



[Robina Foundation](#)

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Penny Hunt

ROBINA FOUNDATION
Board Meeting

Conference Call

Tuesday, May 17, 2016

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

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

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

JUNCTURE
EXPLORATIONS
IN ART &
HUMAN RIGHTS

ORVILLE H. SCHELL, JR. CENTER
FOR INTERNATIONAL HUMAN RIGHTS
AT YALE LAW SCHOOL

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Sponsored by the Orville
H. Schell, Jr. Center
for International Human
Rights in cooperation with
the Yale School of Art.

Generously supported
by the Robina Foundation
and the Oscar M.
Ruebhausen Fund at
Yale Law School.

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INTRODUCTION

I. SUMMARY

JUNCTURE will engage artists, curators, critics, scholars, students and human rights practitioners in a year-long exploration of the rich intersections between art and artistic practices and international human rights. The initiative encompasses artistic collaborations, MFA fellowships, a multidisciplinary graduate seminar, publications, public lectures, performances, an exhibition and a symposium.

Please visit us atjunction.org

II. GOALS AND PREMISES

JUNCTURE is, as far as we can determine, the first program of its kind at any university or law school in the United States. In its broadest terms, the initiative seeks to foster new and creative cross-disciplinary approaches to the study and practice of art and human rights. JUNCTURE embraces the heterogeneous aims of its participants, ranging from the investigation of formal problems in painting to the development of advocacy strategies around human rights issues. The initiative seeks to create a rigorous and creative space in which participants may interact, expecting that the results will assume diverse artistic, intellectual and political forms.

In particular, JUNCTURE seeks to accomplish the following goals:

- a) Articulate and debate essential questions about the relationship between art and international human rights, situating those concerns both in historical perspective and within the practices of contemporary artists.

- b) Provide creative, financial and institutional support for artists, in a flexible, artist-driven process.
- c) Identify, test and refine sustainable models of productive collaboration between the arts and human rights practice.
- d) Contribute to the development of academic knowledge, artistic practices and advocacy techniques.

III. ACTIVITIES

ARTISTIC COLLABORATIONS

A central component of JUNCTURE is its collaborations with Chitra Ganesh and Mariam Ghani, artists; Dipika Guha, a playwright; and Amalia Pica, an artist. Supported by yearlong grants, these individuals will collaborate with graduate students from multiple disciplines in a flexible, open-ended research process toward the creation of new work.

In addition, JUNCTURE has awarded five fellowships to MFA students at the Yale University School of Art. These are designed to support recipients as they pursue international research and participate in the initiative via research projects, studio visits and a group show. The fellowship recipients are Eddie Aparicio, Mauricio Cortes, Eli Durst, Tomashi Jackson and Masha Vlasova.

GRADUATE SEMINAR AND ARTISTIC RESEARCH PLATFORM

One of JUNCTURE's key innovations is the integration of artistic collaborations and a multidisciplinary graduate seminar enrolling JD, MFA and other graduate students from across the university. Students will read and discuss academic research in human rights, aesthetics, law, art history and critical theory. The seminar will also host artists, curators and scholars to discuss their work and perspectives on questions at the heart of the initiative.

Furthermore, the seminar will operate as an artistic research platform. Commissioned artists will develop a series of legal, artistic and philosophical questions and then engage with seminar students in a flexible, open-ended research process toward the creation of new work.

PUBLIC LECTURES

The initiative will organize a series of lectures, open to the entire university and delivered by artists, curators, practitioners, critics or scholars. Other individuals will be invited to speak as part of regular Schell Center activities, including the Human Rights Workshop: Current Issues and Events.

PUBLICATIONS

The initiative will launch an online platform to publish critical and scholarly writing and original artworks. The initiative will also publish several limited editions, available in print and online.

EXHIBITIONS

In the spring of 2016, JUNCTURE will organize a public presentation of works and works-in-progress resulting from the three artistic collaborations, as well as a group show of MFA work. By 2017, the initiative intends to produce a show, including commissioned work, to travel.

SYMPOSIUM

In the spring of 2016, the annual Bernstein Symposium will be the culminating academic event of JUNCTURE, convening initiative participants, additional experts, human rights fellows and advocates, and the broader Law School community.

