set of metrics for measuring border performance, based on the framework laid out in the CFR Working Paper on managing illegal immigration.

CFR has encouraged experts to explore innovative ideas and discuss important questions related to U.S. immigration policy through its general meetings, dedicated Roundtable Series on U.S. Visa, Border, and Immigration Policies, as well as its Renewing America blog. Most recently, CFR hosted Doris M. Meissner of the Migration Policy Institute and former commissioner of the U.S. Immigration and Naturalization Service, Maria Teresa Kumar, president of Voto Latino, and CFR's Edward Alden, who in conversation with Julia Preston, the *New York Times'* national immigration correspondent, discussed the future of immigration policy in the United States, focusing on immigrants from Central and South America.

To educate the public on the issue, CFR has produced innovative multimedia resources on immigration with the goal of making its analysis more accessible to audiences beyond traditional foreign policy elites, particularly students and lifelong learners. These resources include an interactive [timeline](#) outlining the evolution of U.S. postwar immigration policy; a [Backgrounder](#) offering succinct explanation of the U.S. immigration debate; a [Three Things to Know video](#) that explains the consequences of President Obama's executive action on immigration; and most recently—as part of CFR's [Campaign 2016: The Candidates and the World](#) microsite—an [interactive presentation](#) of all presidential candidates' views on U.S. immigration policy, as well as an [animated explainer video](#), *Immigration Policy and the U.S. Presidential Election*.

By supporting CFR's work on immigration with an endowment gift of \$3 million, the Robina Foundation would ensure that this important issue remains high on the Council's agenda and that CFR continues to produce high-quality analysis on immigration for both policy experts and the broader public.

Goal 2: DEEPEN CFR's IMPACT

International relations was once the exclusive domain of government officials, business leaders, foreign affairs scholars, and journalists. That is no longer the case. Every American is affected by what takes place in the world and has a stake in understanding global developments. CFR's programs and outreach must reflect this new reality by making its vast resources accessible to a wider range of constituencies. This includes CFR members, Congress, and executive branch officials, business leaders, and the media, as well as nontraditional constituencies such as minorities, women, students and educators, religious communities, state and local government officials, and young professionals. Support from the Robina Foundation towards the *Council at 100 Campaign's* goal of deepening its impact will allow CFR to further diversify its audience and broaden the appeal of foreign affairs to future generations. Among the funding opportunities that might interest the foundation are the following:

Endow Up To Six Additional Franklin Williams Interns - \$1.32 million

CFR's Franklin Williams internship is designed specifically to provide opportunities for undergraduate and graduate students from underrepresented populations who are studying international relations or a related field to build the knowledge and skills as a foundation for future work in the foreign policy field. The program was established in 1990 in honor of the late Ambassador Franklin H. Williams—a distinguished foreign policy expert and former CFR director who helped to form several organizations that advance opportunities for American minority groups, including the Association of Black American Ambassadors.

The Franklin Williams internship is paid, which is particularly important to students of often modest means who are awarded the internship. Among the many CFR internships offered to

college-age students, Franklin Williams interns are given the most highly personalized attention and opportunities for engagement. These students work on cutting-edge research, attend CFR general meetings and roundtables, participate in CFR's professional development programming for junior staff, expand their knowledge of international affairs, and learn about the multitude of foreign policy career paths. In addition, Franklin Williams interns travel to CFR's other location (either New York or Washington), in order to have a firsthand look at all aspects of CFR's operations. They are also invited to participate in CFR's annual Conference on Diversity in International Affairs, held in Washington.

The Franklin Williams internships are in high demand, often receiving more than five hundred applications per semester. CFR currently has dedicated endowment funding to support two interns each year. With the recent operating grant from the Robina Foundation, CFR was able to increase the number of Franklin Williams interns in the past two fiscal years. CFR would like to be able to hire a total of eight Franklin Williams interns each year (two from the existing endowment and six currently funded by Robina's operating grant), which would require additional endowment on the order of \$1.32 million. This would ensure that CFR can offer this invaluable opportunity for minority students in perpetuity, with the aim of helping them to gain exposure, knowledge, and skills as a foundation for what could be a future career in foreign policy.

Support the Expansion of CFR Education Initiative - \$5 million

Not endowment \$

The promotion of education in global affairs has been an element of the Council's mission since its inception. As the Council nears its 100th anniversary, it is redoubling its commitment to education by launching a major education initiative—CFR Campus—dedicated to building and promoting a higher level of literacy in global affairs along with the fundamental skills needed to help prepare future generations of Americans to meet the challenges of the 21st century.

Through innovative learning products and expanded community outreach, CFR Campus is employing digital technologies to captivate and inspire college and high school students, placing emphasis on those who have no prior specialization in global affairs, as well as lifelong learners. At the heart of CFR's new educational products are issues central to international relations and U.S. foreign policy, as well as activities and assessments that build the essential skills of critical reading and thinking, persuasive speaking and writing, and teamwork.

To oversee the development, management, and marketing of its new educational products, CFR established an Education department in 2014, comprised of eight staff members and led by a new vice president for education. This department has joined forces with CFR's long-established Academic Outreach initiative to build strategic partnerships with schools, universities, and educators and to stimulate national conversation around the need for greater global literacy.

CFR Campus comprises five primary areas of activity, focused on:

- **Creating Model Diplomacy**, an interactive, classroom-based, teacher-supervised multimedia simulation program;
- **Developing modular learning materials** that teach the fundamentals of international relations and U.S. foreign policy;
- **Tailoring CFR's most popular content for educational purposes** and expanding digital outreach;
- **Providing a forum for educators and students** to interact with CFR experts on a variety of global issues so they can apply the skills and concepts they learn and test the theories they develop; and
- **Establishing strategic educational partnerships** across the country to create in-demand materials and help expand the target audience for CFR Campus.

To contribute to a U.S. public that is better informed about the relevance of international developments, CFR plans to invest approximately \$25-30 million over the next five years in its educational activities. A five-year grant of \$5 million toward this investment will help integrate CFR Campus into CFR's regular operations, and ensure that its educational activities and products make a real difference in the lives of U.S. citizens and this country.

Underwrite CFR's Presidential Election Coverage - \$1 million for operating costs or \$5 million to endow

The 2016 U.S. presidential campaign takes place at a time of growing global uncertainty. Terrorist attacks in the U.S. and Europe, the Iran nuclear deal, a global refugee crisis, Russian revanchism in Ukraine and intervention in Syria, Chinese assertiveness in Asia, and the rise of the Islamic State, have brought foreign policy issues to the forefront of the race for president. Yet as foreign policy comes to dominate the presidential campaign, an unbiased, in-depth analysis of candidates' foreign policy positions remains all too difficult to come by.

As the nation's preeminent nonpartisan membership organization, think tank, and publisher, CFR is uniquely placed to provide incisive and objective foreign policy analysis of the 2016 presidential campaign. Funding on the order of \$1 million will underwrite the costs associated with CFR's special 2016 election coverage, resulting in the following outputs:

- **Campaign 2016 Microsite:** a unique, interactive, immersive platform on the organization's award-winning website, CFR.org, combining primary sources, CFR expertise, and multimedia technology to assemble candidates' stated positions on foreign policy issues and provide in-depth analysis and background on the issues themselves. It will also feature an animated series of videos that aim to illuminate some of the most complex challenges the next president will face.
- **Campaign 2016 Meeting Series:** a series of meetings featuring presidential candidates and dedicated to the foreign policy issues dominating the campaign. These events are on-the-record and open to the press, with audio, video, and written transcripts posted on CFR.org. Following the elections, CFR will organize the U.S. Presidential Inbox Series, a meeting series comprised of five panel discussions examining the major issues in the

foreign policy arena confronting the new administration within its first one hundred days.

- **Briefings and Outreach:** CFR's 70+ experts serve as resource for candidates and members of the press through special briefings, media calls, and outreach programs.
- **Blogs:** up-to-date commentary and analysis of the campaign by CFR fellows on their blog feeds on CFR.org.
- **Publications:** books and reports by CFR experts on the range of issues of concern to the campaign, such as the Renewing America progress reports and scorecards on infrastructure, education, innovation, trade, quality control, debt and deficit, and corporate tax, as well as exclusive essays by the leading Democratic and Republican presidential candidates and their foreign policy advisers outlining their vision for U.S. foreign policy in *Foreign Affairs* and ForeignAffairs.com.

By underwriting the costs of these activities and outputs, the Robina Foundation would enable CFR's 2016 presidential elections coverage to serve as a fair and responsible resource of nonpartisan information and analysis for candidates, the media, and voters alike. An endowment gift of \$5 million would ensure CFR's election coverage for every presidential election cycle, in perpetuity.

Goal 3: SECURE CFR's STRENGTHS

The Council is unique. No other organization simultaneously serves as a membership institution, think tank, forum, and publisher. No other organization can match CFR's intellectual independence and commitment to rigorous, nonpartisan, and relevant analysis of foreign policy trends. The *Council at 100 Campaign* aims to preserve CFR's special character and high standards throughout the next century. In addition, the campaign strives to enable CFR to harness new technologies so that CFR can enhance the security of its website and data management systems and enrich the experience of its global audience. In an effort to secure CFR's strengths as part of the *Council at 100 Campaign*, the Robina Foundation might consider supporting the following initiatives:

Grow CFR's Endowment - \$5million

To preserve its independence, CFR does not accept funding from governments. One consequence of this policy is that we must depend on funds from other sources. This is one reason we are committed to growing our endowment to ensure our long-term independence. Through the *Council at 100 Campaign*, we seek to grow CFR's endowment so that it generates one-third of our annual budget (up from 23 percent).

By supporting the growth of the Council's endowment, the Robina Foundation will enable CFR to further invest in its signature nonpartisan activities, products such as Independent Task Force reports, and subjects beyond the traditional foreign policy agenda, without having to depend on

funds from other sources—which may be unreliable or subject to partisan influence. Unrestricted endowment is ultimately one of the most valuable gifts that can be made to CFR, as the income generated by an endowment each year can be used wherever the need is greatest across the organization, or could be used to support new initiatives as different foreign policy issues come to the fore.

Support the Growth of *Foreign Affairs* Magazine - \$5 million

CFR has earned a reputation for excellence, due in no small part to the quality and foresight of its signature magazine. Since 1922, *Foreign Affairs* has been the publication where thought-leaders have introduced new ideas and statesmen have turned for creative thinking. From George Kennan and Henry Kissinger to Samuel Huntington and Francis Fukuyama, from U.S. secretaries of state and presidential candidates to global leaders and dynamic figures from the private and nonprofit sectors, its pages and pixels host world-class debates on the world's most important issues. Reinvigorated and retooled in recent years to continue succeeding in the digital era, the magazine's total paid circulation is over 180,000, and it boasts more than one million Facebook fans, almost half a million Twitter followers, and an average of about one million monthly unique visitors to its newly redesigned [website](#). In early 2015, the magazine received its first-ever finalist nomination for a National Magazine Award for General Excellence.

As successful as *Foreign Affairs* is today, we believe it can be even greater tomorrow. By shoring up endowment support for *Foreign Affairs*, the Robina Foundation would enable new investments in content, business and editorial staff, and information technology, which would sustain the magazine's independence and ensure that *Foreign Affairs* continues to serve as a critical resource worldwide. CFR is well aware that as the magazine grows and evolves, it will have to outperform competitors that are larger and better resourced. New investments created by a larger endowment will make that possible and more, as the magazine's enviable track record of growth proves.

COUNCIL *on* FOREIGN RELATIONS

Model Diplomacy

Model Diplomacy is a free multimedia simulation program that engages students through role-play to understand the challenges of creating and implementing U.S. foreign policy in an interconnected world. The program features 10 cases relevant to multiple areas of study.

Visit <http://modeldiplomacy.cfr.org> to see the program in action and to register an account to use it in your classroom.



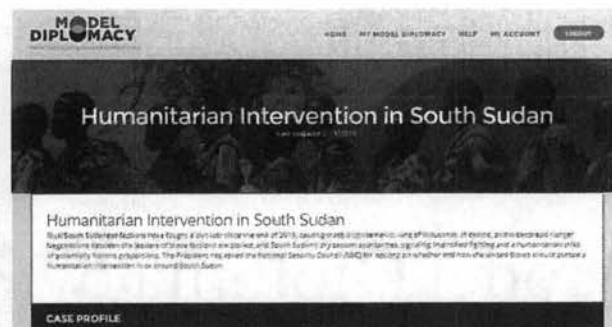
"Having used CFR's Model Diplomacy in seminars and working groups, I highly recommend this educational program to all teachers and students of international affairs. CFR case studies are accessible and appealing, grounded in the realities and nuances of contemporary events, and fully vetted by the world's top experts."

—Nancy Walbridge Collins, Research Director, Columbia University

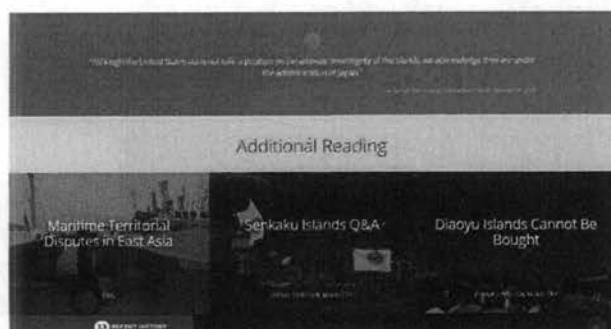
Gain knowledge, build skills, and broaden perspectives with Model Diplomacy



Model Diplomacy is a National Security Council simulation that presents hypothetical scenarios based on real issues, with content informed by Council on Foreign Relations experts.



The case studies, which are accessible for both high school and college students, are focused on issues and topics that offer a balance of newsworthiness and evergreen educational value.



It's the most comprehensive and adaptable simulation program available, featuring course guides, supplemental research materials, videos, and assessment exercises.



Educators become facilitators, balancing students' face-to-face interaction with self-directed research and study.

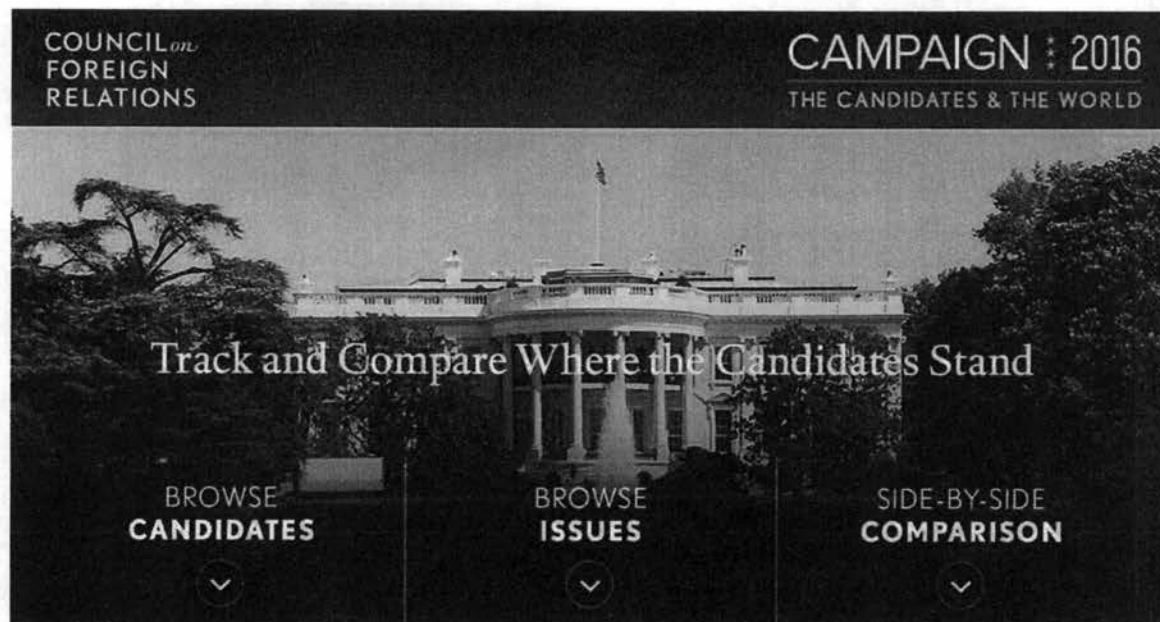
Through a successful Model Diplomacy simulation, students will

- better understand how U.S. foreign policy is made and the complexity in creating it, as evident in the particular challenge of the case;
- actively participate in a vigorous discussion and debate, and express well-informed positions;
- build critical thinking, communication, and problem-solving skills;
- diplomatically discuss various interests and perspectives; and
- constructively reflect on the policymaking process and its impact on their lives.

For more information, please contact CFR Education at modeldiplomacy@cfr.org.

Campaign 2016: The Candidates and the World

www.cfr.org/c2016



This interactive hub offers nonpartisan analysis of the U.S. presidential candidates' foreign policy positions. Users can easily track and compare the candidates' platforms on the top issues, such as immigration; terrorism; international trade deals; defense; energy and climate; and relations with North Korea, China, Cuba, and Russia.

"CFR is committed to producing independent and authoritative resources relevant to the 2016 presidential election for the interested public," says CFR President Richard N. Haass. "This new website provides information about the most pressing foreign policy issues facing the United States and the candidates' articulated positions. We aim to help Americans make informed choices when they head to the polls."

Read about the candidates' positions.



ISLAMIC STATE

CANDIDATE PERSPECTIVES

- JEB BUSH**
Republican
- BEN CARSON**
Republican
- CHRIS CHRISTIE**

ISSUE SUMMARY

The Obama administration has made the battle against the self-proclaimed Islamic State a top priority in the Middle East. The Sunni Islamist movement emerged in 2014 as a major regional security threat, seizing swathes of Iraq and Syria, killing civilians and staging high-profile executions of captives, including some U.S. citizens. The November 2015 terrorist attacks in Paris that killed 130 civilians demonstrated the Islamic State's threat beyond the Middle East. After several homegrown attacks in 2015, the rise of individuals or groups inspired by the Islamic State but not directly connected to them became a

Watch video primers on the issues facing the candidates.



IMMIGRATION POLICY



HILLARY CLINTON
2016 Democratic Candidate

CLINTON ON THE ISSUES

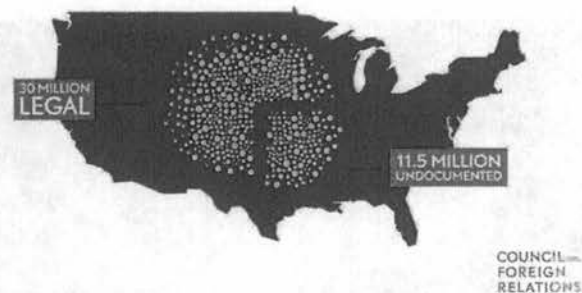
As Secretary of State, Clinton supported the U.S. troop surge in Afghanistan in 2009, establishing a no-fly zone for Libya in 2011, and keeping U.S. troops in Iraq beyond 2011. She also was an early advocate of arming the Syrian rebels.

CHINA

CUBA

CANDIDATE WEBSITE

Campaign Headquarters
BROOKLYN, NEW YORK

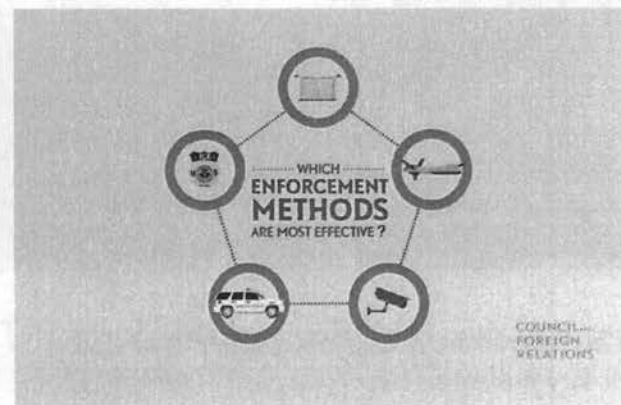


Track and Compare Where the Candidates Stand



Trending Topics

- REPUBLICANS SPAR IN LAS VEGAS**
Review the Pressings
- COUNTERING THE ISLAMIC STATE**
Read Up on the Issue
- CLIMATE TALKS IN PARIS**
Where the Hopeside Stand
- THE CHALLENGE OF IMMIGRATION POLICY**
Follow the Debate



Browse "Campaign 2016: The Candidates and the World" by scanning this code with your mobile device.

For more information, please contact Global Communications and Media Relations at 212.434.9888 or communications@cfr.org.

David Blight



From: Penny Hunt pennhunt@gmail.com
Subject: Thank you!
Date: February 2, 2016 at 5:47 PM
To: David Blight david.blight@yale.edu, david.spatz@yale.edu
Cc: Pedersen, Patricia patty.pedersen@yale.edu, Nancy Gilberg ngilberg@robinafoundation.org

Hello David and David,

Susan, Peter and I appreciated so much the opportunity to meet with you last week. Scheduling meetings with a number of busy people is never easy, and scheduling meetings in late January is always risky, but it worked!

I know you could tell how interested we are in your work and pleased to be able to provide support to help you expand the reach of your programs, in particular your work on issues of modern slavery. We made arrangements today for the wire transfer of the first payment of the Robina grant.

My notes from our meeting include reference to our request that you strengthen the "deliverables" you developed by adding "qualitative" benchmarks that describe the impact you seek/expect the various meetings and programs of the Gilder Lehrman Center to achieve. We understand that this is not easy and would be happy to review drafts of expanded deliverables, if that would be helpful. We also discussed that it might be possible for the Gilder Lehrman Center to develop a template for programs to address modern slavery. That's probably not a project for the coming year, but it would be good to keep this idea in mind.

In connection with the Robina Foundation grant, we request that you provide semi-annual reports on your work. These reports will be due for consideration at the Board's summer meeting (usually in late August) and the Board's winter meeting (usually in late February). Nancy Gilberg, Robina's administrative consultant, will provide you with information about the content and timing of the reports.

Once again, it was very helpful to meet with you. Thank you. Please feel free to contact me if you have questions or concerns.

Warm regards,
Penny Hunt

Penny A. Hunt
Executive Director

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

**Gilder Lehrman Center Program Support
Proposal to the Robina Foundation
November 2015**

"It is easy to declare all souls equal in the sight of God; it
is hard to make men equal on earth in the sight of other men."

— James Baldwin, 1956

Overview of the Center

The Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition is honored to have the opportunity to advance its conversation with the Robina Foundation about how we might best collaborate to ensure that all the world's citizens are afforded basic human rights. Dedicated to acquiring and disseminating knowledge concerning all aspects of slavery, including contemporary forms of forced labor and human trafficking, the Center is ideally positioned to work with the Robina Foundation. The Gilder Lehrman Center and Robina share many principles and goals: the advancement of human rights, justice, fairness and equality and the alleviation of human suffering, especially through the rigorous study of history. We respectfully request that the Robina Foundation consider a grant to the Center of \$1,425,000 over four years to support new programs as well as the expansion of existing programs.

Since its founding at Yale University in 1998, the Center has sought to foster an improved understanding of the role of slavery, resistance, and abolition in the founding of the modern world by promoting interaction and exchange between scholars, teachers, and public historians through publications, educational outreach, conferences, and other programs and events. Our aim is not only that future generations never forget the past horrors of slavery; even more importantly, it is that we show through scholarship and public outreach how our world can best learn from and use that past in the present. Past and present are always utterly interdependent. Such was the claim made by the great historian Marc Bloch (who was murdered in the Holocaust) about a "solidarity of the ages." "Misunderstanding of the present," wrote Bloch, "is the inevitable consequence of ignorance of the past. But a man may wear himself out just as fruitlessly in seeking to understand the past, if he is totally ignorant of the present."

The Center's Director is David W. Blight, Class of 1954 Professor of History, who also holds faculty appointments in African-American Studies and American Studies. His research and writing focus on the Civil War and Reconstruction, on slavery and abolitionism, and on historical memory. Blight succeeded the Center's founding Director, David Brion Davis, Sterling Professor Emeritus of History, as Director in 2004, and has greatly expanded the Center's outreach beyond the boundaries of Yale. David Spatz is Assistant Director of the Center, holds a Ph.D. in

American History from the University of Chicago, and is a Lecturer in History at Yale. Spatz specializes in urban history and race relations. Thomas Thurston coordinates many of the Center's programs for K-12 teachers and other outreach programs.

With funds provided by Yale University and by generous individual donors including Richard Gilder and John Pepper, the Center can continue an array of programs to encourage and support scholarly inquiry and to disseminate knowledge to a range of audiences including teachers, students, and public historians. Outlined below are the areas in which the Center is poised to make the most timely and effective impact by increasing historical knowledge, and by educating and training the next generation of leaders to fight against injustice and by sharing their knowledge with the broadest populations possible.

Teacher education

o Workshops on Slavery, Race and Genocide

We will continue to expand the Center's teacher education and outreach projects, including workshops for teachers in South Africa, Rwanda, and the U.S. focused on slavery, race, and genocide, conducted over a three-year period. We have devised this plan with very valuable assistance from Eddie Maudhry, the director of Yale's Africa Initiative Program, and with our own Tom Thurston. A recent meeting with Mr. Maudhry has led us to conclude that the best place to conduct the institute in South Africa is at the University of Witwatersrand in Johannesburg. We envision a series of three one-week teacher workshops, taking place one year apart, in South Africa, Rwanda, and New Haven. Ten teachers from each location will participate. We estimate that the budget for each will be about \$80,000 - \$85,000, with an additional \$100,000 needed over three years for planning, travel, administrative and visa costs. Thurston and/or Blight will need to make at least one trip to the African countries to establish direct contacts, locations, facilities, and logistics.

▪ Winter 2017 – South Africa

Partners and contacts

- Teach South Africa: high school teachers especially in more disadvantaged schools
- Marianne Camerer (Yale World Fellow), to help recruit one or two private school teachers
- Helena Ayalew, Yale Young Scholars Program
- Sello Hatang, CEO of the Nelson Mandela Foundation, which houses the Center for Memory in Johannesburg
- Daniel Magaziner, Associate Professor of History at Yale, an intellectual historian specializing in South Africa and the author of *The Law and the Prophets: Black Consciousness in South Africa, 1968-1977* (Ohio University Press, 2010)

- Ian Shapiro, Dean of the MacMillan Center for International and Area Studies at Yale, a native of South Africa

Sites

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

▪ Winter 2018 – Rwanda

Partners and contacts

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

Sites

- Kigali Genocide Memorial Center
- Kigali City Tour

▪ Winter 2019 – New Haven

- The seminar will focus primarily on U.S. slavery and emancipation
- Prof. Blight will be one of the instructors
- A special trip will be planned to the African Burial Ground, National Park Service, New York City, as well as possibly to antislavery sites on Boston
- We will make considerable use of the Yale archives and libraries.

○ Teacher outreach and workshops in New Haven

Funds from the Robina Foundation will also support our established program of teacher outreach and workshops in New Haven area. Extending over the academic year, the program consists of monthly workshops for approximately thirty primary and secondary school teachers. Expert faculty from Yale and other universities lecture and lead discussions about slavery, race, and movements for social change. The theme of the seven workshops this year (2015-16) is "Reconstructions in Comparative Perspective," using the U.S. Reconstruction period as the stepping-off point to be compared with the history of reconstructions in post-World War II Europe, in post-Apartheid South Africa, and in post-war Japan. Professor Blight taught the first workshop in September 2015. The Center will develop curriculum and lessons for primary and secondary school students employing primary sources and the latest scholarship. The teachers have formed a network to share these

plans and ideas. The Center will use funds from the Robina Foundation to hire a half-time outreach and education coordinator.

The annual Yale/GLC Public History Institute

For the last four summers in New Haven, we have invited public history professionals (staff at historic sites, museums, libraries) and graduate students to study slavery and African American history and its interpretation for the broader public through cultural institutions with Yale faculty and preeminent public historians. In a previous communication with the Robina Foundation, we provided the complete syllabus and list of speakers for this summer's Institute.

- Co-Sponsored by the Smithsonian National Museum of African American History and Culture.
- Costs roughly \$33,000/year if participants pay their own travel (16 cultural institutional professionals, 3 NMAAHC, 5 graduate students).
- Can be scaled up to include more graduate students and institutions – perhaps 20 public historians.
- Our PHI has become the model for a wider project through which the Smithsonian Institution more broadly has linked with Yale University (especially to the Graduate School and the science programs) to establish a long-term relationship.

Expanding current efforts in the study of modern day slavery and human trafficking

We currently offer one annual full-year teaching fellowship in modern day slavery and human trafficking (one of the very few in the world), run programs, and partner with institutions and organizations to bring academic rigor to the study of forced labor and sex trafficking.

- Current fellowship: \$72,270 (\$55,000/year salary + \$17,270/31.4% fringe in FY16), so additional fellowships at this rate.
 - Rotating topic – forced labor or sex trafficking or law and politics or history
 - One artist/author annually
 - Second full year fellowship for a practitioner, so one academic and one NGO
- Academic/disciplinary working groups designed to forge new lines of inquiry to address deficiencies in research and scholarship
 - Topical, mixing scholars of various disciplines with practitioners
 - Collaborate with NGO professionals to discuss how scholarship can support and drive policy, help combat exploitation, and aid victims.

New media-communications projects

The Gilder Lehrman Center proposes a set of projects with the purpose of producing, recording, and disseminating of our academic and public programs for teachers, public historians, scholars, and a world-wide general public on a much greater scale. The work we do at the

Center (conferences, fellowships, books, and outreach) features the highest levels of scholarship by an international array of people. Our subject – slavery, its abolition, and their legacies across all time and all borders – is in essence the backstory to America's (and much of the world's) unresolved struggle over race. We need to get these stories to wider audiences in all the new mediums outside of Yale. The body of our work and our creations remain somewhat inert within the academy. We maintain our own archive of a sort, but it does not disseminate as widely as it could. These new media can include web sites; podcasts of lectures, panels and conference talks; interactive blogs; short original films (including possible animation); and taped interviews with previous Douglass Book Prize winners. This initiative also seeks to create collaborations with Yale's new Digital Humanities Laboratory and with the Schell Center for Human Rights in the Yale Law School. Specific projects we are either already planning or propose are as follows:

- A one-day planning and brainstorming meeting in New Haven (in January or February, 2016) to discuss the range of new communications research, creativity, and dissemination. The attendees would include Blight, Spatz, Thurston, Peter Almond (film producer and director), Peter Leonard (head of Yale's Digital Humanities Laboratory), and two-three other professionals from the worlds of web design, film, social media, and social science large data research. The purpose of this meeting is to appeal to some of the best minds to help us decide on priorities, both artistic and social scientific.
- Possible large data study project over three or more years in conjunction with the Useable Past Modern Slavery Project in the United Kingdom. This might be modeled on the venerable program known as "Correlates of War" project, founded many years ago in part at Yale. This project might be called "Correlates of Slavery," would draw on the expertise of political scientist Monti Datta of the University of Richmond and who works directly with the Useable Past project in the U.K. Datta has eagerly proposed this cooperative venture to us. Other people we would draw into this would be Peter Leonard of the Digital Humanities Laboratory, and our own current and past fellows in modern slavery, Jessica Pliley and Genevieve LeBaron. The project's general aim would be to try to determine whether a big data collection effort could deliver to the world some inspiring and relatively predictive models for where, why, and how modern forms of enslavement take root. There is a great deal of expertise in the world on this and we will tap as much of it as possible in an informed way.
- We will make a short documentary film on the Fourteenth Amendment, its passage and ratification in 1866-68 and its profound meanings and legacies ever since. The film would likely be no longer than a half hour and would begin with footage of a major panel we have planned on this subject next April to coincide with the 150th anniversary of the passage of the Fourteenth Amendment. The goal is to produce a film for schools and for television that would show the country and the world how this crucial part of the U.S. Constitution came directly out of the aftermath of the end of slavery. See Professor Blight's recent essay on this topic in the *Atlantic*, link provided:

<http://www.theatlantic.com/politics/archive/2015/10/slavery-did-not-die-honestly/411487/>

- A major collaboration is now just under way at Yale between the Yale Graduate School, the Faculty of Arts and Sciences, and the Smithsonian Institution in Washington, DC to build deep relationships between Yale programs and graduate students and the many divisions of the Smithsonian. At a first major meeting about this held just a month ago, the Center's summer Public History Institute was used prominently as the model for how to create such programs. The Smithsonian National Museum of African American History, led by Lonnie Bunch, has been our principal funder of the Public History Institute. As this collaboration develops over the next few years we intend to make our communications outreach a major feature of our work with public historians at many levels.
- The creation of a possible one semester or full year visiting fellowship for an artist, broadly defined, working in new digital creativity about the questions of slavery, abolition, race relations, modern trafficking, and America's racial future.
- As we begin to expand in communications and technology we will try whenever possible to link to existing programs around the world. One such program is the University of Southern California Annenberg Center on Communications Leadership. They are conducting a study of how isolation from technology may increase the vulnerability of some populations to human trafficking. Moreover, we already have close ties and friendships with three important initiatives based in the U.K., the U.S., and South Africa. They include: Antislavery Usable Past, based at the Wilberforce Institute for the Study of Slavery and Emancipation and funded by the British Arts and Humanities Research Council (AHRC); a three-year AHRC-funded program on the global and comparative history of trafficking in persons based at University College, London; and, Understanding and Governing the Global Business of Forced Labour, based at the University of Sheffield and funded by the UK Economic and Social Research Council. Past and present Gilder Lehrman Center fellows are in leadership positions at each of these final three organizations, and they are all eager to work with us.

Planning for the future leadership of the Center

In time, David Blight intends to pass on the directorship of the Center to a younger faculty colleague. This would not occur for at least 4-5 years, but that colleague in waiting could easily be Associate Professor Edward Rugemer, a prominent and superb historian of early America, Caribbean history, and American slavery and abolition. Rugemer is a scholar with genuine international interests and reputation; he is already involved in the Center in serving on the book prize jury, in chairing an on-going Working Group on Race and Slavery in the Atlantic World, and in otherwise advising Blight. Moreover, especially with receiving Robina support, the Center will build a small, but active board of advisers consisting of approximately 3-4 Yale

faculty and Center directors, as well as three prominent scholars from outside of Yale. In the first two years of directing the Center, Blight built and met with a larger board of advisers but a lack of funding to support meetings and other priorities overwhelmed that effort.

Impact

Successful implementation of these programs will raise awareness of the Gilder Lehrman Center and its mission to study and increase understanding of and disseminate knowledge about slavery across all borders and times, past and present. In addition, it will lay the foundation for a lasting, longer-term engagement with future endeavors in research, outreach and education. This long-term vision is the focus of the second of our two proposals to the Robina Foundation.

Budget notes

All of these programs, those that exist currently and those expanded and newly proposed, require additional staff time and resources. We estimate that, over four years, the cost of the programs described above would come to approximately \$1.2 million. These costs would consist primarily of personnel (honoraria, consulting fees, and administrative salaries), travel, fellowships, and production expenses. In addition, we are requesting University indirects equal to 15% of budgeted program costs, to cover various facilities and administrative costs.

In this enhanced proposal we want to plan for additional capacity sufficient for all the new work and projects we hope to create. This will require serious consideration of the following:

1. The current Assistant Director should be promoted to Associate Director, with new and expanded oversight of many projects. With Robina funding we have good reason to believe Yale will allow us to make this promotion and increase the Assistant Director to Associate with a significant pay raise to approximately \$85,000 per year, an increase of \$16-18,000 over current pay, with fringe benefit.
2. To run the new Communications initiative, the Public History Institute, and new fellowships, we will need at times additional office help on at least a part-time basis throughout the year. We estimate work to require a ½ time administrator, at \$23,000/year plus fringe, to support associate director in organization, accounting, reporting, and all other facets of promoting and disseminating these programs.

**Gilder Lehrman Center Program Support
Proposal to the Robina Foundation
Budget Projection for 2016-2019**

	Year 1	Year 2	Year 3	Year 4	Four-Year Total
Teacher Workshops and Outreach					
South Africa/Rwanda/New Haven Teacher Seminars					
Year 2 South Africa		79419.00			\$79,419.00
Year 3 Rwanda			87210.25		\$87,210.25
Year 4 New Haven				85848.00	\$85,848.00
Annual New Haven Teacher Workshops	10000.00	10000.00	10000.00	10000.00	\$40,000.00
Administration					
Half-time Education and Outreach Director	40000.00	40000.00	40000.00	40000.00	\$160,000.00
Travel and visa assistance, accounting, communication	5000.00	15000.00	15000.00	15000.00	\$50,000.00
Yale Public History Institute					
Summer Institutes in New Haven	23000.00	23000.00	23000.00		\$69,000.00
Promotion, advertising, committee assembly and review, notification	9000.00	9000.00	9000.00		\$27,000.00
Human Trafficking and Modern Day Slavery Initiatives					
Additional Fellowships	73000.00	73000.00	73000.00		\$219,000.00
Annual Academic/NGO Working Group	10000.00	10000.00	10000.00		\$30,000.00
Promotion, advertising, committee assembly and review, notification	5000.00	5000.00	5000.00		\$15,000.00
Media Production and Online Initiatives					
Media advising and consulting (\$50,000/year + fringe)	65700.00	65700.00			\$131,400.00
Advisory Board meetings	10000.00	10000.00			\$20,000.00
Website development	5000.00	5000.00			\$10,000.00
Production	30000.00	30000.00	20000.00		\$80,000.00
Staff training, digital humanites laboratory resources	7500.00	7500.00			\$15,000.00
Additional Staff Resources					
Associate Director position (\$18,000/year + fringe)	25000.00	25000.00	25000.00		\$75,000.00
Reporting, accounting, organization (student and admin workers)	15000.00	15000.00	15000.00		\$45,000.00
Program totals by year	\$333,200.00	\$422,619.00	\$332,210.25	\$150,848.00	\$1,238,877.25
Indirects (15% of program expenditure)	49980.00	63392.85	49831.54	22627.20	\$185,831.59
ROBINA GRANT					\$1,424,708.84

ROBINA FOUNDATION

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

December 1, 2015

Patty Pedersen, Ph.D., Associate VP
University Director of Corporate & Foundation Relations
Office of Development
P. O. Box 2038
New Haven, CT 06521-2038

DELIVERY BY EMAIL

Dear Patty,

I am writing to formally confirm news of action taken by the Board of Directors of the Robina Foundation regarding Yale's grant request to support the work of the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition. As you and I discussed, the Board approved a four-year grant to support new programs at the Center as well as the expansion of existing programs. Payments will be made according to the budget (rounded) you provided, beginning in 2016: Year 1: \$383,180; Year 2: \$486,012; Year 3: \$382,042; Year 4: \$173,475. Total: \$1,424,709.

In connection with approval of the grant, Board Members asked that the Center develop a more robust description of the possible impact of its work. This would include, we believe, consideration of how the Center's various programs fit into the whole, what success would look like and how the Center evaluates its work. Related to enhancement of the discussion of the Center's impact, the Board directed me to work with you and David Blight to develop detailed, clear "deliverables" for each of the four years of Robina funding. We believe these will help you track the Center's work and assist the Robina Foundation in its evaluation of the grant.

During their discussion of the Center's grant request, Board Members stressed the importance of the Center's work with history centers and asked if the Center currently videotapes meetings organized by the Center or involving Center staff and plans to do that in the future so that wider audiences have access to important presentations. They would also like to understand how the Center currently deals with human trafficking and whether future plans include a focus on that modern-day form of slavery.

We are very hopeful that Susan Berresford, Peter Karoff and I will be able to meet with you and David in January or February to discuss Robina's support of the Center's work. Preparation of draft deliverables and information concerning the other items I've noted above in advance of the meeting would be very helpful.

As always, please feel free to contact me with questions or concerns.

Warm regards,

Penny Hunt

Penny A. Hunt
Executive Director

Yale University

*The Gilder Lehrman Center for the
Study of Slavery, Resistance, and Abolition
P.O. Box 208206
New Haven, Connecticut 06520-8206*

*gilder.lehrman.center@yale.edu
glc.yale.edu*

*Campus address:
230 Prospect Street
Third Floor
New Haven, Connecticut 06511*

*Telephone: 203 432-3339
Fax: 203 432-6943*

To the Robina Foundation Board:

The Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition sincerely thanks the members of the board of the Robina Foundation for their generous support of our proposed initiatives. In anticipation of our upcoming meeting on January 29, 2016, in New Haven, we submit brief updates and tentative proposed outcomes of the four initiatives funded by the Robina Foundation. The GLC embarked on concrete planning as soon as we received word that our proposals were successful. We greatly appreciate this opportunity to work with Robina to define our plans in terms of concrete results that will provide a basis for practicably and usefully assessing our progress in the years ahead.

In our proposal, we described four areas in which support from Robina will allow us to expand the activities of the Center and, we believe, thereby increase the Center's impact. These are: 1) teacher education; 2) public history; 3) human trafficking and modern-day slavery; and 4) communication through digital media. In the first three areas, Robina's support will complement the resources committed to the Center by Yale and by other donors, making possible an expansion of our programming. In the fourth, most of the work we plan to undertake will be funded by the Robina grant. Other elements of the Center's work, including a number of the opportunities for visiting fellows engaged in historical scholarship on slavery, resistance and abolition, will be supported as before by resources from Yale and other donors. At present, we do not anticipate any major expansion of the Center's activity in these areas.

Teacher Education

The GLC met with Yale faculty over the last few months, including South Africa-native Ian Shapiro, Sterling Professor of Political Science and Henry R. Luce Director of the MacMillan Center, and David Simon, scholar of post-conflict Rwanda, and Daniel Magaziner, historian of South Africa. On January 13, Professor Magaziner spoke to more than 20 New Haven teachers about apartheid and post-apartheid South Africa as part of the GLC's continuing series on "Reconstructions." Robina funds will sustain and enhance these monthly New Haven teachers' workshops. Such workshops are preparatory steps to creating and organizing a two-continent, three-country, three-year teachers' institute. The South Africa-Rwanda-United States Teachers' Institute will expose and train 35 to 40 teachers to think broadly about universal issues related to discrimination, inequality, exploitation, violence, and political, social, and economic efforts at remedy and reconciliation around the world. In practical terms, these teachers – who will be carefully selected based on their skill, experience, enthusiasm, and local prominence – will

collectively develop techniques and curricular tools to teach these subjects in their own classrooms, as well as their colleagues' classrooms in South Africa, Rwanda, and the U.S. Our education director, Tom Thurston, has already conducted fruitful conversations and solicited advice from the following people here at Yale and elsewhere: the above-mentioned Daniel Magaziner; Eddie Mandhry, Yale's Director of Africa, Office of International Relations; Joseph A. Olzacki, Director, Rwandan Teacher Education Program, University of Hartford US/Rwandan Committee; Amy Vedder, Wildlife Conservation Society's Africa Program, Yale School of Forestry and Environmental Studies; David Simon, African Studies, Yale, co-director of Genocide Studies; Joel Quirk, Professor of Political Science, University of Witwatersrand (the university that will host us in 2017); and Helina Ayalew, Project Manager, Yale Young African Scholars Program.

Deliverables:

- Teachers institutes in 2017 (South Africa); 2018 (Rwanda) and 2019 (New Haven)
- Participation of 35-40 teachers in Africa and the U.S.

Yale/GLC Public History Institute

The Fifth Annual Yale/GLC Public History Institute will take place July 10-15, 2016, in New Haven. The GLC recently secured the continued support of the soon-to-be-opened Smithsonian National Museum of African American History and Culture (NMAAHC). Three curators from the Museum will join 15-17 cultural institution professionals and 5-7 graduate students for lectures from Yale faculty and preeminent public historians to discuss the newest scholarship, and the perils and best practices in the interpretation of slavery and African American history. The participants will work in groups on the practical applications of what they are learning in the lectures, imagining exhibits and projects to effectively relate difficult histories of the struggles for human rights to the broadest possible audiences. The PHI's impact is already being felt. A network of nearly 100 PHI alumni – public historians and graduate students committed to reaching and educating the public, energized, informed and connected to a community of like-minded professionals working in museums, historic sites, archives, and libraries – is changing how existing and new historic sites address slavery, African American history, discrimination, inequality, and exploitation. This network grows each year, as does the prominence and prestige of the PHI. Going forward, alums will discuss their PHI experience and how it has influenced their ongoing work at the GLC's 2016 Annual International Conference on Slavery and Public History, co-sponsored by Brown's Center for the Study of Slavery and Justice and the NMAAHC. That public conference will take place December 1-3, 2016. We are planning to publish the best scholarship emanating from the conference. The PHI will continue to do two things: 1) create a generation of informed public historians committed and capable of leading efforts to reinterpret sites and programs where the largest segment of the public learns history; and, 2) serve as a model for similar programs to train graduate students and public history/museum professionals in the latest scholarship and interpretive techniques. We are considering PHI seminars on Immigration and Migration, a logical extension of our mission and

directly related to current research on human trafficking. The PHI, indeed, is currently being used as a model for the further creation of such institutes in the natural sciences and humanities across Yale's programs.