ARTIST BIOGRAPHIES

CHITRA GANESH Artist

Chitra Ganesh is a Brooklyn-based artist whose drawing, installation, text-based work and collaborations suggest and excavate buried narratives typically absent from official canons of history, literature and art. Ganesh graduated from Brown University with a BA in Comparative Literature and Art-Semiotics and received her MFA from Columbia University in 2002. She has held residencies at the Lower Manhattan Cultural Council, New York University, Headlands Center for the Arts, Smack Mellon Studios and the Skowhegan School of Painting and Sculpture, among others. Her works have been widely exhibited across the United States, including at the Queens Museum, Asia Society (New York), Berkeley Art Museum, Museum of Contemporary Art San Diego (California) and the Contemporary Arts Museum in Houston, with solo presentations at PS1/MOMA (New York), The Andy Warhol Museum (Pittsburgh) and Goteborgs Konsthalle (Sweden). International exhibition venues include MOCA (Shanghai), Fondazione Sandretto (Italy), Monte Hermoso (Spain), Kunsthalle Exnergrasse (Austria), Kunstverein Göttingen (Germany) and the Gwangju Contemporary Arts Centre (Korea). Her works are represented in prominent international collections such as the Museum of Modern Art, Philadelphia Museum of Art, San Jose Museum of Art, Baltimore Museum of Art, the Saatchi Collection (London), Burger Collection (Zurich) and Devi Art Foundation (New Delhi). Ganesh is the recipient of numerous awards and fellowships, including from the Art Matters Foundation and the Joan Mitchell Foundation for Painting and Sculpture and a 2012 John Simon Guggenheim Memorial Foundation Fellowship in the Creative Arts. Upcoming solo exhibitions include a site-specific commission at the Brooklyn Museum opening in December 2014.

MARIAM GHANI

Artist

Mariam Ghani is an artist, filmmaker, writer and teacher based in Brooklyn. Her research-based practice operates at the intersections between place, memory, history, language, loss and reconstruction. She has been awarded the NYFA and Soros Fellowships, grants from Creative Capital, Art Matters, the Graham Foundation, CEC ArtsLink, the Mid-Atlantic Arts Foundation and the Experimental Television Center, and residencies at LMCC, Eyebeam Atelier, Smack Mellon and the Akademie Schloss Solitude in Stuttgart. Her work in video, installation and photography has been exhibited and screened internationally, including at dOCUMENTA (13) in Kassel and Kabul, the Sharjah Biennials 9 and 10, the Rotterdam and CPH:DOX film festivals, the 2005 Liverpool Biennial, the Museum of Modern Art in New York, the Tate Modern in London, the National Gallery in Washington, D.C., the CCCB in Barcelona, transmediale in Berlin, Curtacinema in Rio de Janeiro, EMAP in Seoul, d/Art in Sydney, and Bodhi Art in Mumbai. Her public and participatory projects have been commissioned by Creative Time in New York, CEPA in Buffalo, the Arab American National Museum in Detroit, Visual Correspondents in Berlin and Amsterdam, and by Turbulence, artwurl, and the Longwood Digital Matrix online. Her critical writing on warm data, spatial politics and poetics, film histories, language and labor, and networked archives has been featured in Abitare, Art Asia Pacific, Creative Time Reports, Filmmaker, Foreign Policy, FUSE, Ibraaz, Mousse, the New York Review of Books blog, Pavilion, the Radical History Review, the Sarai Reader and Triple Canopy. Ghani also lectures widely and organizes exhibitions, workshops and discussions. She has a B.A. in Comparative Literature from NYU and an MFA in Photography, Video + Related Media from the School of Visual Arts in New York, and has taught at Cooper Union, Pratt, Parsons, the Art & Tech program at Stevens Institute of Technology, the Public Practice program at Otis, and NYU's Art + Public Policy program. She is currently the

Freund Fellow at Washington University in St. Louis and a visiting scholar at NYU's Asian/Pacific/American Institute.