Deliverables:

- Annual public history institutes in 2016, 2017, and 2018; each will involve 15-17 public historians and 5-7 graduate students
- International public history conference in 2016
- Public history seminars on immigration and migration
- Growing network of public history "alumni"

Modern Day Slavery and Human Trafficking

The Robina Foundation's support will allow the GLC to offer two full-year fellowships in Human Trafficking and Modern Day Slavery for the upcoming 2016-2017 academic year. To date we have offered only one such fellowship each year. The Center is now accepting applications. Our current fellow, Genevieve LeBaron, is teaching "Forced Labor, Human Trafficking, and Slavery in the Global Economy," a course never offered at Yale. More students are interested in the course than there is space available. Two annual teaching fellowships will satisfy student interest at Yale, allow the Center flexibility to focus intensely on a specific research area, and foster and enhance a collaborative environment where the most rigorous and cutting-edge scholarship and academically-informed activism can take place. Internally, the GLC will work with the Schell Center at the Yale Law School to coordinate activities across campus – in law, public health, global health, political science, and international affairs – in order to be the locus of Yale's academic endeavors addressing human trafficking and modern day slavery. Externally, the GLC will work with research centers around the world, at Brown, Vanderbilt, University of Hull, University of Nottingham, University of Witswatersrand, University of Liverpool and others. With two annual fellows, with a small budget for programming, the GLC will support the best research that can inform and shape policy on modern human exploitation.

Deliverables:

- Two annual teaching fellowships in human trafficking and modern-day slavery
- Research and scholarship on modern human exploitation
- Communication with NGOs and other academic research centers addressing human trafficking

New Media-Communications Projects

The first proposed stage of our enhanced media and communications strategy will be to convene a meeting of 10 of the most esteemed, innovative, and creative people working in digital and public humanities. On February 26 in New Haven, this select group will advise the GLC about

how to best record and disseminate our current academic and education programs, as well as how to best deploy our resources to support digital projects and programs that produce, and make available to the public, cutting-edge research on human exploitation. The meeting will include:

- Peter Almond, producer and filmmaker
- Edward Ayers, President Emeritus of the University of Richmond, host of NPR's Back Story, creator of *The Valley of the Shadow* (<http://valley.lib.virginia.edu/>) and *American Panorama* (<http://dsl.richmond.edu/panorama/>).
- David Blight, Director of the Gilder Lehrman Center
- Stephen Brier, Professor and Founder of the Interactive Technology and Pedagogy Certificate Program, City University of New York
- David Gary, Kaplanoff Librarian for American History at Yale Sterling Memorial Library
- Sonia Gonzalez-Gladstein, School of Public Health, Graduate Center of City University of New York
- Genevieve LeBaron, Senior Lecturer at the University of Sheffield, GLC Human Trafficking and Modern Day Slavery Fellow, Co-Founder and Editor of Beyond Trafficking and Slavery (<https://www.opendemocracy.net/beyondslavery>)
- Peter Leonard, Director of Yale Digital Humanities Lab
- Koji Masutani, filmmaker and digital scholar at the Basillie School of International Affairs, University of Waterloo, Canada.
- David Spatz, Assistant Director of the Gilder Lehrman Center

This final focus area will enhance all of the work that we already do, increasing the reach and impact of our current programs while finding and forging new publics for GLC's ongoing efforts to support and disseminate research about slavery and its destruction across all borders and time.

Deliverables (specifics to be determined):

- Video and audio streams of workshops, lectures, and conferences
 - Expanded online resources for teachers
 - Expanded online resources for public historians
- Collaboration with Yale Digital Humanities to promote new scholarship on slavery past and present

David W. Blight
David Spatz

From: **Fitzpatrick, Tara** tara.fitzpatrick@yale.edu
Subject: News from YLS
Date: February 18, 2016 at 9:08 AM
To: pennhuit@gmail.com
Cc: Post, Robert robert.post@yale.edu, Matheron, Mary mary.matheron@yale.edu



Dear Penny,

I write with news from Robert and Mary's recent visit with the person we hoped might be the lead donor on the match for the human rights endowment. Unfortunately, he is not in a position to assist us at this time.

We thought that sharing information about both the donor and his existing commitments might illustrate why raising \$5 million for human rights at YLS is an aggressive goal. The donor is Tom Bernstein, Yale College '75 and YLS '77. He is the president and co-founder of Chelsea Piers, and the son of Robert Bernstein, founder of Human Rights Watch and former president of Random House. The Bernstein family has long been generous to Yale, establishing at the Law School both the Robert L. Bernstein International Fellowships for recent YLS graduates and the Tom and Andi Bernstein Human Rights Fellowships for human rights advocates and scholars. As promised at our meeting last month, Robert asked Tom to consider a \$5 million gift to help endow the Human Rights Fellowship Initiative that the Robina Foundation has so generously supported since 2008.

The reason Tom cannot assist us has nothing to do with any lack of enthusiasm for the human rights program at the Law School, but rather his many existing financial commitments to other human rights organizations, some of them involved in direct service. He is vice-chair of Human Rights First, chair of the Partnership for Public Service, and was named by President Obama as chairman of the U.S. Holocaust Memorial Museum in D.C. In addition, he and his family recently founded the Robert L. Bernstein Human Rights Institute at NYU Law School. Since each of these positions entails providing substantial financial support, Tom told Robert that he cannot see himself making another significant gift to YLS in the next ten years.

While we are disappointed by this response, we are regrouping. We are trying to think outside the box about ways to generate donations that Robina might match, keeping in mind always the possibility of segregating unrestricted YLS endowment funds for human rights. We are looking at all possibilities, including visits with other prospective donors with interests in human rights whom we have identified both via the Robina-funded Human Rights Alumni database and across the University more broadly. We will, of course, keep you informed, but as we mentioned during your visit, some of these prospects have never been asked to make a major gift to the Law School, and so will take time to cultivate. In the meantime, we wonder if Susan or Peter have further thoughts about people or foundations they think might potentially support the human rights program at YLS, particularly at places where we will need an introduction to get a serious hearing. Tom has many contacts in the human rights world and, even though he himself cannot make a substantial contribution, he has agreed to help us approach third party potential donors once we have identified them.

Sorry not to have better news, but we promise to push onward. I hope that the polar vortex has lifted and spring is at least starting to be in sight!

All best, Tara

EXPANDING YALE LAW SCHOOL
BAKER HALL
financial information

Capital Improvements:

» Acquisition of Property	\$11.6m	
» Repairs	\$8.8m	HVAC, Pointing, Furniture, Interior, etc.
» Replacement/Enhancements	\$7.28m	New Roof, Windows, Kitchenettes, Bathrooms, Lighting, etc.
» Upgrades	\$10.0m - \$17.0m	Entrance, Entry Gate, Arcade, Seminar Rooms, Community Space, etc.
CAPITAL TOTAL	\$37.6m - 44.6m	

Operating Budget:

» Revenue	\$1.4m	Room Rental Income
» Expenses	\$1.7m	Building Services, Utilities, Security, etc.
OPERATING TOTAL	\$0.3m	

Endowment for Operating Loss:

» Facilities Endowment	\$5.7m	Endowment expected to generate annual income of \$300k (assumes 5.25% distribution rate)
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PROJECT TOTAL **\$43.3m - \$50.3m**

EXPANDING YALE LAW SCHOOL

BAKER HALL

project schedule

January 2016

- » Concept design drawings completed
- » Updated budget estimate completed

February - March 2016

- » Design Services Proposal
- » Existing Conditions Survey
- » Officer's Project Review Meeting (OPR)

April 2016 - August 2018

- » Corporation Approval Meeting
- » Design phase work: 12 months
- » Bidding/Contracting: 2-3 months
- » Construction: 14-15 months

Mid-August 2018

- » Occupancy



Yale Law School

ROBERT C. POST · *Dean and Sol & Lillian Goldman Professor of Law*

October 14, 2015

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

Dear Kathleen,

We are delighted that the Robina Foundation trustees have invited us to submit a proposal to endow the Human Rights Initiative at Yale Law School, which the Foundation has so generously supported for many years. Endowing the Initiative would ensure that the Law School will continue to have the resources it needs to prepare and sustain leaders in human rights and social justice for generations to come. The Robina Foundation's annual funding since 2009 has allowed the Law School to create a comprehensive human rights program, which extends from student training and practical experience to post-graduate opportunities. By investing in individuals dedicated to advancing human rights, the Robina Foundation has made a lasting contribution to the lives of people around the world. By endowing this critical program, the Foundation will guarantee that this impact will endure in perpetuity.

Sustaining the Robina Human Rights Initiative at its present level will require an endowment of \$20 million. This figure is based on Yale's estimated income distribution of 5% a year. An endowment of \$20 million would permit us to continue the core elements of the Human Rights Initiative, which include financial assistance for students and loan relief for graduates, summer internship stipends, fellowships for recent graduates to do full-time human rights work, and visiting faculty, scholars, and practitioners. The Initiative also includes vital support for research, clinical innovation, teaching, and human rights programming for the wider University community.

We have carefully assessed the current capacity of the Law School's alumni and friends who would be willing to make financial commitments to the Human Rights Initiative. As you know, Yale Law School is small. About half of our graduates go into public service or academe, which further shrinks the pool of available alumni with the capability to contribute to our endowment. Those with the resources to give are disproportionately focused on private rather than public law. But we believe that this Initiative is vitally important to our mission, and have concluded that by stretching our resources and our fundraising efforts, we will be able to raise \$5

million in endowment funds for this cause within the next five years. In order to secure a total endowment of \$20 million, we would ask the Robina Foundation trustees to consider an endowment gift to the Law School of \$15 million. With your backing, we will be far more likely to reach our own \$5 million goal; we will be able to assure individual donors that their endowment contributions will be matched on a 3:1 basis.

One tool we will use to secure these funds is the Law School's new database of human rights graduates, which the Robina Foundation's gifts have enabled us to develop. This database contains information on more than 1200 graduates since 1984 who were involved in at least one aspect of the Law School's human rights program when they were students, or who received a post-graduate human rights fellowship. While many continue to work in human rights and other areas of public service and so may not have significant financial resources, others are now in a position to give more generously. We will appeal to all of these alumni to donate to this critical effort as their circumstances allow.

We hope that the Robina trustees will agree that what we propose will sustain and, over the years, magnify the tremendous impact of your earlier contributions. As the students and alumni who have participated in this Initiative can attest, your generosity has already affected the world in important ways. By investing in human capital – in particular, developing the talents and affirming the commitments to human rights and social justice of young advocates and scholars – your support offers enduring benefits to the human condition. We believe that James Binger would have been proud to have established such a permanent legacy.

My best regards,



Robert C. Post
Dean and
Sol & Lillian Goldman Professor of Law

cc: Penny Hunt, Executive Director

Enclosures



Yale Law School

*Proposal for Raising Endowment Matching Funds
for the Robina Human Rights Fellowship Initiative*

January 2016

We are delighted that the Robina Foundation trustees have invited us to submit a proposal to endow the Human Rights Initiative at Yale Law School, which the Foundation has so generously supported for many years. Endowing the Initiative would ensure that the Law School will continue to have the resources it needs to prepare and sustain leaders in human rights and social justice for generations to come. The Robina Foundation's annual funding since 2009 has allowed the Law School to create a comprehensive human rights program, which extends from student training and practical experience to post-graduate opportunities. By investing in individuals dedicated to advancing human rights, the Robina Foundation has made a lasting contribution to the lives of people around the world. By endowing this critical program, the Foundation will guarantee that this impact will endure in perpetuity.

We have carefully assessed the current capacity of the Law School's alumni and friends who would be able and willing to make financial commitments to the Human Rights Initiative. As you know, Yale Law School is small. About half of all our graduates go into public service or academe, which further shrinks the pool of available alumni with the capability to contribute to our endowment. But we believe that this Initiative is vitally important to our mission, and have concluded that by stretching our resources and our fundraising efforts,¹ we will be able to raise \$5 million in endowment funds for this cause within the next five years, which we hope the Robina trustees will consider matching on a 2:1 basis. A total endowment of \$15 million, which would initially produce about \$750,000/year at a 5% income distribution rate, would permit us to continue most of the core elements of the Human Rights Initiative: financial assistance for students and loan relief for graduates, summer internship stipends, fellowships for recent graduates to do full-time human rights work, and funds for visiting faculty, scholars, and practitioners (though we will likely reduce the current allocation for this last element). With your backing, we will be able to assure donors that their endowment contributions will help leverage matching funds from the Foundation, which we believe will greatly enhance our chances of success.

¹ See Appendix A for the Law School's fundraising history over the past five years.

Initial Fundraising Plan:

We have already begun contacting alumni who have substantial resources and a history of supporting human rights programs at the Law School.² We hope that these individuals will be the leadership donors for this initiative, and have upcoming meetings scheduled with several of them. One tool we are using to identify new prospective donors to the Human Rights Fellowship endowment is the Law School's recently created database of human rights graduates, which the Robina Foundation's support has enabled us to develop. This database contains information on more than 1200 graduates since 1984 who were involved in at least one aspect of the Law School's human rights program when they were students, or who received a post-graduate human rights fellowship. While many continue to work in human rights and other areas of public service and so may not have significant financial resources, others are now in a position to give more generously.³ Using prospect research, we have initially identified 97 (8%) of the 1201 graduates included in this database as having the likely capacity to make major gifts (\$50,000+) toward this effort. In many cases, these alumni are young enough that they do not have an extensive fundraising history and have never been asked by the Law School to make a large gift, so we know that it may take several years to cultivate and then solicit them. Once we have secured several substantial gifts, we will appeal by letter to all of the remaining alumni in the database to donate to this critical effort as their circumstances may allow.

Considerations and Constraints:

As shown in Appendix A, in recent years, the Law School has typically raised between \$15 and \$20 million a year, not including occasional one-time very large gifts for specific purposes. The Law School counts on expendable gifts to cover 11.7% of its operating costs; \$6-7 million of these annual expendable funds must be unrestricted in order to balance the budget. As a self-supporting school at Yale, the Law School is responsible for its own fundraising and is limited within the University to soliciting only our own graduates. In addition, we must allocate over 12% of our annual budget to pay the University assessment for shared services. Financial aid accounts for another 15% of the Law School's budget, and is increasing by the year.

In addition, the Law School is in the midst of acquiring from the University and then renovating what has been a "swing space" Yale College residence hall. The Law School will use Baker Hall as a residence hall housing 150 students (there are currently no on-campus residences for law students), with additional classrooms and office space for centers and programs. The architects estimate that full renovation will cost between \$43 and 50 million; we have raised a little more than half that amount, primarily via a single naming gift from Robert Baker. We must complete the fundraising for this project by the end of 2017, as full occupancy by the Law School is slated for August 2018. The necessary fundraising for this building project will coincide, at least in part, with our efforts to raise a match for the Human Rights Fellowship endowment, and is a major factor in our \$5 million estimate of what we can raise for the Robina match over the next few years.

² See Appendix B for information about existing human rights funds provided by some of these donors.

³ See Appendices C and D for an analysis of the current career trajectories of YLS alumni included in the Human Rights database.

Finally, as Appendices C and D illustrate, the Yale Law School graduates whose career trajectories we are tracking in the human rights database are overwhelmingly employed in fields that are not typically associated with significant income. Of the 1201 alumni with Law School involvement in human rights activities going back to the mid-80s, only 35% are employed at law firms or in corporate positions. Fully 58% are employed in non-profit organizations, government, academe, or the arts and journalism. On one hand, this should be reassuring evidence that Yale Law graduates in significant numbers pursue long-term human rights and social justice careers; on the other hand, it means that their capacity to make large donations to the Law School is limited. Indeed, the generational breakdown by career sector shown in Appendix D for the most recent graduates skews our “law firm” totals upwards in what we expect will be a temporary fashion—given high student loan debt and related considerations, many recent graduates take associate positions in law firms to become financially solvent before entering or returning to careers in the non-profit, government, or academic sectors.

Conclusion:

We hope that the Robina trustees will agree that what we propose will sustain and, over the years, magnify the tremendous impact of your earlier contributions. As the students and alumni who have participated in this Initiative can attest, your generosity has already affected the world in important ways. By investing in human capital – in particular, developing the talents and affirming the commitments to human rights and social justice of young advocates and scholars – your support offers enduring benefits to the human condition. We believe that James Binger would have been proud to have established such a permanent legacy.



Yale Law School Development Office

Contribution Revenue FY2011 - FY2015 by Purpose Areas

Purpose Areas	FY2011 Revenue	FY2012 Revenue	FY2013 Revenue	FY2014 Revenue	FY2015 Revenue
Restricted Expendable Gifts	\$3,586,295.83	\$5,566,275.47	\$5,172,166.18	\$3,520,236.96	\$10,800,324.03 (1)
General Operating Support	\$7,047,913.06	\$4,317,694.00	\$4,786,660.67	\$7,144,271.18	\$7,112,311.18
Endowment	\$9,544,555.97	\$4,924,204.98	\$10,425,357.40 (2)	\$4,058,648.22	\$20,686,945.03 (3)
Capital Projects	\$250,000.00			\$22,101,980.62 (4)	
Bequest Intention		\$765,000.00			
Totals	\$20,428,764.86	\$15,573,174.45	\$20,384,184.25	\$36,825,136.98	\$38,599,580.24

Notes:

(1) Includes a \$5 million expendable donation to establish the Solomon Center for Health Law and Policy at Yale Law School

(2) Includes a one-time \$5 million donation for environmental law and policy

(3) Includes a \$14 million bequest to establish the Richard Urowsky Scholarship Fund at Yale Law School

(4) Includes a \$22 million donation for the renovation of Baker Hall, the Law School's newly acquired residence hall



Yale Law School Development Office

Contribution Revenue FY2011 - FY2015 by Donor Groups

Sources of Donations	FY2011 Revenue	FY2012 Revenue	FY2013 Revenue	FY2014 Revenue	FY2015 Revenue
All Individuals	\$19,418,824.36	\$10,755,558.55	\$18,691,694.13 (1)	\$35,626,058.33 (2)	\$33,314,629.89 (3)
Corporations	\$619,800.00	\$256,815.33	\$554,825.00	\$499,152.45	\$879,400.00
Foundations	\$161,750.00	\$4,480,576.96 (4)	\$959,925.52	\$565,568.20	\$4,285,090.35 (5)
Other Organizations	\$228,390.50	\$80,223.61	\$177,739.60	\$134,358.00	\$120,460.00
Totals	\$20,428,764.86	\$15,573,174.45	\$20,384,184.25	\$36,825,136.98	\$38,599,580.24

Notes:

(1) Includes a one-time \$5 million donation for environmental law and policy

(2) Includes a \$22 million donation for the renovation of Baker Hall, the Law School's newly acquired residence hall

(3) Includes a \$14 million bequest to establish the Richard Urowsky Scholarship Fund at Yale Law School and a \$5 million expendable donation to establish the Solomon Center for Health Law and Policy at Yale Law School

(4) Includes the \$3 million pledge from the Robina Foundation

(5) Includes a \$1 million donation from the Robina Foundation, a combined \$1,687,210 pledge from the Stanton and John S. and James L. Knight Foundations, a \$500,000 grant from the Carnegie Corporation of New York, and a \$450,000 grant from the John D. & Catherine T. MacArthur Foundation

Existing Endowments for Human Rights, Yale Law School

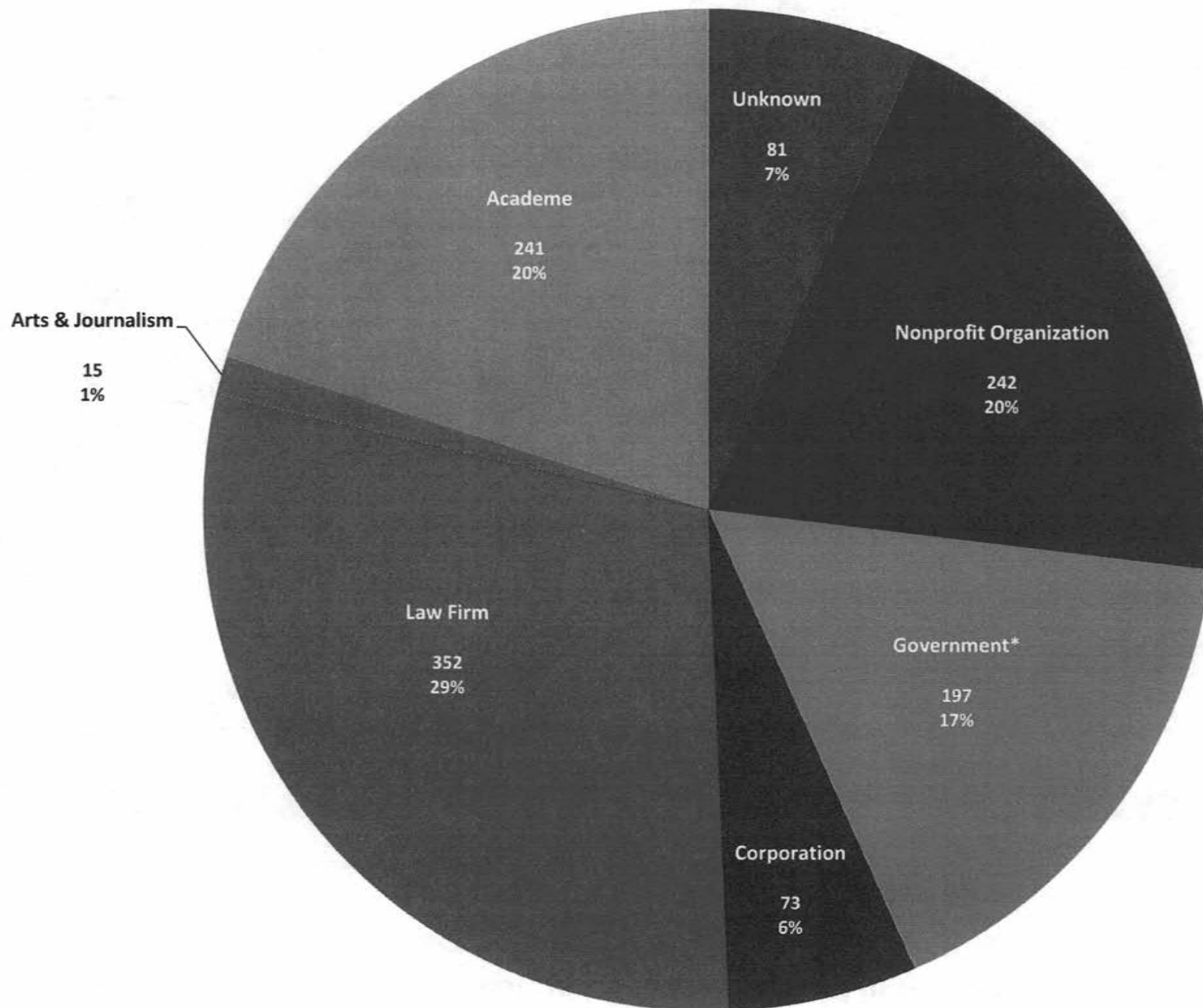
In addition to the Robina Human Rights Fellowship grants, there are several endowed funds that provide income that supports the Law School's human rights program. The Schell Center for International Human Rights is supported by the Orville H. Schell, Jr. Center Endowment Fund (est. 1988), which had a market value of \$13,917,315 as of June 30, 2014. The Fund's annual income distribution in 2014-15 was \$658,538. 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 \$383,138 as of June 30, 2014. The Wei-Ying U Fund's annual income distribution in 2014-15 was \$18,129.

The Bernstein Fellowships in Human Rights 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 \$3,001,007 as of June 30, 2014. The Robert L. Bernstein Fund's annual income distribution in 2014-15 was \$142,001. The Bernstein Visiting Fellowship(s) are supported by the Tom and Andi Bernstein Fund for Human Rights (est. 2008), which had a market value of \$1,041,758 as of June 30, 2014. The Tom and Andi Bernstein Fund's annual income distribution in 2014-15 was \$49,294.

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 \$522,898 as of June 30, 2014. The fund's annual income distribution in 2014-15 was \$24,742. The Lowenstein Clinic's budget is supplemented by the Schell Center Endowment Fund.

Employment Sector of Alumni in the Robina Human Rights Database, Classes 1984-2015

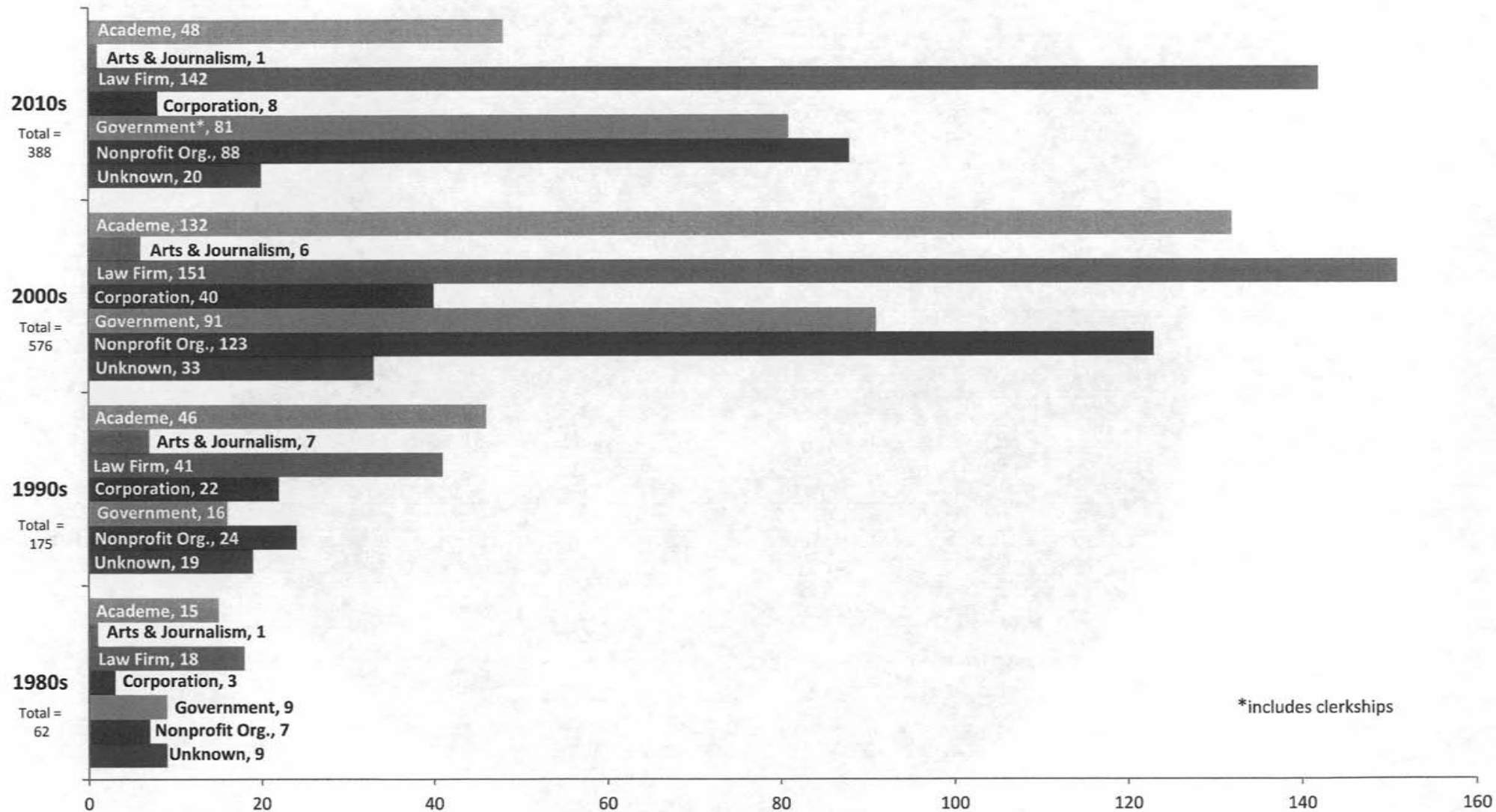
n = 1,201



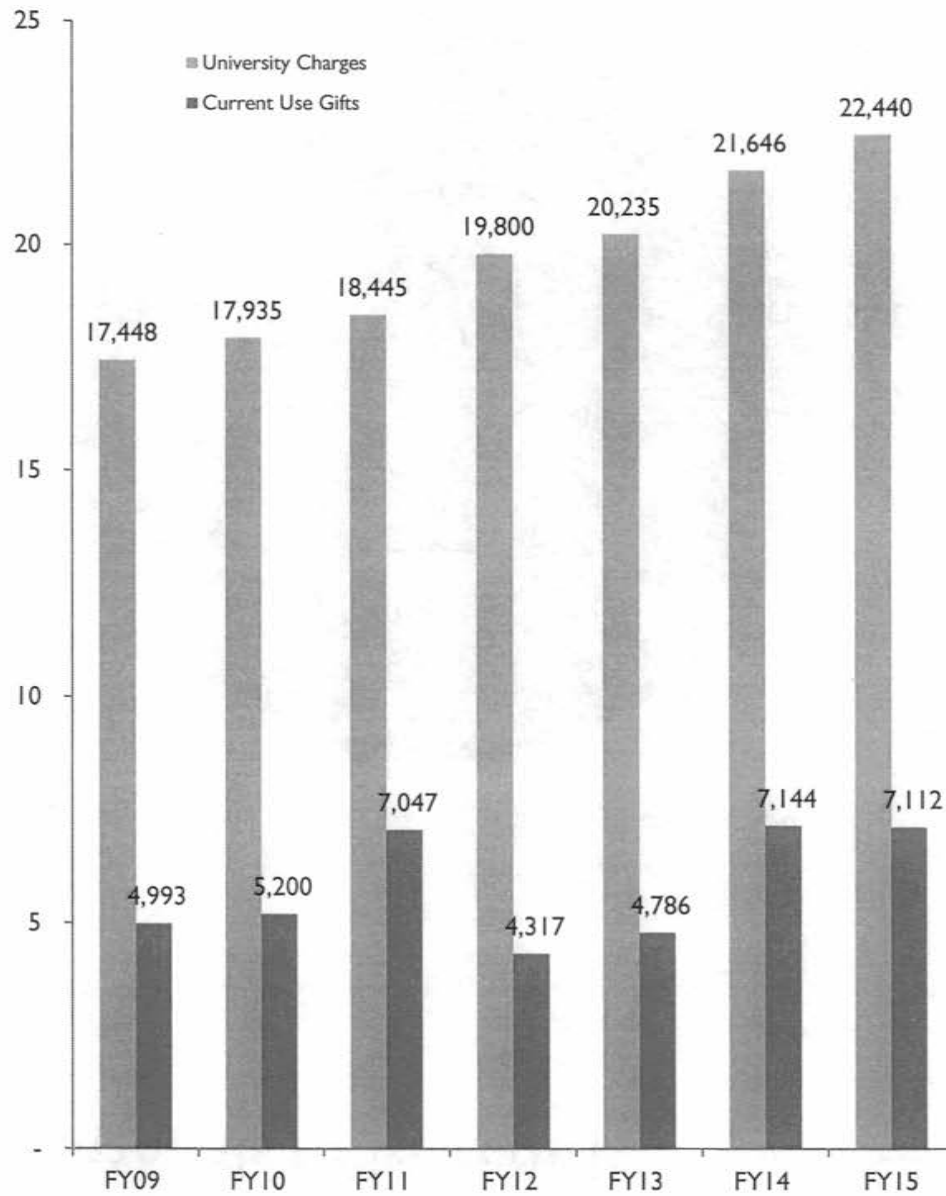
*includes clerkships

Employment Sector by Graduation Decade of Alumni in the Robina Human Rights Database

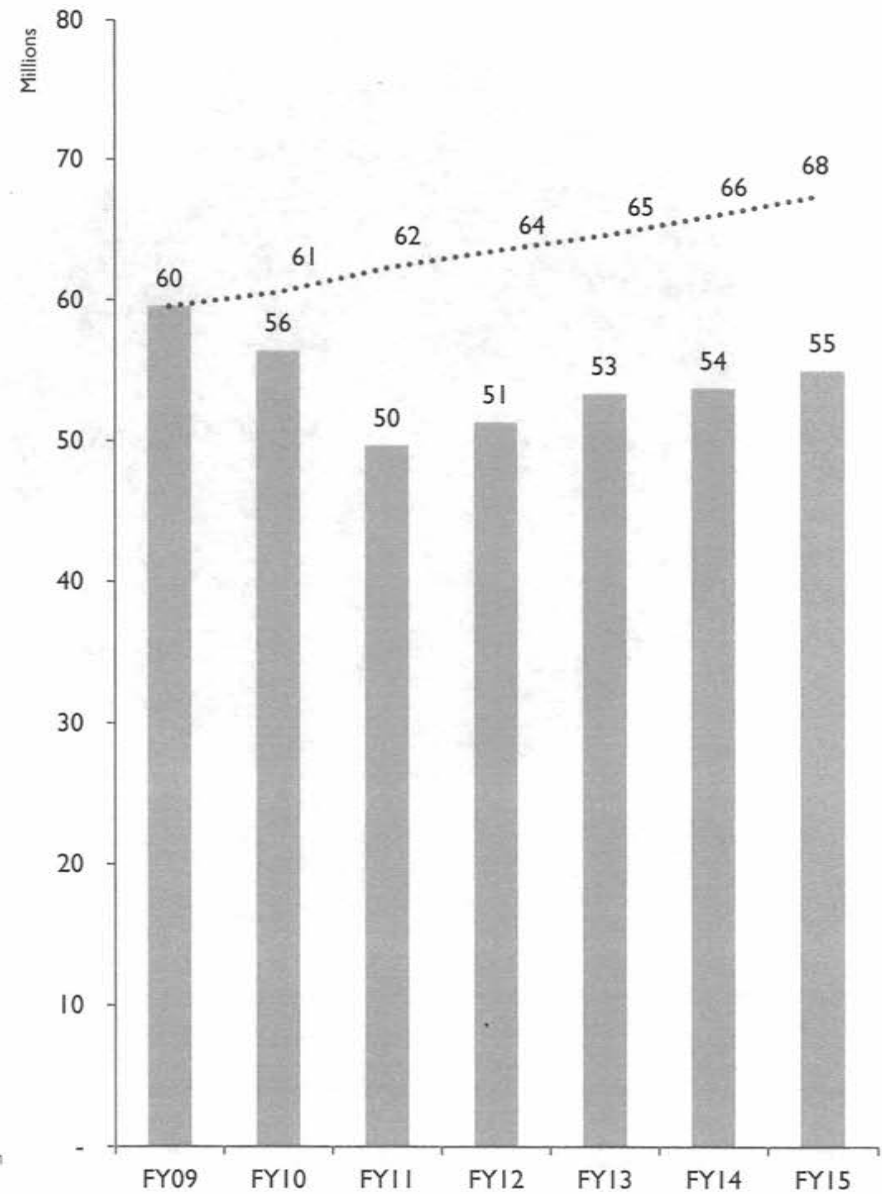
n = 1,201



Current Use Gifts vs. University Charges (in thousands)

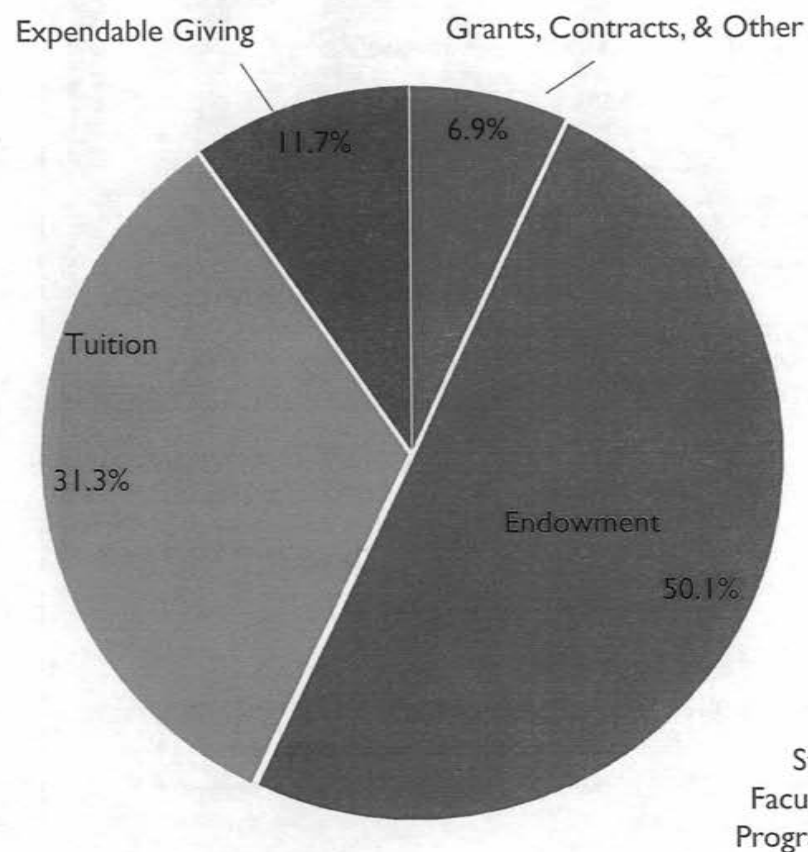


Endowment Income

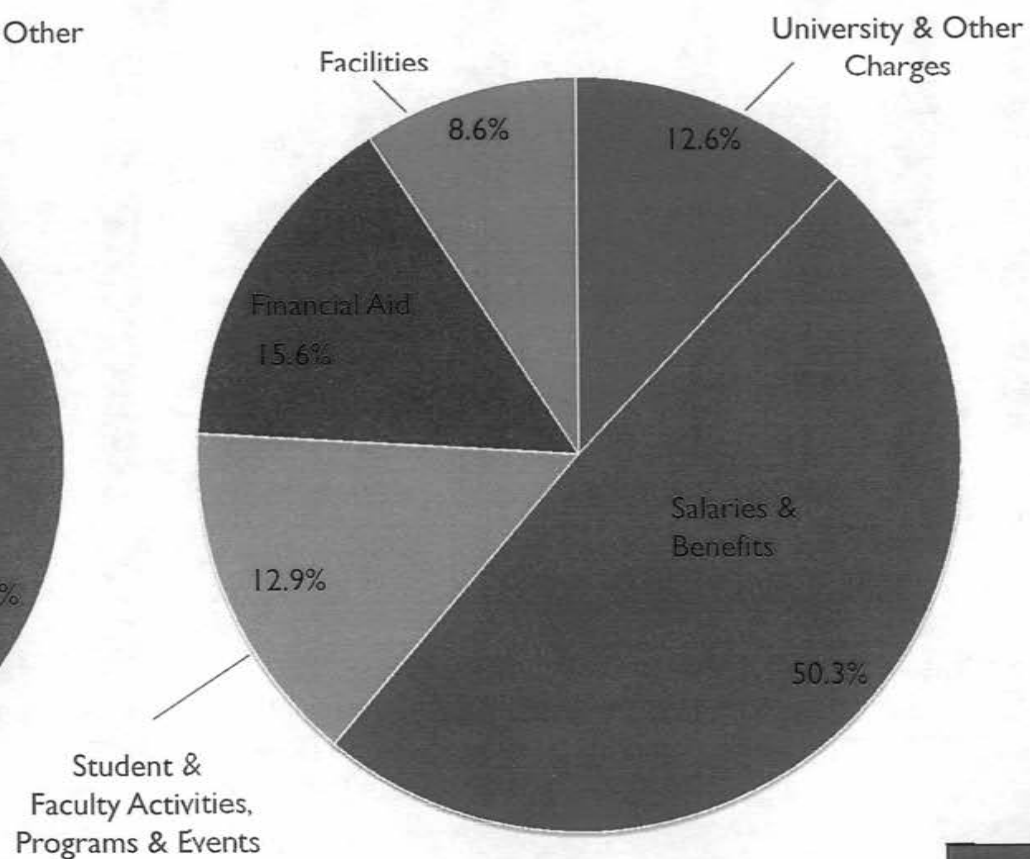


Financials FY15 Actuals

Sources



Uses



UNIVERSITY OF MINNESOTA

Twin Cities Campus

*Office of the Dean
The Law School*

*Walter F. Mondale Hall
229 - 19th Avenue South
Minneapolis, MN 55455
Office: 612-625-4841
Fax: 612-625-2019*

February 11, 2016

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

Dear Kathleen,

I am pleased to present the enclosed update on the Center for New Americans for consideration at your upcoming meeting in San Francisco.

→ The report provides a short summary of the Center's progress mid-way through its third year, and you will see we continue to exceed virtually all of the benchmarks set out in the four-year pilot proposal. There is also a preview of our planned request for endowment for a permanent ~~Binger~~ Center for New Americans, with discussion of the Law School's preferences for structuring that gift should the request be approved. This discussion tracks my more detailed letter to you about our ongoing efforts to achieve a fiscal balance.

The report also has three appendices: Center faculty and staff bios, recent press about the Center, and a budget summary.

With our partners the Center will continue to build upon the many achievements detailed here, and we look forward to providing a comprehensive annual report on our progress, along with our endowment request, later this summer.

Sincerely,



David Wippman
Dean and William S. Pattee Professor of Law



Center for New Americans Update and Proposal Preview

The Center for New Americans has hit its full stride in year three. By working together with our law firm and non-profit partners, we continue to exceed virtually all benchmarks for progress set out in our four-year pilot proposal. We have already won transformative changes in U.S. law benefitting thousands of immigrants and their families. The Center gives our students life-changing educational experiences they would not have found at any other law school, such as the chance to litigate and win a case at the U.S. Supreme Court, or the opportunity to lead cutting-edge appeals on behalf of Central American refugees and detained immigrants.

As we approach the final year of our pilot funding, we are pleased to provide this brief review of our progress, along with a preview of our planned request for endowment of a permanent Binger Center for New Americans at the Law School.

SUMMARY OF PROGRESS

- **Emerging Trends**

A comprehensive account of the Center's progress was provided last August in our second annual report. That report also identified three interrelated trends impacting our priorities: 1) political stalemate on immigration reform in Congress, 2) President Obama's stalled effort to protect millions of undocumented immigrants through executive actions, and 3) a recent surge of Central American asylum seekers that has overwhelmed immigration courts across the country and in Minnesota. The first two trends persist, while the Central American refugee crisis has intensified during the past six months due to a new spike in the number of children and families apprehended at the southern U.S. border. To address the refugee crisis in Minnesota, the Center and its partners continue to work collectively to screen and represent individual Central Americans before the local immigration court. This has required us temporarily to redirect some resources away from representing detained immigrants. We have also continued to prioritize impact litigation aimed at broader, systemic protections for this population of refugees.

- **Building the Center for New Americans.** The Federal Immigration Litigation and Detainee Rights clinics are now in their second full year of operation and have been successfully integrated with our Immigration and Human Rights Clinic and the Education and Outreach Program. This year we hired new adjunct faculty from our partner organizations to further expand clinic capacity. In addition to traditional clinic enrollment, the Center has developed innovative immigration "field placements" that engage students in collaborative litigation or policy projects with our local partners and national allies, allowing us to respond flexibly to emerging issues while also meeting

increased student demand for immigration externships. To date, the Center for New Americans has more than quadrupled the total number of immigration-related experiential learning opportunities at the Law School from 10 to over 45.

- The **Federal Immigration Litigation Clinic** seeks improvements in U.S. immigration law through collaborative litigation in federal courts and related advocacy beyond the courtroom. Last year, our Supreme Court victory in *Mellouli v. Holder* put the Center on the map as a national leader in impact litigation, attracting more law students to our clinics and more prospective students to the Law School. We are building on this success, and have already surpassed our benchmark for year three by engaging students, partners, and national allies in more than 24 litigation matters. The following are just a few examples of our latest work:

- In October we cemented our victory in *Mellouli* by forcing the government to settle an extraordinary second-round appeal that returned the case to the U.S. Supreme Court. The settlement extended the impact of our initial win by requiring the federal government to apply the broadest possible interpretation of the Court's opinion, maximizing the number of immigrants protected from deportation for minor drug offenses.
- Law students and faculty teamed with Dorsey & Whitney and the ACLU to stop the deportation of a former child soldier from Sierra Leone, Nelson Kargbo, then won a federal lawsuit in October that freed him from over two-years in immigration custody. We then launched a successful media campaign that resulted in a *New Yorker* article about Nelson and the flawed U.S. policies that allowed his prolonged detention. In 2016, law students are preparing new impact litigation with Dorsey and the ACLU that will seek to completely overturn those policies.
- ○ In April, third-year law student Anne Dutton will argue the most watched asylum appeal in the nation before the Ninth Circuit Court of Appeals in Seattle. Our client is challenging U.S. policies that deny asylum to most victims of gang persecution, even young Central American children forcibly recruited into gangs by violence. The Center is leading this litigation with a national coalition of asylum advocates who supported us with amicus briefs, including Harvard Law School and the Center for Gender and Refugee Studies at Hastings College of Law. A victory could provide systemic relief to thousands of deserving Central American asylum seekers.

- The **Detainee Rights Clinic** defends indigent noncitizens in immigration court after they are incarcerated by the Department of Homeland Security (DHS). The Center and our partners continue to expand representation to detained immigrants even as we attend to the current Central American refugee crisis, and expect to substantially meet our benchmarks by providing representation to detainees in over 40 bond hearings and over 40 merits hearings. As described in the *New Yorker*, the Detainee Rights Clinic led or collaborated with the Federal Immigration Litigation Clinic in all phases of Nelson Kargbo's case. Clinic students are expanding the new Legal Orientation Program in year three and are on track to provide 150-200 immigration detainees with on-site know-your-rights presentations, screenings, and high-quality educational materials. In

addition, the Center is teaming with local partners and national allies in efforts to obtain improvements in detention conditions through direct engagement with federal officials.

- Our **Education and Outreach Program** teaches noncitizens about their rights and trains lawyers to provide high-quality pro bono services to New Americans. Following the retirement of Nancy Cook, we hired Deepinder Mayell as the new Program Director. Deepinder is expanding the Center's already impressive network of allies within the Law School, across the university, and in the wider community. We have provided training to over 200 lawyers in year three already, and our programs have benefitted over 500 hundred non-citizens in the same period. Examples of our activities include:
 - The Translation and Interpretation Program, led by Kjerstin Sanden, has grown to more than 125 volunteers fluent in 19 languages, and provides critical language services to the clinics and our partners.
 - Center faculty and partners trained and supervised law students on public service trips to Texas and Seattle during winter break. The Texas trip included two Center faculty, five students, and a contingent of volunteer attorneys from our partner law firm Faegre Baker Daniels. Law students assisted Central American refugees held at the nation's largest family detention facility. The trip coincided with a series of high-profile DHS raids that targeting 121 Central American women and children for deportation. The students helped stop the deportation of nearly half the families through emergency appeals that revealed most had never received any meaningful opportunity to present their asylum claims.
 - The Center's new outreach partnership with the Law School's Tax Clinic launched in 2015 with support from the American Bar Association. Teaching fellow Frank DePietro has already helped educate over 200 low-income immigrants about their rights under U.S. tax law and how to avoid common tax scams.

A PERMANENT BINGER CENTER FOR NEW AMERICANS

In keeping with the original four-year pilot proposal, as we enter the final year this summer, the Law School will request an additional \$25 million to permanently endow the Center. Our budget is attached at appendix C.

The Law School is continuing to seek additional funding to complement Robina's core support. The \$1.3 million in donated time that our partner law firms have invested in the Center so far represents a significant matching contribution, while our non-profit partners also give their invaluable time and expertise to our shared work. As noted, the American Bar Association provided funding this year to launch the Center's new outreach collaboration with the Tax Clinic.

Last year, we sought a grant from the Vera Institute of Justice to support our detention work, and another from Justice AmeriCorps to expand our representation of unaccompanied Central American children. Unfortunately, neither request was approved

due mainly to geographic priorities that disfavored Minnesota. We are actively exploring other possible sources, such as alumni donors and contacts at foundation programs including MacArthur. While we remain hopeful these efforts may yield modest additional support, we do not foresee any large matching grants that could meaningfully replace the contemplated endowment of \$25 million. This amount will be needed to carry forward the Center in its current form.

In terms of timing, a one-time gift of the full \$25 million would be the ideal, and preferable to receiving the same amount over a period of years. It is probable the University will eventually move to a 4% payout on the annual endowment, such that the full amount of \$25 million will be necessary to cover costs. As detailed in my separate letter to Kathleen, the Law School is in the middle of a multi-year effort to balance its budget while adjusting to class sizes significantly smaller than recent historical norms. Law schools across the country face the same challenge because of a sharp (40%) decline in annual law school applications nationwide in the past decade. While we believe this decline has bottomed out and may improve modestly going forward, the lower revenue associated with smaller class sizes has placed stress on our budget, forcing us to seek new sources of revenue, cut spending, and rely temporarily on increased allocations of state funds from the University. We expect to come back in balance by 2019-20 and perhaps sooner. However, if the contemplated \$25 million endowment is gifted over a period of years, we will not be able to fund the Center's operations fully until that process is complete, necessitating additional borrowing from the University each year in the interim, delaying the larger Law School's return to fiscal balance.

We thank the Robina foundation for the opportunity it has given the Law School to build the Center for New Americans. The remarkable progress we have made with our partners in less than three years proves the truly extraordinary long-term potential of our model for clinical legal education. We are confident a permanent Binger Center for New Americans will be the premiere immigration clinical program in the nation, inspiring generations of law students and helping transform U.S. immigration law for the benefit of countless immigrants and their families in decades to come.

APPENDICES

- Appendix A –** CNA Faculty and Staff: transitions and biographies
- Appendix B –** CNA in the Press: Selected recent media coverage
- Appendix C –** Budget for endowment of a permanent Binger Center for New Americans

APPENDIX A

CENTER FOR NEW AMERICANS: PEOPLE

Center Faculty and Staff

Our faculty and staff continue to build the Center in year three. It has been a period of exciting transitions and planning that will bring the Center for New Americans to full capacity in year four.

Following the retirement of Nancy Cook, we completed a national search and hired Deepinder Singh Mayell as the new director of our Education and Outreach Program. Teaching fellow Julia Decker ('14) enjoyed a successful first semester supervising students in both the Federal Litigation Clinic and Steve Meili's Immigration and Human Rights Clinic. With new funding from the American Bar Association, our third teaching fellow, Frank DiPietro ('14), launched an innovative outreach partnership between the Center and the Law School's Tax Clinic that has already provided hundreds of non-citizens with crucial educational materials about the US tax system. We also hired additional adjunct faculty from our law firm and non-profit partners.

We are now conducting a national search for the Center's next teaching fellow who will take the place of Kate Evans when her successful fellowship ends in June 2016. We are very pleased to report that Kate's collaborative work with the Center's students and partners landed her a tenure-track clinical position at the University of Idaho Law School. Kate will apply her experiences helping build the Center to the important task of creating a new immigration clinic in a region with a growing population of non-citizens but few current *pro bono* legal services.

In addition, we are making two adjustments to meet rapid growth in demand for our clinical and outreach services. We plan to redirect some of our resources to hiring a new full-time administrative coordinator with fluency in Spanish or Somali, and we will promote Kjerstin Sanden to a new coordinator position that will support Deepinder and allow the Education and Outreach Program to achieve full capacity in year four.

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

Recent publications and works in progress:

- *Eighth Circuit Immigration Litigation Practice Manual: Essential Materials and Practice Guidance for Pro-Bono Counsel*. With the Immigrant Law Center of Minnesota and Robins Kaplan LLP (forthcoming, May 2016).

Linus Chan, Director, Detainee Rights Clinic

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

Recent publications and works in progress:

- *Categorical Approach Returns to Supreme Court: Mathis v. U.S.*, with Nicholas Anderson, crimmigration.com (January 2016).
- *The Right to Travel: Breaking Down the Thousand Petty Fortresses of State Self-Deportation Laws*, 34 Pace Law Review 814 (2014).
- *A Survey of Minnesota Public Defenders: Padilla v. Kentucky* (work in progress).
- *The True Punitive Goals of Detention in the Immigration System* (work in progress).

Stephen Meili, Director, Immigration and Human Rights Clinic

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

Recent publications and works in progress:

- *U.S. Refugee Resettlement Policy and International Human Rights Treaty Obligations: A Mixed Record*, 2 International Journal of Migration and Border Studies 1 (2016).
- *Do Human Rights Treaties Matter?: Judicial Responses to the Detention of Asylum-Seekers in the U.S. and the U.K.*, 48 New York University Journal of International Law and Politics 209 (2015).
- *Constitutionalized Human Rights Norms and the Protection of Colombian Refugees in Ecuador* (work in progress).

Deepinder Mayell, Assistant Director of Education and Outreach

Deepinder joined the Center in January 2016. He was previously served as director of the Refugee and Immigrant Program at The Advocates for Human Rights, one of the Center's non-profit partners. In 2013, Deepinder helped develop the original proposal to create the Center for New Americans. He is a talented writer, community organizer, and lawyer. Deepinder will design the Center's new education and outreach initiatives in cooperation with our law firm and non-profit partners. He will also expand the number of immigration-related externships offered to law students and assist Center faculty implement a new immigration law concentration. Deepinder graduated from Boston College and Brooklyn Law School.

Recent publications and works in progress:

- *Somalia Project: Best-Practices Toolkit for Practitioners*. With Robins Kaplan, LLP and The Advocates for Human Rights (work in progress).

Kjerstin Sanden, Program Coordinator

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

Recent publications and works in progress:

- *Translation and Interpretation Project Volunteer Manual* (revision 2016).

Kate Evans, Teaching Fellow

Kate joined the Center in October 2013. Before that she was in a private immigration practice and served as an adjunct clinical professor at the University of St. Thomas. Earlier, Kate clerked for the Honorable Diana E. Murphy, Circuit Judge, United States Court of Appeals for the Eighth Circuit, as well as the Honorable Harriet Lansing and the Honorable Thomas Kalitowski of the Minnesota Court of Appeals. Kate received her B.A. from Brown University and her J.D. from NYU School of Law, where she won awards for public service and outstanding performance in the immigration clinic. Her research interests center on asylum law and the intersection of criminal and immigration law.

Recent publications and works in progress:

- *Drawing Lines Among the Persecuted* (forthcoming Minn. L. Rev. Fall 2016).
- *Litigating Mellouli: Adventures in Team Whack-A-Mole*, crimmigration.com (June 2015).

Julia Decker ('14), Teaching Fellow

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

Recent publications and works in progress:

- *Matter of M-E-V-G- and the BIA's Confounding Legal Standard for "Membership in a Particular Social Group,"* 14-06 Immigr. Briefings 1 (June 2014) (co-authored with Benjamin Casper, Kate Evans, and Hayley Steptoe).

Frank DiPietro ('14), Teaching Fellow

Frank also arrived in June 2015 after receiving a Christine A. Brunswick Public Service Fellowship from the American Bar Association Section of Taxation. The two year fellowship funds a joint project of the Center and the Law School's Tax Clinic. Frank

provides noncitizens legal representation in tax matters. He also collaborates with the Center's partners to provide needed outreach and education services for immigrants who often do not understand tax laws and face common tax pitfalls that can jeopardize their eligibility for permanent immigration status or U.S. citizenship. Frank recently argued and won a case at the Eighth Circuit Court of Appeals on behalf of an impoverished Somali client. The ruling entitles the client to thousands of dollars in tax credits improperly denied by the IRS and clarifies an important issue of tax law that will protect many other immigrant taxpayers.

Adjunct Faculty

Kirsten Schubert, Partner, Dorsey & Whitney

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

Sally Silk, Counsel, Robins Kaplan LLP

Sally joined Center as an adjunct faculty member in August 2015 and is supervising students in asylum appeals before federal courts. She is a member of the Center's advisory committee and serves on the pro bono committee at Robins Kaplan. Sally has won numerous awards for her pro bono advocacy on behalf of immigrants and refugees. She has co-counseled a number of cases with the Center and our other partners, including our recent U.S. Supreme Court appeal in *Goromou v. Holder*.

Rebecca Scholtz, Staff Attorney, Mid-Minnesota Legal Aid

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

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

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

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

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

New Yorker Profiles Former Child Soldier Represented by Center for New Americans, Dorsey & Whitney, and ACLU-MN

DECEMBER 4, 2015

The New Yorker magazine published a profile this week of Nelson Kargbo, a refugee and former child soldier from Sierra Leone who was successfully represented in his immigration case by law students with the Law School's Center for New Americans, in partnership with Dorsey & Whitney and ACLU-MN.

The article details Kargbo's persecution at the hands of a rebel group that forced him to serve as child soldier, his journey to the United States as a refugee at the age of 15, and his struggles with mental illness stemming from his past persecution. Kargbo built a life in Minnesota and was a primary caretaker of his U.S. citizen children, but in 2013 U.S. Immigration and Customs Enforcement (ICE) agents took him into custody and tried to deport him back to Sierra Leone based on three misdemeanor convictions from seven to nine years earlier. Kargbo had served a total of only 14 days in jail for these offenses, but ICE detained him for more than two years; some of this time was spent in solitary confinement, which exacerbated his mental illness.

"By the time he found us, Mr. Kargbo had already been in jail for more than a year, suffering mental illness, and trying to defend himself in immigration court without a lawyer" said Becky Cassler, one of nine law students who helped stop Kargbo's deportation and win his release from immigration custody. "Working on this case has given me a taste of what it feels like to fight for



Back row: Ben Casper ('97), Kirsten Schubert, Becky Cassler ('16), Kate Evans, Teresa Nelson, Linus Chan; Front row: Adam Kohnstamm ('16), Kareem Tawfic ('18)

justice in an unjust system. I hope to continue that work for the rest of my career.”

Kargbo’s lawyers hope the attention to his case may help efforts to reform a system they say often detains immigrants for unconstitutionally prolonged periods, and is inappropriate for persecution survivors and immigrants suffering from mental illness.

“I was shocked to learn how our immigration system tears apart families and locks up trauma victims without needing to justify their detention,” said Kirsten Schubert, an attorney from Dorsey & Whitney who helped supervise the law students “It was an honor to work law students to challenge these policies.”

The Law School students who represented Kargbo were Becky Cassler ('16), Nicholas Hittler ('16), Brent Johnson ('16), Kareem Tawfic ('18), Adam Kohnstamm ('16), Waleed Ahmed ('16), Kerry McGuire ('16), Michael Logan ('16), and Bobae Kim ('15).

 The *New Yorker* article is available at <http://www.newyorker.com/magazine/2015/12/07/the-refugee-dilemma>

Additional coverage is available at <https://www.law.umn.edu/news/2015-10-09-former-child-soldier-nelson-karg...> and <https://www.law.umn.edu/news/2015-08-16-aclu-center-new-americans-and-do...>

A REPORTER AT LARGE
DECEMBER 7, 2015 ISSUE

THE REFUGEE DILEMMA

What do we owe those we take in?

BY RACHEL AVIV

Nelson Kargbo was a child soldier given asylum in America. But after he got in trouble Immigration decided to send him back.

ILLUSTRATION BY KEITH NEGLEY

Nelson Kargbo was eleven years old when rebel soldiers attacked his village, Kamalo, in northern Sierra Leone. He was playing soccer on a dirt field at the edge of the village. When he saw houses on fire, he and his best friend, Foday, ran toward the jungle, following Foday's mother and dozens of other people. They walked until late at night, when they came across a cluster of abandoned mud houses. Foday's mother, who used to cook for the boys after their soccer games, told them to sleep under a grove of mango trees. "Tomorrow, we'll keep walking," she said. "We'll make it to the city."



The country's civil war, which had begun five years earlier, in 1991, had seemed remote to Kargbo. He'd considered it only when he overheard his adoptive father, Lennard, a pastor who had assumed custody of him when his parents died, talking about it with members of his congregation. Kargbo was the youngest child in the family—he had seven brothers and sisters, who were all the biological children of the pastor—and he was accustomed to being ignored. He was reserved and nearly invisible, except when he played soccer. He hoped to play for the national team.

At 3 A.M., he and the others were woken by soldiers from the Revolutionary United Front, an army that was fighting to overthrow the government. They carried trussed goats and bundles of food looted from Kargbo's village. The R.U.F. commander, a man in his early twenties called General Mosquito, told the boys and men to line up. Their mothers, wives, and daughters waited in another line. Mosquito asked the boy at the front of the line, who was Kargbo's classmate, if he wanted to join the rebels or return to



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Center for New Americans Defends Asylum Seekers Targeted by Federal Immigration Raids

JANUARY 12, 2016

A legal team from the University of Minnesota Law School's Center for New Americans (CNA) worked as part of the CARA Family Detention Pro Bono Project to win stays of removal for women and children who were swept up in deportation raids conducted last week by U.S. Immigration and Customs Enforcement (ICE) agents.

The team included law students and staff from the CNA along with attorneys from Mid-Minnesota Legal Aid and the Minneapolis-based law firm Faegre Baker Daniels. Team members were volunteering with the CARA Project at the largest family detention center at Dilley, Texas, assisting newly arrived women and children fleeing violence in Central America, when ICE raids were launched around the country. One hundred and twenty-one people, mostly families with children, were arrested and transported to the Dilley detention center. As government officials moved to quickly deport the families, the CNA team was at the forefront of efforts to prepare last-minute appeals and emergency stays of removal in an unprecedented, high-stakes environment. The team's efforts were instrumental in preventing the deportation of 12 families to countries where they faced immediate harm.



Front row L to R: Andrea Crumrine ('16); Nadia Anguiano-Wehde ('17); Mary Georgevich ('18); Back row L to R: Alexandra De Leon ('16); Rebecca Scholtz, Staff Attorney, Mid-Minnesota Legal Aid and Adjunct Clinical Professor, CNA; John Bruning ('17); Dianne Heins, Pro Bono Counsel, Faegre Baker Daniels; Kate Evans, Teaching Fellow, CNA.

Mary Georgevich ('18) was one of the law students who worked with those who were caught up in the raids. "It's amazing to be part of this team," she said. "In several cases, mothers and children were pulled off deportation planes that were about to take off."

Many of the families targeted for deportation reported that they never had any chance to present their asylum cases before an immigration judge. The deportation effort was swift and inflexible nonetheless, said John Bruning ('17), another of the student team members. "Many of these women and children have been the victims of three injustices—they were persecuted in their home countries, they never had a fair asylum process in our immigration courts, and then they were arrested by ICE in really shocking ways."

The ICE raids provoked a nationwide outcry against the federal government's controversial policies toward Central American women and children whom advocates believe are being treated unfairly. "These raids are yet another indication that our government refuses to see these women and their young children as what they are: refugees fleeing unspeakable gang-related or gender-based violence who risk everything for the opportunity to seek refuge in the United States," said student team member Nadia Anguiano-Wehde ('17). "Instead of welcoming them and treating them humanely, we hunt them down and lock them up, often re-traumatizing them." Among the highly criticized tactics the government has used against Central American asylum seekers is routine detention of families with young children, despite a federal court decision that described deplorable conditions at ICE detention centers and ordered the practice to end.

In addition to Georgevich, Bruning, and Anguiano-Wehde, the student team included Andrea Crumrine ('16) and Alexandra De Leon ('16); it was supervised by Rebecca Scholtz, a staff attorney at Mid-Minnesota Legal Aid and an adjunct professor at the CNA, and CNA teaching fellow Katherine Evans. Team attorneys from Faegre Baker Daniels included Dianne Heins, the firm's pro bono counsel, as well as Lariss Maldonado and Sari Long.

National media—including the *New York Times*, in an article and editorial, and the *Washington Post*—covered the ICE raids and the team's successful efforts to save many families from removal.

"We simply could not have done it without the CNA team's hard work and dedication," said Kathryn E. Shepherd, managing attorney of the CARA Family Detention Pro Bono Project.



February 04, 2016, 04:30 pm

They were immigration raid victims, Mr. Vice President – we were there

By Nadia Anguiano-Wehde, John Bruning, Andrea Crumrine, Alexandra De Leon, and Mary Georgevich

Last week, the Huffington Post and other news sources reported on comments made by Vice President Joe Biden to a meeting of House Democrats about immigration raids at the beginning of the year which targeted Central American women and their children.

House Minority Leader Nancy Pelosi relayed his message and stated, "They weren't raids. They were individuals who either had broken the law in other ways other than status or were newcomers to the country."

This simply isn't true. We know, because we spent the first week of January with those women and children in the visitation trailer at the South Texas Family Residential Center in Dilley, Texas as part of the CARA Family Detention Pro Bono Project. Our team included five law students and two professors from the University of Minnesota Law School Center for New Americans.

We travelled to Texas to help some of the thousands of women and children fleeing horrendous violence in Central America. These families are escaping domestic violence and the breakdown of law in the region due to gangs; many have been subjected to brutal violence including beatings, death threats, and sexual assault. In the United States, these families, including children, are detained in prison-like conditions and need the help of attorneys to understand the immigration process, articulate their claims for protection, and get out of detention.

We arrived in Dilley on January 3, as news of the raids was reported across the country. We soon learned from CARA staff that the families picked up in the raids were being transported to the detention facility in Dilley before deportation.

One hundred and twenty-one mothers and children were picked up in raids that weekend and many of them brought to Dilley that weekend and immediately we understood the gravity of the situation. We heard shocking stories and the disturbing and tragic circumstances of these raids have been documented in a recent report released by the Southern Poverty Law Center. ICE agents gained entry to homes by force and deceit. They did not display warrants or court orders. They claimed to be looking for other people. They woke sleeping mothers and their children. They demanded to search houses and promised that it was just a routine check-in and mothers and children would be returned to their families in a few hours. Women were not allowed to contact their attorneys. Instead women reported that they were loaded into cells filled with crying women and children who were bound for Dilley.

And unlike the vice president's assertions, none of the women and children we met with had any criminal convictions or charges and they did not report being picked up for that reason. Many were subject to ankle monitoring and were attending regular immigration check-ins as directed. Some had work permits. Many women with final orders of deportation report confusion and disarray within the immigration system and report they never had the opportunity to tell a judge about why they needed protection in the United States, or understood their right to appeal.

Women heard stories about what awaited them if they returned to their home countries. Like so many other asylum seekers from Central America



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Center for New Americans, Partners Cement SCOTUS Victory and Secure Fair Enforcement Policy for Immigrants Nationwide

DECEMBER 7, 2015

Following a remarkable second round of litigation before the U.S. Supreme Court, the immigration case of Moones Mellouli came to a definitive end last week when an immigration court dismissed with prejudice all deportation proceedings against him after federal authorities promised the Supreme Court that they would never again seek to deport him, or any other immigrant, on the basis of drug convictions that have no proven connection to substances controlled under federal law.

Mellouli was represented by a team of lawyers and law students from the University of Minnesota Law School's Center for New Americans, the Faegre Baker Daniels law firm, and the Immigrant Law Center of Minnesota.



Moones Mellouli

On June 1, the Supreme Court issued its opinion in *Mellouli v. Holder*, handing Mellouli what he and his legal team assumed was a final victory. The court ruled 7-2 that a legal permanent resident such as Mr. Mellouli may not be deported under immigration laws for a drug conviction unless the conviction is necessarily tied to a specific drug controlled by federal statute. Mellouli, a mathematician engaged to a U.S. citizen, pleaded guilty in 2010 to possessing drug paraphernalia—namely, his own sock. Federal immigration officials then deported Mellouli to Tunisia without showing that his conviction for possessing the sock related to any drug controlled by federal law. The Supreme Court declared his deportation unlawful for this reason and cleared the way for him to return to his fiancée in the United States.

"We all assumed Moones would be coming home soon because the Supreme Court spoke so clearly," said Julia Decker, a 2014 graduate of the Law School who worked on the case both as a law student and, most recently, in her new position as a teaching fellow with the Center for New Americans.

But the homecoming was delayed. In July, the Eighth Circuit Court of Appeals, whose decision approving Mellouli's deportation had been reversed by the Supreme Court, issued a surprising new judgment saying federal authorities might still justify Mellouli's deportation with facts not proven by his 2010 paraphernalia conviction. The Eighth Circuit sent the case back to a lower immigration court for further deportation proceedings.

"Our team saw no room in the Supreme Court's opinion for this," said Aaron Van Oort, a partner with Faegre Baker Daniels. "But because the Eighth Circuit disagreed, it became clear that we would have to return to the Supreme Court to vindicate our client's right to reclaim his status and his life in America."

In August, despite opposition from government lawyers, Mellouli's team won an order from the Supreme Court staying any further deportation proceedings while they prepared a new appeal for the justices to consider. According to Van Oort, the Supreme Court's decision to grant a stay was an encouraging affirmation of the strength of Mellouli's position that the Supreme Court's decision marked the definitive end of his case, not a new beginning on remand.

The government appeared to see it that way, too. In October, U.S. Solicitor General Donald Verrilli, the federal government's top lawyer before the Supreme Court, filed a public statement with the justices conceding that the new Eighth Circuit decision could not provide a valid basis for Mellouli's deportation or the deportation of any other immigrant in his position. Based on this concession and the government's agreement to seek a dismissal with prejudice of all deportation proceedings against Mellouli, the Supreme Court lifted its stay. The parties then filed a joint motion to dismiss with prejudice with the Board of Immigration Appeals, which granted the motion on November 13.

Kate Evans, a teaching fellow with the Center for New Americans, said the extra round of litigation cements Mellouli's Supreme Court win and effectively extends its protections. "The government's promise that it will never seek to deport immigrants by looking behind some of the most minor drug convictions

in search of facts that were never proven in criminal court is an important policy shift. It both clarifies and secures the benefit of our client's victory for immigrants nationwide."

Evans said Mellouli was excited, again, to learn that his case was over. "He's extremely happy his case made a difference for others, and overjoyed that he can finally prepare to return home to his life in the United States."



Mellouli v. Holder Litigation Team Named Attorneys of the Year

DECEMBER 5, 2015

Minnesota Lawyer has announced that the litigation team that achieved a victory at the U.S. Supreme Court this past June in the case of *Mellouli v. Holder* will be among the magazine's 2015 Attorneys of the Year honorees. The team consisted of faculty and students from the Law School's Center for New Americans; pro bono lawyers from the firm of Faegre Baker Daniels; and attorneys from the Immigrant Law Center of Minnesota. The Supreme Court accepted the team's argument on behalf of its client, Moones Mellouli, ruling 7-2 that a legal permanent resident of the United States may not be deported for a drug conviction unless that conviction is necessarily tied to a drug covered by the federal Controlled Substances Act.



Left to right: Jon Laramore, Dianne Heins, Kate Evans, Sheila Stuhlman ('00), Julia Decker ('14), Caitlinrose Fisher ('15), Anna Finstrom ('15), Ben Casper ('97), Daniel Pulliam, Molly Moss

To select its Attorneys of the Year, Minneapolis-based *Minnesota Lawyer* convenes an outside panel of legal experts to consider such criteria as leadership in the profession, involvement in major cases, and excellence in public service. A celebratory dinner will be held at the Hyatt Regency Hotel in downtown Minneapolis on February 18, and the *Mellouli* team and other honorees will be profiled in an upcoming issue of the magazine.

To read more about the *Mellouli* team members and the story behind the case, please see these Law School news posts from January and June.

ROBINA CENTER FOR NEW AMERICANS
Income and expense statement for 7/1/2015 - 1/31/2016

	BUDGET	YEAR-to-DATE ACTUAL	FULLY STAFFED FULL-YEAR PROJECTION
Faculty (1)	476,984	356,538	418,951
Teaching Fellows	193,740	154,172	157,885
Student Clinic Directors (2)	20,000	0	20,000
Program Associates (3)	77,055	48,288	115,686
Adjuncts (4)	36,000	0	36,000
Total Compensation	803,779	558,998	748,522
Co-Partner: Immigrant Law Center of Minnesota (ILCM)	50,000	50,000	50,000
Co-Partner: Advocates for Human Rights (Advocates)	50,000	80,000	50,000
Co-Partner: Mid-Minnesota Legal Assistance (MMLA)	50,000	50,000	50,000
Outreach/General Supplies/Operations	80,000	79,460	104,460
Space Renovations	6,090	45,000	10,000
SUBTOTAL EXPENSES	1,039,869	863,458	1,012,982

(1) CNA's Director for Education & Outreach joined the Center in January 2016, six months into fiscal year 2016.

(2) Student Clinic Directors are scheduled to begin work the third week of May 2016.

(3) New Program Outreach Coordinator position will be added in Spring 2016.

(4) Adjuncts are currently on staff. All funds are expected to be expended by June 30, 2016

University of Minnesota Law School
Class Agent Fundraising Pilot Program
A Proposal to the Robina Foundation

February 8, 2016

Background: Growing a stronger culture of engagement and giving

The University of Minnesota Law School greatly appreciates the Robina Foundation's generous support of student scholarships and cutting-edge programs such as the Center for New Americans and the Robina Institute for Criminal Law and Criminal Justice. In addition to the Foundation's outright gifts, which have had an enormous impact on its programs and students, the Law School has also benefited greatly from the incentives for individual alumni and friends to support the School financially through the Robina Scholarship match. Prior to the match program, donors to the Law School's *Partners in Excellence* Annual Fund contributed approximately \$700,000 per year to the School's core operating budget, a figure which has grown to over \$1,000,000 in each of the past two fiscal years.

However, there is still considerable room for improvement. As a public land-grant institution that in the past received most of its funding from the state of Minnesota, the Law School does not yet have a well-established and pervasive culture of engagement and philanthropy within its alumni base. Only 15-17% of alumni contribute to the annual fund in any given year, so a large portion of the Law School's prospect pool has yet to be engaged fully. From conversations with alumni, we know that in spite of efforts to communicate broadly and through a variety of channels, many of our graduates have not yet made the connection between the School's significant loss of state support in the last decade and the need for greater annual giving. Many do not make this connection until they hear it directly, face-to-face, from a staff member or classmate. Having moved to a high tuition, high aid financial model akin to that of its private school peers, the Law School needs more private support to ensure the School's continued excellence, especially as the School continues to ride out the current trend of falling applications and low enrollment.

One approach to building a stronger culture of philanthropy that has worked well elsewhere in higher education is a class-based fundraising model. That model relies on a substantial and well supported volunteer force of peer-group fundraisers ("Class Agents") who solicit their classmates directly and through a series of special targeted mailings and other broad-based solicitations. After several very helpful conversations with Steve Lewis, contacts with other law schools that use a similar model, and extensive internal deliberations, the Law School is convinced that a shift to a class-agent fundraising model might drive a dramatic increase in annual giving.

In theory, the costs of shifting to such a model (principally, the need to hire additional staff) would be more than offset by increased donations. But we would like to test the efficacy of this model for our prospect pool before making the financial commitment a full shift to class-agent

fundraising would require. Accordingly, the Law School is seeking funding from the Robina Foundation to pilot such a class-based peer fundraising program for a period of five years. This should provide ample time and data to assess its efficacy as a long term fundraising strategy for the Law School. Current staffing in the Office of Advancement is not sufficient to thoroughly explore and implement a class agent pilot program, and additional resources are also needed to support associated programming and communications.

Potential for success

The Law School has already successfully used volunteer peer fundraisers in its Partners at Work program. This program relies on alumni (Partners at Work agents) in law firms to solicit their law firm colleagues for gifts to the Annual Fund. The program has been running for nearly 10 years and is now responsible for over a quarter of the School's alumni donors each year and a similar portion of its Annual Fund dollars. The program's success (achieving over 60% alumni giving among its 35 participating organizations and 900+ alumni) has been due to the Law School's ability to recruit and manage a large number of volunteer alumni fundraisers. However, this takes substantial dedicated professional staff time and support from our alumni relations and annual giving officer, a staff position we have dedicated to managing the program.

In addition, the Law School has a well-established class reunion program. In many classes, there is a strong affinity or bond among classmates given the small size of law school classes and the intensity of the shared experience. At the annual Spring Alumni Weekend, now in its 11th year, individual reunion events are held for 10 classes celebrating 5-year milestones, and the various events throughout the weekend attract more than 800 attendees. These events are made successful through the peer outreach and buy-in of committees of volunteers representing each class. As a general rule, the focus of the reunion program and volunteer committees has been on engagement and outreach rather than on fundraising. In a few instances, however, classes with exceptionally interested and motivated volunteer leaders have also been successful in conducting fundraising campaigns. For example, the Class of 1966 raised over \$150,000 to endow a student scholarship fund in the class's name thanks to the leadership, generosity, and passion of one of our Board members. But the Law School has not had the staffing levels to pursue this kind of reunion-based fundraising on a more comprehensive scale, nor to purposefully seek it out and cultivate donors with the potential to be strong volunteer fundraisers.

We know a number of other top law schools employ the class-agent model with great success. In the past, Dean Wippman served on Yale Law School's committee for his class. The committee, a group of 10 or 15 classmates, calls everyone in the class and requests a contribution to the annual fund. These peer solicitations are generally much more successful than calls from staff who do not know personally the individual class members they call. Not surprisingly, Yale has one of the most successful fundraising programs in the country.

Pilot program components and need for funding

In order to pilot an ongoing class-based fundraising program and gauge its efficacy as a long term strategy, the Law School is seeking \$450,000 to fund three major program components for a period of five years: ① staffing, ② events/programs, and ③ communications. If the strategy proves

successful, the added staff and programming costs would be absorbed within the Law School's Advancement office operating budget.

Rather than launching a comprehensive all-class fundraising program, we would like to start by working with the 5 most promising classes with a reunion milestone coming up in FY18, 19, 20, or 21.

- Staffing: (approximately \$375,000 over five years). We would need to cover salary and fringe benefits for a professional Class Giving Officer position who would manage and run the class agent program. This new hire would also manage a partial donor portfolio of leadership annual giving donors and prospects focused primarily on the same classes. (See attached tentative job description).
- Event, meeting, and program costs: (approximately \$40,000 over five years). We would also need to cover expenses related to individual meetings with volunteers, a possible volunteer summit/training program and possible stewardship events or programs. Most of these expenses would be incurred in years 2-5.
- Communications costs: (approximately \$35,000 over five years). Finally, we would need to cover costs for special additional communications and mailings, including design, writing and other associated costs. With the partnership of the University of Minnesota Foundation, we will look for opportunities to weave class-based messages into existing (budgeted) rounds of direct mail and other previously planned communications in order to maximize efficiency and cost-saving measures. Most of these expenses would be incurred in years 2-5.

Details of the anticipated expenditures are set out in the attached budget.

Proposed Pilot Timeline

- Year 1: (FY17)
 - Hire and train Class Giving Officer to manage program (summer/fall 2016)
 - Conduct research/benchmarking of other similar programs at other law schools (fall/winter 2016-2017)
 - Conduct analysis of current Law School class giving and work to identify strong class agent prospects (fall/winter 2016-17)
 - Individual outreach and cultivation work to recruit volunteers in top 5 classes (winter/spring 2017)
 - Lay out detailed program and communications plans and set goals for FY18 (spring 2017)
 - Identify additional infrastructure needs and opportunities to leverage partnerships with UMF and within Law School advancement office (winter/spring 2017)
- Year 2: (FY18) – Public Launch of program
 - Official kick-off of program with 5 target classes (summer 2017), including possible class agent summit/events
 - Implement communications and program plan developed during year 1 (throughout year)

Add
metrics +
gauges

- Determine program tweaks and opportunities for improvement in year 3.
- Year 3: (FY19)
 - Evaluate success of program in its first public year – (summer 2018)
 - Implement communications and program plan, including any tweaks made based on the prior year. (Throughout the year)
 - Determine program tweaks and opportunities for improvement in year 4
 - Conduct analysis of other potential classes, gauging interest of potential additional volunteers in other classes. (spring/summer 2019)
- Year 4: (FY20)
 - Evaluate success of program after 2 public years – (summer 2019)
 - Continue to implement and make adjustments as needed
 - Based on experience managing program, assess the capacity for growth in class agent portfolio to expand beyond 5 classes, and make recommendations regarding future staffing. (spring/summer 2020)
- Year 5: (FY21)
 - Evaluate success of program after 3 public years (summer 2020)
 - Continue to implement and make adjustments as needed
 - Prepare final report to Robina Foundation and to Law School leadership evaluating the efficacy of the program and prognosis for the future based on analysis of additional classes. Make recommendations regarding staffing and program structure in the future. (fall/winter 2020-21).
 - Law School Dean and Director of Advancement make determination of future staffing and program plans based on analysis and results (winter 2021).

Measuring success and long-term sustainability

Exact metrics and gauges for success will be established by the Class Giving Officer in year one in consultation with the Director of Advancement, Director of Alumni Relations/Annual Giving, and ultimately the Dean of the Law School, but goal setting and evaluation may take into account the following metrics, evaluating the difference between progress before and after the establishment of the pilot program

- Participation rates (number of alumni giving) per class
- Total commitments and gifts from the participating classes
- Total *Partners in Excellence* Annual Fund dollars raised (money in the door)
- Number of Lockhart Club (leadership annual giving society) donors overall, and especially within target classes
- Total alumni participation rates
- Growth of support (total commitments) from class agents before and after participating in the leadership role. (Are the class agent volunteers progressing to become major gift prospects/donors?)

The Class Giving Officer would also be evaluated based on a reduced donor/prospect portfolio, including metrics related to number of substantive contacts, donor qualifications, solicitations,

and gifts secured through personal solicitation. These metrics will be established in conjunction with University of Minnesota Foundation policies and gift officer guidelines.

If the program is successful in the final years of the pilot program, a determination will be made during year 5 whether to roll the program into the regular Advancement Office operating budget. At the same time, we would decide whether to expand the program to cover additional (or all) Law School classes, and to determine what level of additional staffing and budget would be needed to make such expansions.

We believe a class agent fundraising program has the potential to transform the Law School's fundraising efforts. Such a program might drive sharp increases in the Law School's *Partners in Excellence* Annual Fund. Perhaps even more important, it might sharply increase alumni engagement and foster a broader culture of philanthropy that would yield substantial increases in major and planned gifts over time. We think a pilot program is the best way to find out, and appreciate the Robina Foundation's consideration of this funding request.

Enclosures:

- **Class Giving Officer Position Description – *working draft***
- **Tentative Pilot Program Budget**

University of Minnesota Law School

Class Giving Officer Position Description – *working draft*

2/08/16

The Class Giving Officer is responsible for:

- Program management, implementation, and evaluation for class agent fundraising pilot program
- Supporting volunteer fundraisers in making peer-based asks both through individual one-on-one solicitation and through direct mail and other mass communication channels.
- Soliciting high-end annual and major gift commitments from alumni and friends of the Law School.
- Qualifying prospects that have been identified but who have not received personal attention from the Law School in the past.

Appointment

This is a full-time, 100%, annually renewable, academic professional position

Responsibilities

Class Agent Pilot Program and Volunteer Management – 60%

- Conduct research/benchmarking of other similar programs at peer law schools and other institutions to formulate strategy for piloting class agent program in the Law School environment over the next five years.
- Conduct analysis of current Law School class giving, programs, and alumni culture to identify 5 priority classes to participate in the pilot program.
- Develop both annual and long-term plans and goals to pilot the program; manage execution and ongoing evaluation of the program; Make recommendations for improvement.
- Identify additional infrastructure needs, and opportunities to leverage partnerships with UMF and within Law School to increase efficiency and program results.
- Provide professional level support to some of the Law School's most engaged and important volunteer leaders. Identify and recruit successful class agent volunteers, while working closely with these alumni leaders to set goals, lead meetings, and manage execution of plans to enhance fundraising and alumni engagement.
- Staff and support class agent volunteers directly engaged in fundraising for major outright and planned gifts for the Law School;
- Together with Law School annual giving staff, integrate class agents and class-focused fundraising messages into overall direct mail program, and oversee the production and mailing of additional special class-based peer fundraising letters and communications.
- Lead planning and execution of training and stewardship programs and events for class agent volunteers to ensure that they are successful and feel that their service is valued.

Prospect Portfolio Management and Individual Solicitation – 35%

- Identify with the Director of Advancement, UMF Research, and other sources, a donor prospect pool Law School alumni and friends with a focus on those who are members of the class agent pilot classes. Make substantive donor contacts each year with identified prospects. Work to move these prospects through the process from qualification to solicitation of leadership annual gifts (\$2,000 and up) as well as major and planned gifts of \$25,000 and more for identified Law School priorities.
- Follow up with correspondence, phone calls and additional visits as appropriate to close gifts.
- Develop and implement a strategy for each prospect, including ways to increase involvement of donors and prospects in the activities of the School and assigned departments. Make assessment calls, cultivate, solicit, provide recognition and appropriately steward major gifts.
- Provide regular progress reports on the prospect cultivation and solicitation, and complete and file thorough reports in Donor Management System (DMS) of all contacts in a timely manner.
- Travel regionally and nationally at a variety of donor-related and legal community events. Stand in for the Director of Advancement as needed, both internally and externally.
- Develop major and planned gift proposals, memoranda of agreement and other written correspondence and gift documentation.

Other Duties - 5%

- As an integral part of the Office of Advancement, assist as needed in other core program areas, including managing one or more reunion outreach committees and other duties as assigned.

University of Minnesota Law School

Class Agent Pilot Program – Tentative 5-year Budget

Description of Anticipated Expenditures	Amount budgeted	General Category
Year 1		
Class Giving Officer Salary & Benefits	\$75,000	Salary/Fringe Benefits
Individual volunteer and donor cultivation activities (one-on-one donor and volunteer recruitment lunches, committee meetings, associated travel expenses etc...)	\$4,000	Program/Events
Design, preparation and mailing of collateral materials and initial communications including possible creation of web giving platforms	\$5,000	Communications
Year 2		
Class Giving Officer Salary & Benefits	\$75,000	Salary/Fringe Benefits
Official class agent orientation/training program/events and cultivation activities, including possible travel expenses for staff or stipends for out-of-town volunteers	\$6,000	Program/Events
Class agent stewardship events/activities	\$3,000	Program/Events
2-3 additional fundraising and 1 additional stewardship mailings per year to approximately 1,000 prospects - design, printing, mailing costs	\$7,500	Communications
Year 3		
Class Giving Officer Salary & Benefits	\$75,000	Salary/Fringe Benefits
Official class agent orientation/training program/events and cultivation activities, including possible travel expenses for staff or stipends for out-of-town volunteers	\$6,000	Program/Events

Class Agent Stewardship events/activities	\$3,000	Program/Events
2-3 additional fundraising and/or thank you mailings per year to approximately 1,000 prospects - design, printing, mailing costs	\$7,500	Communications

Year 4

Class Giving Officer Salary & Benefits	\$75,000	Salary/Fringe Benefits
Official class agent orientation/training program/events and cultivation activities, including possible travel expenses for staff or stipends for out-of-town volunteers	\$6,000	Program/Events
Class agent stewardship events/activities	\$3,000	Program/Events
2-3 additional fundraising and/or thank you mailings per year to approximately 1,000 prospects - design, printing, mailing costs	\$7,500	Communications

Year 5

Class Giving Officer Salary & Benefits	\$75,000	Salary/Fringe Benefits
Official class agent orientation/training program/events and cultivation activities, including possible travel expenses for staff or stipends for out-of-town volunteers	\$6,000	Program/Events
Class agent stewardship events/activities	\$3,000	Program/Events
2-3 additional fundraising and/or thank you mailings per year to approximately 1,000 prospects - design, printing, mailing costs	\$7,500	Communications

TOTAL REQUESTED

\$450,000

UNIVERSITY OF MINNESOTA

Twin Cities Campus

*Office of the Dean
The Law School*

*Walter F. Mondale Hall
229 - 19th Avenue South
Minneapolis, MN 55455
Office: 612-625-4841
Fax: 612-625-2019*

January 26, 2016

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

Dear Kathleen:

We thought it might be helpful to the board to provide a brief summary of the Law School's financial position. As you know, applications to law schools nationally have declined sharply in recent years, from a high of roughly 99,000 in 2004 to about 57,000 in 2015. The decline stems principally from an imbalance in supply and demand. The number of law schools has increased from 146 in 1970 to 205 today, and for many years entering class sizes increased also. The result has been too many law graduates competing for too few jobs. Students facing substantial costs for their education and limited job prospects has led to the sharp fall in applications.

As a result, first year enrollment has fallen substantially at law schools across the country. The decline has not been evenly distributed. From 2010 to 2014, the period with the largest decline in applications, the two states with the largest decline in LSAT test takers were Minnesota and Wisconsin. Applications this year are flat or slightly up nationally; they are down about 5% in the Great Lakes region (of which Minnesota is a part), although so far this year our applications are running about the same as last year. Nonetheless, overall we have seen a sharper drop in applications than our peers in the top 20, and this has placed considerable stress on our budget.

We have reduced the size of our entering class from its pre-recession norm (around 240) to 176 last year. At the same time, we have had to increase our scholarship awards to compete successfully for strong students. To make up for the resultant decline in tuition revenue, we have tripled the size of our LLM class (77 students this year); increased the size of our transfer class; and launched a new patent master's program. We have also cut costs through a tacit hiring freeze (on new faculty), salary freezes, cuts to summer research grants, a voluntary staff departure program, phased retirements, terminal agreements (a recently introduced buy-out option), a shift of our classroom space into the University space pool, and many similar measures.

Nonetheless, because the revenue decline occurred faster than we could achieve offsetting savings, we have had to rely temporarily on an increase in the University's allocation of state

Kathleen Blatz, Chair
Robina Foundation
January 26, 2016
Page 2

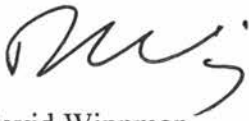
funds. That increase peaked in 2013-14 at \$4.1 million; it should be down to \$1.8 million next year and (assuming enrollment remains roughly constant) should reach zero by 2019-20. At that point our budget will be back in balance. We may be back in balance sooner if applications increase.

We think it likely that applications will begin to grow again next year. The reason is that the drop in enrollments in Minnesota and nationally have sharply reduced the imbalance in supply and demand. In 2013, 47,000 students graduated from law schools in the United States; roughly 35,000 are expected to graduate in 2017. As students' employment prospects improve, more students are likely to apply. The risk, of course, is that if law schools take too many additional students, we will find ourselves back where we were. I think it likely, though, that law schools will be more cautious going forward.

In this environment, Robina's extraordinary financial support of the Law School has been invaluable. Without it, we could not have launched the Robina Institute or the Center for New Americans, or the Public Interest Scholars program, or any of the other Robina-funded programs. These have been absolutely vital to sustaining the caliber of the education we provide and the Law School's reputation, to say nothing of the good work being done for the community.

If you or the board have any questions concerning the Law School's financial situation, I would be happy to answer them as best I can.

Sincerely,

A handwritten signature in dark ink, appearing to read 'DW', with a stylized flourish at the end.

David Wippman
Dean and William S. Pattee Professor of Law

**ROBINA FOUNDATION
ASSETS AND GRANTS**

Q/E DATE	ASSETS	GRANTS (cumulative)	GRANTS (outstanding commitments)
12/31/07	\$149,839,012.57	\$350,000	\$ 0
12/31/08	128,359,302.03	7,028,535	17,507,864
12/31/09	127,065,750.39	14,719,093	9,947,881
03/31/10	126,595,324.27	14,719,093	9,947,881
06/30/10	123,001,620.97	15,719,093	8,947,881
09/30/10	121,856,212.63	20,549,431	10,067,543
12/31/10	128,007,811.51	22,922,663	7,694,311
03/31/11	128,482,893.73	22,922,663	16,944,311
06/30/11	128,031,543.16	24,422,663	15,444,311
09/30/11	125,106,894	30,208,267	23,229,046
12/31/11	120,827,123	30,658,267	32,895,500
03/31/12	121,350,931	34,489,187	48,338,828
06/30/12	99,963,670	53,765,992	32,563,646
09/30/12	98,199,014	57,085,876	29,243,762
12/31/12	100,293,064	57,086,876	29,243,762
03/31/13	96,166,446	63,502,994	22,827,644
06/30/13	95,512,864	64,502,994	30,650,942
09/30/13	93,066,393	70,203,905	27,417,442
12/31/13	94,871,823	70,239,002	28,960,291
03/31/14	89,006,105	77,244,890	25,944,403
06/30/14	89,678,334	79,898,903	23,290,390
09/30/14	84,256,819	83,815,039	20,844,976
12/31/14	82,796,456	83,815,039	20,844,976
03/31/15	77,384,424	90,272,908	14,362,502
06/30/15	76,583,811	91,272,908	13,363,502
09/30/15	68,141,242	96,919,532	7,826,004
12/31/15	68,168,845	\$97,060,795	13,974,091 (1)

(1) Includes the following commitments:

13
\$110

\$2,114,664 (2016) to CFR's *IIGG Phase II*; \$157,889 (2016) *Expanded Diversity Initiative in Foreign Policy*

\$1,639,451 (2016) for U of M *Institute of Criminal Law & Criminal Justice* program; \$1,819,077 (2016-2017) for *Sentencing Law Program Enhancements*; \$250,000 (2016) to U of M *Scholarship* program; \$4,760,940 (2016-2020) for U of M *Public Interest Scholars*; \$750,000 (2016-2020) for *Bridge Fellowship Program*; and \$1,057,361 (2016) for *Center for New Americans*;

\$1,424,709 (2016-2019) for Yale's *Gilder Lehrman Center for the Study of Slavery, Resistance and Abolition*

ROBINA FOUNDATION

ASSETS DETAIL

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

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

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

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

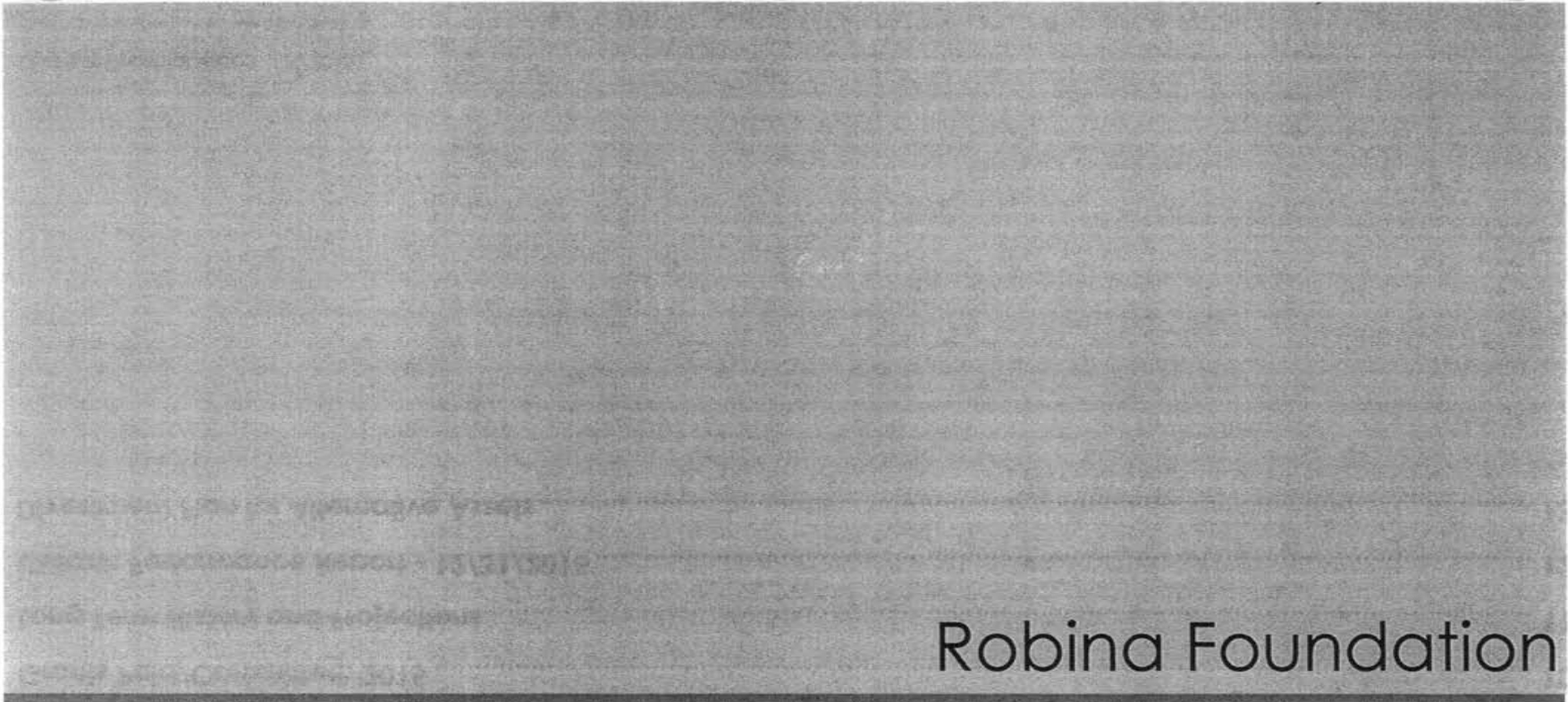
Assets	06/30/12	09/30/12	12/31/12
USbank Checking	538,773	438,552	331,081
USbank Investment	74,687,548	74,324,421	76,039,563
Estate of Jim Binger	12,291,604	10,990,296	11,476,675
IRS Refund	12,445,745	12,445,745	12,445,745
Total	\$99,963,670	98,199,014	100,293,064

Assets	03/31/13	06/30/13	09/30/13
USbank Checking	235,329	121,792	141,307
USbank Investment	93,225,051	92,712,707	90,134,695
Estate of Jim Binger	2,706,066	2,678,365	2,790,391
IRS Refund	(5)		
Total	\$96,166,446	\$95,512,864	93,066,393

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

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

Assets	06/30/15	09/30/15	12/31/15
USbank Checking	227,826	171,332	\$184,426
USbank Investment	76,029,036	67,644,410	67,984,419
Residual of JPMorgan	1,449	-0-	-0-
Bazal Property	325,500	325,500	-0-
Total	76,583,811	68,141,242	68,168,845



Robina Foundation

Quarterly Financial Report - Q4, 2015

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

December 31, 2015

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Robina Foundation

Executive Summary

Mission Statement

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

Observations and Recommendations

1. The value of our portfolio was \$68,168,845 on December 31, 2015. I want to note that I estimated a year-ending value of \$68,000,000 in October, and we finished very close to that number. This is luck, not skill.
2. Through the fourth quarter, fund performance of 0.85% was lower than the benchmark of 1.64%. Our 1 year and 3 year performance lags a bit, but our performance exceeded the benchmark on an annualized basis for the 5 year and "since inception" time periods.

	3 Month	1 Year	3 Year	5 Year	From Inception
Portfolio	0.85	-1.90	3.42	3.27	3.13
Benchmark	1.64	-0.84	4.21	3.25	3.01

Robina Foundation

3. Grants for the fourth quarter were \$141,263. Combined with a market return of \$319,005 and operating expenses of \$150,140, our total assets increased by \$27,602 during the fourth quarter.

	Q1	Q2	Q3	Q4	YTD
Beginning Balance:	\$82,796,457	\$77,384,423	\$76,583,811	\$68,141,242	\$82,796,457
Plus Earnings:	\$1,178,671	\$364,200	(\$2,639,786)	\$319,005	(\$777,910)
Less Grants:	(\$6,457,869)	(\$1,000,000)	(\$5,646,624)	(\$141,263)	(\$13,245,756)
Less Expenses:	(\$132,836)	(\$164,812)	(\$156,158)	(\$150,140)	(\$603,946)
Ending Balance:	\$77,384,423	\$76,583,811	\$68,141,242	\$68,168,845	\$68,168,845

4. A number of observations:

- The market is full of volatility, but that is not to be confused with risk.
- We are fortunate in that we have a low percentage of our portfolio exposed to equity markets.
- We have a plan in place to divest of alternative equity assets over the next three years (see page 13). This will further decrease our equity exposure and provide the liquidity for grants.
- Within 3-4 years, we should have reduced our equity exposure to close to zero so that we invest solely in fixed income securities for the final 3-5 years of the foundation.
- This raises the key question whether we should accelerate the sale of equities now, or sell them at a measured pace over the next 3-4 years.
- Equity markets have tumbled 15% in the last 30 days, which indicates that it is the wrong time to sell. We know from research that every bear market has experienced a full recovery within 5 years of its prior peak. It seems to me that our timing couldn't be better since the prior peak was March 2015.

Robina Foundation

Executive Financial Summary

	2014	2015			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Cash	\$3,517,816	\$4,542,885	\$3,853,775	\$1,086,572	\$1,769,178
Bonds	\$29,706,340	\$25,606,317	\$25,422,758	\$22,545,478	\$21,990,104
Risk Assets	\$49,572,300	\$47,235,220	\$47,307,278	\$44,509,193	\$44,409,562
Equities	\$29,784,705	\$27,528,274	\$27,112,995	\$24,642,964	\$24,968,438
Other	\$19,787,595	\$19,706,947	\$20,194,284	\$19,866,229	\$19,441,125
Grand Total	\$82,796,457	\$77,384,423	\$76,583,811	\$68,141,242	\$68,168,845

Robina Foundation

Sources of Capital

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

Robina Foundation

	2014	2015			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
USBank Investments					
Cash					
USBank Cash/MM	\$3,318,952	\$4,274,023	\$3,624,500	\$915,240	\$1,584,752
Bonds					
Global Bond Funds - Loomis Sayles	\$7,912,525	\$6,458,593	\$6,400,349	\$6,232,089	\$6,109,130
USBank Credit Fund-Mainstay	\$7,790,356	\$6,372,615	\$6,352,255	\$6,236,883	\$6,067,218
US Corporate Issues	\$4,933,473	\$4,477,814	\$4,455,370	\$3,991,325	\$3,971,227
Non-US Corporate Issues	\$2,488,812	\$1,785,770	\$1,777,233	\$1,270,473	\$1,264,088
NuVeen High Income Bond FD CL I	\$2,723,975	\$2,720,724	\$2,681,718	\$2,424,923	\$2,242,891
Global Bond Funds - T Rowe Price Intl Bond Fund	\$1,763,412	\$1,696,347	\$1,672,677	\$1,450,500	\$1,433,170
Oppenheimer Senior Floating Rate	\$963,095	\$967,857	\$960,714	\$939,286	\$902,381
BP Capital PLC	\$0	\$0	\$0	\$0	\$0
Total Capital SA	\$0	\$0	\$0	\$0	\$0
Barclays Voyager Medium Term Note (06/07/2016)	\$560,198	\$557,888	\$555,555	\$0	\$0
Barclays Voyager Medium Term Note (07/15/2016)	\$570,495	\$568,710	\$566,888	\$0	\$0
Bonds Total	\$29,706,340	\$25,606,317	\$25,422,758	\$22,545,478	\$21,990,104

Robina Foundation

	2014	2015			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Equities					
US and Non-US					
Stock Funds	\$23,472,753	\$21,143,845	\$21,004,648	\$19,005,548	\$19,512,387
Hedge					
Common Sense Offshore LTD	\$36,931	\$12,330	\$0	\$0	\$0
Common Sense Holdback	\$0	\$0	\$0	\$0	\$0
Pointer Offshore Ltd	\$3,933,706	\$4,030,784	\$4,193,144	\$4,205,817	\$4,220,841
Hedge Total	\$3,970,637	\$4,043,114	\$4,193,144	\$4,205,817	\$4,220,841
Private Equity					
Flag Private Equity LP	\$584,500	\$584,500	\$348,215	\$0	\$0
Flag Venture Partners III LP	\$461,205	\$461,205	\$369,640	\$307,820	\$301,305
Flag Venture Partners IV LP	\$769,320	\$769,320	\$671,058	\$597,488	\$597,488
Pfingsten Partners III LP	\$526,290	\$526,290	\$526,290	\$526,290	\$336,416
Private Equity Total	\$2,341,315	\$2,341,315	\$1,915,206	\$1,431,598	\$1,235,209
Equities Total	\$29,784,705	\$27,528,274	\$27,112,995	\$24,642,964	\$24,968,438

Robina Foundation

	2014	2015			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Bond Hedge Funds, Real Estate, and Commodities					
Non-US Bonds					
Ontario Province	\$0	\$0	\$0	\$0	\$0
Bond Hedge Funds					
Gam Absolute Return Bond Fund	\$3,392,157	\$3,348,863	\$3,382,901	\$3,349,759	\$3,338,950
GCA Credit Opportunities Offshore	\$4,775,872	\$4,822,683	\$4,883,624	\$4,898,833	\$4,874,083
Marathon Credit Opportunity Fund Ltd	\$3,601,952	\$3,542,884	\$3,585,643	\$3,332,987	\$3,169,015
Bond Hedge Funds Total	\$11,769,982	\$11,714,430	\$11,852,168	\$11,581,579	\$11,382,049
Real Estate					
IDR Core Equity Re Strategy 2010	\$7,325,070	\$7,325,070	\$7,666,826	\$7,959,150	\$8,059,076
Commodities					
Oppenheimer Com Str Tr Fd Y	\$367,043	\$341,946	\$349,789	\$0	\$0
Other Bonds, Real Estate, and Comm. Total	\$19,462,095	\$19,381,447	\$19,868,784	\$19,540,729	\$19,441,125
USBank Investments Total	\$82,872,530	\$76,790,061	\$76,029,036	\$67,644,410	\$67,984,419

Robina Foundation

Asset Summary

	2014	2015			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Residual of JP Morgan - Dorsey Trust	\$4,187	\$3,757	\$1,449	\$0	\$0
USBank Investments	\$82,272,092	\$76,790,061	\$76,029,036	\$67,644,410	\$67,984,419
Robina Checking Account	\$194,677	\$265,106	\$227,826	\$171,332	\$184,426
Bazal Property	\$325,500	\$325,500	\$325,500	\$325,500	\$0
Grand Total	\$82,796,457	\$77,384,423	\$76,583,811	\$68,141,242	\$68,168,845

Robina Foundation

Asset Allocation Report: 12/31/2015

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
Residual of JP Morgan	\$0	0%		
USBank Cash/MM	\$1,584,752	2%		
USBank Checking	\$184,426	0%		
Cash Total	\$1,769,178	3%	\$3,408,442	5%
Fixed Income				
Bonds	\$21,990,104	32%		
Non-US	\$0	0%		
JHB Revocable Trust	\$0	0%		
Hedge Funds	\$11,382,049	17%		
Fixed Income Total	\$33,372,153	49%	\$40,901,307	60%
Risk Assets				
JP Securities	\$0	0%		
USBank Equity Funds	\$19,512,387	29%		
USBank Hedged and Private Equities	\$5,456,050	8%		
USBank Real Estate	\$8,059,076	12%		
USBank Commodities	\$0	0%		
Bazal Property	\$0	0%		
Risk Assets Total	\$33,027,513	48%	\$23,859,096	35%
Grand Total	\$68,168,845	100%	\$68,168,845	100%

Robina Foundation

Grants Paid/Committed: 2015

	Qtr1	Qtr2	Qtr3	Qtr4	Grand Total
Allina Health System/Abbott Northwestern	\$3,990,000				\$3,990,000
Life Course/Late Life Supportive Care	\$3,990,000				\$3,990,000
Council on Foreign Relations	\$446,117	\$2,923,022		\$141,263	\$3,510,402
International Institutions and Global Governance (IIGG) Phase II		\$2,074,424			\$2,074,424
Expanded Diversity Initiative in Foreign Policy	\$446,117				\$446,117
Expanded Diversity Initiative in Foreign Policy - Additional Activities + HIA Supplemental Request				\$141,263	\$141,263
Humanity in Action (Undergraduate Fellowship)			\$247,878		\$247,878
Humanity in Action Diplomacy and Diversity Fellowship			\$600,720		\$600,720
University of Minnesota Law School	\$2,021,752	\$2,723,602			\$4,745,354
Public Interest Scholars		\$813,736			\$813,736
Institute on Criminal Law and Justice	\$1,771,752				\$1,771,752
Support Scholarships	\$250,000				\$250,000
Sentencing Law Program Enhancements (CL&CJ)			\$869,997		\$869,997
Center for New Americans			\$1,039,869		\$1,039,869
Yale University		\$1,000,000			\$1,000,000
Yale Law School: Human Rights Fellowship Initiative Phase II		\$1,000,000			\$1,000,000
Grand Total	\$6,457,869	\$1,000,000	\$5,646,624	\$141,263	\$13,245,756

Long Term History and Projections

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Grand Total
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Preliminary	Budget	Budget	
Allina Health System/Abbott Northwestern	\$1,253,535	\$2,373,233	\$2,373,232		\$2,356,696	\$4,245,492	\$4,334,266	\$3,990,000			\$20,926,454
Care Guides	\$1,253,535	\$2,373,233	\$2,373,232								\$6,000,000
Life Course/Late Life Supportive Care					\$2,356,696	\$4,245,492	\$4,334,266	\$3,990,000			\$14,926,454
Council on Foreign Relations	\$2,000,000	\$2,000,000	\$2,000,000	\$2,434,750	\$2,700,466	\$3,298,507	\$3,363,971	\$3,510,402	\$2,272,553		\$23,580,649
Diversity Scan				\$15,000							\$15,000
Expanded Diversity Initiative in Foreign Policy					\$377,034	\$426,492	\$470,722	\$446,117	\$157,889		\$1,878,254
International Institutions and Global Governance (IIGG) Phase I	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000							\$8,000,000
International Institutions and Global Governance (IIGG) Phase II					\$2,046,627	\$2,034,671	\$2,034,971	\$2,074,424	\$2,114,664		\$10,305,357
Online Video Project				\$419,750	\$276,805						\$696,555
Expanded Diversity Initiative in Foreign Policy - Additional Activities						\$837,344	\$858,278	\$141,263			\$1,836,885
Humanity in Action (Undergraduate Fellowship)								\$247,878			\$247,878
Humanity in Action Diplomacy and Diversity Fellowship								\$600,720			\$600,720
University of Minnesota Law School	\$1,650,000	\$1,436,750	\$1,480,338	\$2,850,854	\$2,370,447	\$4,608,127	\$4,677,800	\$4,745,354	\$5,067,097	\$922,980	\$29,809,747
Faculty Retention and Other Initiatives	\$250,000										\$250,000
Institute on Criminal Law and Justice					\$847,190	\$1,494,134	\$1,750,900	\$1,771,752	\$1,639,451		\$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	\$1,074,188		\$3,771,623
Support Scholarships					\$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	\$922,980	\$4,353,788
Center for New Americans						\$1,349,393	\$1,022,887	\$1,039,869	\$1,057,361		\$4,469,510
Bridge Fellowship Program									\$150,000		\$150,000
Yale University	\$1,750,000	\$1,750,000	\$2,350,000	\$1,950,000	\$19,000,000	\$1,000,000	\$1,200,000	\$1,000,000	\$383,180		\$30,383,180
Yale Law School: Human Rights Fellowship Initiative Phase I	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000							\$4,000,000
Yale Law School: Human Rights Fellowship Initiative Phase II					\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000			\$4,000,000
Yale School of Drama: Binger Center for New Theatre Endowment					\$18,000,000						\$18,000,000
Yale School of Drama: Yale Center for New Theatre	\$750,000	\$750,000	\$1,350,000	\$950,000							\$3,800,000
Tom Crosby Memorial							\$200,000				\$200,000
Gilder Lehrman Center									\$383,180		\$383,180
The Center for Victims of Torture	\$25,000				\$1,000						\$26,000
The Center for Victims of Torture	\$25,000				\$1,000						\$26,000
ArtPlace Initiative				\$500,000							\$500,000
Revitalizing Communities through Arts and Culture				\$500,000							\$500,000
Aspen Institute		\$130,575									\$130,575
Justice and Society Program		\$130,575									\$130,575
Grand Total	\$6,678,535	\$7,690,558	\$8,203,570	\$7,735,604	\$26,428,609	\$13,152,126	\$13,576,037	\$13,245,756	\$7,722,830	\$922,980	\$105,356,605
Outstanding Commitments								\$0	\$7,722,830	\$922,980	\$8,645,810
Financial Outlook	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Beginning Year Net Assets					\$120,827,373	\$100,568,259	\$95,132,519	\$82,796,457	\$68,168,845	\$62,924,957	
Plus Revenues					\$6,569,313	\$8,170,242	\$1,855,443	\$-777,910	\$3,067,598	\$2,831,623	
Less Expenses, 3% P.A. Growth					\$-399,818	\$-453,856	\$-615,468	\$-603,946	\$-588,656	\$-606,316	
Less Grants Paid					\$-26,428,609	\$-13,152,126	\$-13,576,037	\$-13,245,756	\$-7,722,830	\$-922,980	
Year End Net Assets				\$120,827,373	\$100,568,259	\$95,132,519	\$82,796,457	\$68,168,845	\$62,924,957	\$64,227,284	
Return Assumptions	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Asset Allocation											
Market Portfolio									25.0%	25.0%	
Fixed Income									75.0%	75.0%	
Expected Return											
Market Portfolio									6.0%	6.0%	
Fixed Income									4.0%	4.0%	
Total Portfolio Expected Return									4.5%	4.5%	

Selected Period Performance
ROBINA FOUNDATION MGMT AGY
Period Ending: 12/31/2015

Sector	Market Value	3 Months	Year to Date (1 Year)	3 Years	5 Years	Inception to Date (103 Months)
Total Portfolio Gross of Fees	68,051,762					
Total Managed Portfolio	58,818,379	.85	-1.90	3.42	3.27	3.13
<i>Robina Custom Benchmark</i>		<i>1.64</i>	<i>-.84</i>	<i>4.21</i>	<i>3.25</i>	<i>3.01</i>
Domestic Equity	10,957,561	5.85	.33	14.20		
<i>DJWilshire 5000 Index</i>		<i>5.88</i>	<i>-.24</i>	<i>14.41</i>	<i>11.83</i>	<i>5.77</i>
Hedged Equity	4,220,841	2.42	7.28	8.96		
<i>HFRI Equity Hedge Index</i>		<i>2.27</i>	<i>-.45</i>	<i>5.02</i>	<i>2.65</i>	<i>2.02</i>
Developed Foreign	6,588,795	3.32	-1.01	4.03		
<i>MSCI EAFE Index (Net)</i>		<i>4.71</i>	<i>-.81</i>	<i>5.01</i>	<i>3.60</i>	<i>-.42</i>
Emerging Foreign	2,021,468	-2.60	-16.98	-7.03		
<i>MSCI EM Free Index (USD)</i>		<i>.66</i>	<i>-14.92</i>	<i>-6.76</i>	<i>-4.81</i>	<i>-.46</i>
Domestic Fixed	13,243,376	-2.01	-2.00	.79	1.60	
<i>Barclays 1-3 Yr Gov/Credit Index</i>		<i>-.36</i>	<i>.65</i>	<i>.69</i>	<i>.98</i>	<i>2.50</i>
Hedged Fixed Income	17,491,179	-.55	-1.96	2.32		
<i>HFRI Relative Value Index (Total)</i>		<i>-.19</i>	<i>-.23</i>	<i>3.57</i>	<i>4.24</i>	<i>4.46</i>
Foreign Fixed Income	2,710,194	-.36	-1.92	-1.40	.61	
Total Cash Equivalents	1,584,965	.05	.20	.19	.19	.76
<i>Citigroup 3 Mo T-Bill Index</i>		<i>.01</i>	<i>.03</i>	<i>.04</i>	<i>.05</i>	<i>.57</i>
Non-Mgd Equity	8,059,076	.00	10.49	11.79		
Non-Mgd Other	1,174,307	-10.95	-28.62	-18.05		

Divestment Plan for Alternative Assets

Robina Foundation Limited Liquidity Investments September 30, 2015 (\$000s)

	Current Commitment		Remaining Commitment		Divestment Strategy
Hedged Fixed Income	\$	%	\$	%	
Gam Absolute Return Bond Fund	\$3,350		\$3,350		Retain
GCA Credit Opportunity Fund Ltd	\$4,899		\$0		Sell 2016-2018; 33%/year
Marathon Credit Opportunity Fund Ltd	\$3,333		\$0		Sell now
Hedged Fixed Income Subtotal	\$11,582	17%	\$3,350	5%	
Real Estate	\$	%	\$	%	
IDR Core Equity Re Strategy 2010	\$7,959		\$0		Sell 2016-2018; 33%/year
Real Estate Subtotal	\$7,959	12%	\$0	0%	
Hedged Equity	\$	%	\$	%	
Pointer Offshore Ltd	\$4,026		\$4,026		Retain
Hedged Equity Subtotal	\$4,026	6%	\$4,026	6%	
Private Equity	\$	%	\$	%	
Flag Venture Partners III LLP	\$308		\$0		Matures through 2017
Flag Venture Partners IV LP	\$597		\$0		Matures through 2019
Pfingsten Partners III LP	\$526		\$526		Retain
Private Equity Subtotal	\$1,431	2%	\$526	1%	
Grand Total	\$24,998	37%	\$7,902	12%	

Note: This is the divestiture plan of alternative assets to which USBank agreed in September 2015. To date, no divestments have been made, but Marathon is pending. Under this plan, we will reduce our investments in alternative assets from \$24,998,000 to \$7,902,000 by the end of 2018. This plan provides USBank targets and flexibility to achieve the targets through 2018.

OPERATING EXPENSES				2015 Budget	2015 Actual	2016 Budget
Administration: Contract Services						
	Penny Hunt			\$115,000	115,000.00	\$120,750
	Baker Management (Nancy Gilberg)			46,320	46,990.02	49,000
	Outside Consultants			15,000	32,075.00	15,000
Accounting-Audit Fees				16,000	18,610.00	18,600
Directors' Fees				228,000	228,000.00	228,000
Insurance						
	D&O			2,250	2,250.00	2,250
	Property			4,318	866.50	506
Legal-Prof Fees				15,000	11,255.94	10,000
Meeting Expense				40,000	42,908.15	43,000
Membership Dues				725	750.00	750
Misc Expense				3,400	4,660.06	3,500
Office						
	Equipment and Furnishings			1,000	0.00	500
	Misc			1,000	784.00	1,000
	Supplies			1,200	292.51	1,000
Parking and Mileage				3,000	2,758.93	3,000
Postage and Delivery				1,400	1,529.50	1,600
Printing, Web Design and Maintenance				1,000	990.53	1,000
Professional Development				500	0.00	300
Rent				25,128	25,393.12	25,400
Taxes						
	Excise, State, Federal			50,000	60,000.00	60,000
	Property			5,000	4,952.46	0
Telephone/Internet				4,200	3,879.31	4,000
TOTAL OPERATING EXPENSES				579,441	603,946.03	589,156
ESTIMATED INVESTMENT MANAGEMENT FEES				256,000	210,821.22	200,000
GRANTS				13,160,235	13,245,756.00	7,722,830
TOTAL EXPENDITURES				13,995,676	14,060,523.25	8,511,986

Robina Foundation
Budget Notes
01/01/16 – 12/31/16

Operating Expenses

Administration – Consultants

Penny Hunt – annual contract: \$120,750 (Increase effective 01/01/16)

Baker Management (contract employer for Nancy Gilberg) - \$48,660 annual (Increase effective 01/01/16)

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

Accounting/Audit Fees

\$16,000: CBIZ Accounting

Directors' Fees

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

Insurance

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

Property: \$506; Basic policy to cover office equipment/furnishings

Legal/Professional Fees

\$10,000: Legal fees

Meeting Expense (Board and Staff)

\$43,000: Includes travel, accommodations and meals for board meetings, grantee visits, staff meetings with advisors/outside consultants

Membership Dues

\$750: Exponent Philanthropy's annual membership dues

Miscellaneous

\$3,500: Certificate of Incorporation annual fee (\$25), gifts, compensation and bonus adjustments, etc.

Office Expense

Equipment and Furnishings: \$500

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

Supplies: \$1,000; Paper products, 3-ring binders, file folders, laser cartridges, etc.

Parking and Mileage

\$3,000: Staff parking

Rent

\$25,400: \$2,097.42/month lease for current space

Taxes

Excise Tax: \$60,000; estimated at 2% by CBIZ (tax accountant); will be reviewed/revised by CBIZ during the year based on actual new contributions to the foundation and anticipated investment income

Telephone/Internet

\$4,000: Approximately \$324/month including Conference Calls

Estimated Investment Management Fees

USbank Fees: \$200,000; estimate based on 2015 fees
Management Fee: \$25,000 for Mike Sullivan

Grants

\$7,722,830: Grant payments currently scheduled for 2016. Additional grant payments will be made if approved by the Board.

Itemized Categories - Last year

1/1/2015 through 12/31/2015 (Cash Basis)

1/12/2016

Page 1

Date	Account	Num	Description	Memo	Clr	Amount
INCOME						600,080.23
	Interest Inc					80.23
	To Checking					600,000.00
EXPENSES						-609,804.37
	Uncategorized					0.00
	Accounting - Audit Fees					-18,610.00
2/24/2015	Checking		CBIZ MHM, LLC Client No. 140...	R		-1,300.00
5/26/2015	Checking		CBIZ Client No. 140...	R		-4,620.00
12/3/2015	Checking		CBIZ Client No. 140...	R		-12,690.00
	Contract Service					-174,898.36
	Baker Management					-46,320.00
	Consultants					-32,075.00
7/21/2015	Checking		The Improve G... Contract Servi...	R		-1,500.00
8/18/2015	Checking		Joan Dassin CFR Expande...	R		-10,000.00
8/20/2015	Checking		The Regents O... Environmental...	R		-6,325.00
11/10/2015	Checking		The Improve G... Contract Servi...	R		-6,000.00
12/1/2015	Checking		The Improve G... Contract Servi...	R		-7,500.00
12/22/2015	Checking		James W. Peter	R		-750.00
	Gilberg					-670.02
	Hunt					-95,833.34 115K
	Director's Fees					-228,000.00
	Insurance					-3,116.50
	Property					-866.50
5/5/2015	Checking		The Hartford Acct #122287...	R		-505.50
5/7/2015	Checking		Hartford Insura... Acct#02RBC3...	R		-361.00
	Other Insurance					-2,250.00
5/19/2015	Checking		Philadelphia In... Acct#7924004...	R		-2,250.00
	Investment Management					-25,000.00
	Legal-Prof Fees					-11,255.94
	Meeting Expense					-42,908.15
	Membership Dues					-750.00
	Misc					-4,660.06
2/10/2015	Checking	S	U.S.Bank Flowers for W...	R		-94.84
9/2/2015	Checking		Nancy Gilberg 2015 Bonus	R		-3,000.00
9/15/2015	Checking		Sam Blanchard Repair at 301 ...	R		-1,447.22
10/8/2015	Checking	S	U.S.Bank Plant for Peter...	R		-118.00
	Office					-1,076.51
	Misc					-784.00
3/19/2015	Checking		Networkguidan... Invoice #2985...	R		-105.00
4/7/2015	Checking		Networkguidan... Invoice #2985...	R		-111.67
5/21/2015	Checking		Networkguidan... Invoice #2985...	R		-30.00
7/9/2015	Checking	S	U.S.Bank Microsoft Offic...	R		-54.00
7/21/2015	Checking		CT Technologies Acct #6791 I...	R		-205.00
8/18/2015	Checking		Networkguidan... Invoice #2985...	R		-48.33
12/10/2015	Checking		Networkguidan... Invoice #2985...	R		-108.33
12/22/2015	Checking		Networkguidan... Invoice #2985...	R		-121.67
	Supplies					-292.51
	Parking and Mileage					-2,758.93
	Postage and Delivery					-1,529.50
	Printing, Web Design And Maintenance					-990.53

Itemized Categories - Last year

1/1/2015 through 12/31/2015 (Cash Basis)

1/12/2016

Page 2

Date	Account	Num	Description	Memo	Clr	Amount
1/15/2015	Checking		4900 Association Copy Expense		R	-241.75
3/9/2015	Checking	S	U.S.Bank		R	-39.23
5/12/2015	Checking	S	U.S.Bank		R	-46.88
6/1/2015	Checking		Manage.net LLC Web Hotel W...		R	-340.26
6/9/2015	Checking	S	U.S.Bank		R	-23.35
9/10/2015	Checking	S	U.S.Bank		R	-240.18
12/8/2015	Checking	S	U.S.Bank		R	-58.88
Rent						-25,393.12
Tax						-64,952.46
Excise Tax						-60,000.00
Property						-4,952.46
Tax, Business						-25.00
Telephone						-3,879.31
OVERALL TOTAL						-9,724.14

Calendar for year 2016 (United States)

January Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 2: 9: 16: 23: 31:	February Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 8: 15: 22:	March Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 1: 8: 15: 23: 31:
April Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 7: 14: 22: 29:	May Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 6: 13: 21: 29:	June Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 4: 12: 20: 27:
July Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 4: 11: 19: 26:	August Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 2: 10: 18: 24:	September Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 1: 9: 16: 23: 30:
October Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 9: 16: 22: 30:	November Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 7: 14: 21: 29:	December Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 7: 13: 20: 29:

Holidays and Observances:

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

Robina Foundation 2016 Board Meeting Dates

DATE (2016)	PLACE/TIME
February 22-24, 2016 (Mon, Tues, Wed) Marine's Memorial Club and Hotel 609 Sutter Street, San Francisco, CA 94102	Marine's Memorial Club and Hotel Monday, February 22 - 6:00 p.m. Dinner Tuesday, February 23 - 8:00 a.m. to 5:00 p.m. Tuesday, February 23 - 6:00 p.m. Dinner Wednesday, February 24 - 8:00 a.m. to 12 noon
May 17, 2016 (Tuesday) Conference Call	10:00 a.m. to 12 noon (CDT)
August 29-31, 2016 (Mon, Tues, Wed) Annual Meeting Minneapolis, Minnesota Faegre Baker Daniel Offices	Minneapolis, MN Monday, August 29 - 6:00 p.m. Dinner Tuesday, August 30 - 8:00 a.m. to 5:00 p.m. Tuesday, August 30 - 6:00 p.m. Dinner Wednesday, August 31 - 8:00 a.m. to 12 noon
November 17, 2016 (Thursday) Conference Call	10:00 a.m. to 12 noon (CST)

Calendar for year 2017 (United States)

January Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 5: 12: 19: 27:	February Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 3: 10: 18: 26:	March Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 5: 12: 20: 27:
April Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 3: 11: 19: 26:	May Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 2: 10: 18: 25:	June Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 1: 9: 17: 23: 30:
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Holidays and Observances:

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

Robina Foundation 2017 Board Meeting Dates

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

Karen Musalo, Professor of Law and Director, Center for Gender and Refugee Studies



Professor Karen Musalo directs the Center for Gender & Refugee Studies and the Refugee and Human Rights Clinic. She is lead co-author of *Refugee Law and Policy: An International and Comparative Approach* (4th edition), and has contributed to the evolving jurisprudence of asylum law through her scholarship, as well as her litigation of landmark cases.

Professor Musalo was lead attorney in *Matter of Kasinga* (fear of female genital cutting as a basis of asylum), which continues to be cited as authority in gender asylum cases by tribunals from Canada to the United Kingdom to New Zealand. She was co-counsel in the Ninth Circuit en banc decision, *Abebe v. Gonzales*, and attorney of record in *Canas-Segovia v. INS* and *Ramirez-Rivas v. INS*. She represented Rody Alvarado, whose case was a landmark in the struggle for the right to asylum for women fleeing domestic violence. She also represented Ms. L-R-, the asylum seeker from Mexico whose high profile victory broke additional ground on the issue of gender asylum.

Professor Musalo has been quoted extensively in the media, including *The New York Times*, *Washington Post*, *The Nation*, and *El Pais*, and has been interviewed on other media, such as Nightline, CNN International, The Diane Rehm Show, and Talk of the Nation. She was featured in the PBS documentary *Breaking Free: A Woman's Story*, which focuses on Rody Alvarado's case. Professor Musalo is recognized for her innovative work on refugee issues. She was the first attorney to partner with psychologists in her representation of traumatized asylum seekers – a practice that has since become standard – and she edited the first handbook for practitioners on cross-cultural issues and the impact of culture on credibility in the asylum context.

Professor Musalo has received numerous advocacy awards for her pioneering legal work, including the 2010 California Lawyer of the Year Award, the 2009 Daily Journal's recognition as one of the "Top 100" lawyers in California, and the American Lawyer's 1997 recognition as one of the forty-five outstanding young public interest lawyers. In 2012, she received an honorary Doctor of Humane Letters from Lehman College, the same year she received UC Hastings' William Rutter Award for Excellence in Teaching. In 2014 she was named the Bank of America Foundation Chair in International Law in recognition of her cutting-edge engaged scholarship and litigation, which has positively impacted so many refugees from around the world. Professor Musalo is a frequent speaker at conferences and law schools in the United States, and has lectured extensively in Europe and Latin America.

Courses Taught: Refugee Law & Policy, Refugee & Human Rights Clinic

Expertise: Refugee Law, Women's Rights, and Clinical Education

ROBINA FOUNDATION

*Award
letter*

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

December 1, 2015

Patty Pedersen, Ph.D., Associate VP
University Director of Corporate & Foundation Relations
Office of Development
P. O. Box 2038
New Haven, CT 06521-2038

DELIVERY BY EMAIL

Dear Patty,

I am writing to formally confirm news of action taken by the Board of Directors of the Robina Foundation regarding Yale's grant request to support the work of the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition. As you and I discussed, the Board approved a four-year grant to support new programs at the Center as well as the expansion of existing programs. Payments will be made according to the budget (rounded) you provided, beginning in 2016: Year 1: \$383,180; Year 2: \$486,012; Year 3: \$382,042; Year 4: \$173,475. Total: \$1,424,709.

In connection with approval of the grant, Board Members asked that the Center develop a more robust description of the possible impact of its work. This would include, we believe, consideration of how the Center's various programs fit into the whole, what success would look like and how the Center evaluates its work. Related to enhancement of the discussion of the Center's impact, the Board directed me to work with you and David Blight to develop detailed, clear "deliverables" for each of the four years of Robina funding. We believe these will help you track the Center's work and assist the Robina Foundation in its evaluation of the grant.

During their discussion of the Center's grant request, Board Members stressed the importance of the Center's work with history centers and asked if the Center currently videotapes meetings organized by the Center or involving Center staff and plans to do that in the future so that wider audiences have access to important presentations. They would also like to understand how the Center currently deals with human trafficking and whether future plans include a focus on that modern-day form of slavery.

We are very hopeful that Susan Berresford, Peter Karoff and I will be able to meet with you and David in January or February to discuss Robina's support of the Center's work. Preparation of draft deliverables and information concerning the other items I've noted above in advance of the meeting would be very helpful.

As always, please feel free to contact me with questions or concerns.

Warm regards,

Penny Hunt
Penny A. Hunt
Executive Director

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The following message is being sent to all Allina Health employees by Penny Wheeler, MD, president and CEO.

Good afternoon,

The other day I was going through my emails and came to one that stopped me in my tracks. It was from Mollie O'Brien, Allina Health's director of Health Equity. Those of you who know Mollie know that she is passionate about helping us more fully live our promise for **everyone** we serve. Her email was the quarterly distribution of our Health Equity progress report which reviews how well we are closing socioeconomic, racial and ethnic disparities in care. What stopped me in my tracks was the powerful personal reflection Mollie included that highlighted why this work is so important, challenging and ultimately essential to fulfilling our mission.

With Mollie's permission, here is what she wrote:

*While squeezing in some self-care over my lunch hour on the treadmill at the Sheraton next door to The Commons last week, I was chatting (somewhat breathlessly) with an out-of-town hotel guest on the treadmill next to mine. Around mile four, I asked if she and her boyfriend had been to the Midtown Global Market yet. She said they'd been to the market and that her boyfriend commented: "It could be a great place except it's such a bummer that there are **so many of those terrorists** hanging out there."*

I continue to be riveted by this statement and invite you to reflect on it with me.

If health equity were a pool, the shallow end is coming to terms with the emerging racial/ethnic disparities in our clinical quality outcomes; the deep end is wrestling with all of the murky root causes within our system, our communities and perhaps ourselves.

Our capacity to be healthy is largely influenced by whether we have a decent job, an ample paycheck, a safe neighborhood, a clean environment, a good education and caring people in our lives who love us and support us. However, we are still in a world where our differences are often perceived as liabilities as opposed to assets, so our capacity to secure these necessities - and equal quality of health care - is influenced by things like the color of our skin, the gender of the person we love, and the social class within which we are born. We can't pull on the thread of health equity without unravelling these root causes within our social fabric.

In "The Limits of Tyrants", Frederick Douglass, a former slave, statesman and eminent human rights leader in the abolitionist movement, wrote:

"If there is no struggle, there is no progress. Those who profess to favor freedom, and yet deprecate agitation, are people who want crops without plowing up the ground. They want rain without thunder and lightning; they want the ocean without the awful roar of its waters."

To me, Douglass's words mean that we're going to have to go into the deep end of the pool together, where we can explore questions like:

- *What is Allina Health's role in dismantling the stereotyping, prejudice, discrimination, unintentional biases, intolerance, structural racism and historical trauma which underlie so many of the health disparities we are beginning to uncover at Allina Health and so many of the broader inequities that pervade our communities and our globe?*
- *What is Allina Health's role in living out the extraordinary leadership and legacy of Martin Luther King, Jr. in advancing civil rights and creating beloved community?*
- *How can Allina Health harness diversity as a valuable asset and business imperative?*
- *How can Allina Health cultivate inclusion to embrace and leverage the diverse ideas, talents and perspectives which foster the constructive tension, creativity and innovation needed to solve health care's toughest challenges?*

These are obviously big, difficult questions that will take time for Allina Health to unpack. I hope that we are open to exploring them together.

For me, Mollie's reflection calls to mind a funeral I will never forget. A young man died tragically of heart disease at 36, and his mother said he felt "erased" by the medical community, based on his race. These stories emphasize why we are so committed to closing gaps in care for those who feel left behind, based on mental health status, race, ethnicity, geography, socioeconomic status or other disparity dimensions. Though we have a long way to go, we have made the following progress:

- We are taking a closer look at our data to compare health outcomes and quality of care across the cultural communities we serve to uncover disparities and variation/gaps.
- We have signed onto a National Health Equity Pledge from the American Hospital Association to eliminate health disparities.
- We are authentically engaging with our cultural communities through personal interviews, focus groups and listening sessions so we can unpack the disparities we are uncovering and create innovative solutions that are driven by the insights of our communities.
- We have set system wide goals to eliminate disparities in diabetes and colon cancer screening by 2020. To achieve this we are extending care beyond our walls in new and innovative ways. For example:
 - We're mailing colon cancer screening kits into the homes of the patients we serve so they are able to screen for cancer in the privacy, comfort and convenience of their own homes, inherently eliminating many common barriers to getting screened.
 - We've hired care guides to serve African American, Hispanic/Latino and Somali patients with diabetes. These care guides will reinforce clinical care, connect patients to community-based resources and supports, and build Allina Health's capacity to convene with cultural communities to build trust and mutual understanding around health and healing.
- We are strengthening our ability to communicate with patients in their preferred language by advancing new interpreter services technologies and creating patient-facing websites, education videos and written materials in the languages most frequently spoken by our patients.

- We are developing a Diversity & Inclusion Strategic Plan to broadly address diversity and inclusion among our patients, workforce, vendors and communities.
- In our LifeCourse project, we are working with the African American community in North Minneapolis to discern how we can best support individuals and their families later in life.
- We are exploring how we can learn from and partner with Federally Qualified Health Center and community-based clinics in the Twin Cities around data, measurement and clinical-community connections because they have built expertise in caring for the most complex patients and communities. This will help shape us and prepare us to partner with individuals, families and communities in a new and better way.

For another take on how these issues relate directly to health care, [this post on the Institute for Healthcare Improvement's blog](#) makes a compelling case.

As we move toward a “whole person” approach to care, let us be in tune with more of what makes up that whole person and **every** person. And let's continue to make Allina Health a place that welcomes, honors and cares for all who make up our diverse patients, workforce and communities.

Penny