DIPIKA GUHA

Playwright

Dipika Guha was born in Calcutta and raised in tea-drinking countries. Her plays include *I Enter the Valley* (Weissberger nominee '14), *Mechanics of Love* (Roundabout Underground Reading Series '15), *Blown Youth* (published by Playscripts), and *The Rules* (Upcoming: San Francisco Playhouse '16). She is the inaugural Shakespeare's Sister Fellow, a former Dramatists Guild Fellow, and a Time Warner Fellow at the Women's Project Lab & Ars Nova Playgroup. Her work has been developed at the Soho Rep W/D Lab, Ma-Yi Writers Lab, OSF, Playwrights Horizons, the Lark, Hedgebrook Women Playwrights Festival, Naked Angels, Fault Line Theatre, Judson Church, One Coast Collaboration and the Tobacco Factory (UK) amongst others. She has been awarded residencies at the Ucross Foundation, SPACE at Ryder Farm, the Rasmuson Foundation, and the Djerassi Resident Artist Program. She currently holds a Cross Roads commission from South Coast Repertory Theatre and is working on new plays for Moelelo Theatre in San Diego, the Satori Group in Seattle, and New Georges in New York. She has a BA in English Literature from University College London and an MFA in Playwriting from the Yale School of Drama under Paula Vogel. Despite a long run in the northeast of the United States, she still drinks tea.

AMALIA PICA

Artist

Amalia Pica's wide-ranging practice includes sculpture, photography, drawing, film, installation and performance. The works often invite the viewer to reflect on the construction, effectiveness and performative nature of thought and speech. Motivated by a desire for civic

participation, Pica's work sometimes takes the form of temporary interventions into public space. Pica studied sculpture at ENBAPP in Buenos Aires and completed a two-year residency at the Rijksakademie van Beeldende Kunsten. Recent exhibitions include *One Thing After Another*, La Criée Center for Contemporary Art, Rennes, France; *Switchboard*, MOSTYN, Llandudno, Wales; *A ∩ B ∩ C (Line)*, Van Abbemuseum, Eindhoven, The Netherlands; *Under the Same Sun: Art from Latin America Today*, Solomon R. Guggenheim Museum, New York; The List Visual Arts Center in Cambridge; and the Museum of Contemporary Art, Chicago. Pica currently lives and works in London.

MFA FELLOW BIOGRAPHIES

EDDIE APARICIO

Eddie Aparicio was born in Los Angeles, California, and lives and works in both Los Angeles and New Haven, Connecticut. He is currently an MFA candidate at the Yale School of Art in the Painting and Printmaking Program. He also has degrees from Bard College and the Southern California Institute of Architecture (SCI-Arc). Through his work in installation, painting and drawing, Aparicio uses materials and text to develop new ways of thinking about transnational identities in the Americas. His recent work is fueled by current and historical analysis of interactions between the United States and Latin America. In that work, Aparicio has dissected and depicted language used to describe Latinos in the United States, focusing on installation and fabric works. He has received support for his work through a National Endowment for the Arts grant for Latino artists, the Sol Lewitt and Elizabeth Murray Studio Arts Award through Bard College, and a full merit-based scholarship to study at SCI-Arc.
eddieaparicio.com

MAURICIO CORTES ORTEGA

Mauricio Cortes Ortega is an artist living and working in New Haven, Connecticut, and New York City. Born in 1990 in northern Mexico, he moved to the United States in 1999. In 2012, he received his BFA from The Cooper Union and is currently an MFA candidate in the Painting and Printmaking program at the Yale School of Art. Cortes's work explores and questions the intricacies of the moment of crossing that can describe what came before and define what is to come. This conception stands as both a literal sense of crossing a border and a metaphor for the emotional interaction that occurs in the experience of viewing the work. The emerging presence of a figure rises to the surface as the work attempts to separate the condition of the physical body and push to augment the psychological consequences of absence. Cortes is the recipient of The Benjamin Menschel Travel Fellowship, the Ellen Battell Stoeckel Painting Fellowship (both 2011) and the Jóvenes Creadores Mexican National Council for Culture and Arts painting fellowship (2013). Cortes most recently exhibited a collaboration with artist Laura Genes as part of the 2015 Biennial of the Borders in Tamaulipas, Mexico. In his work through the Yale initiative, Cortes will continue his collaboration with Laura Genes.
cortesmauricio.com

ELI DURST

Eli Durst was born and raised in Austin, Texas, and studied American Studies and Photography at Wesleyan University. After receiving his BA, Eli moved to New York City, where he worked at Griffin Editions, a renowned fine art printing studio, and assisted photographer Joel Meyerowitz. He is currently an MFA candidate in Photography at the Yale School of Art. His work stems from an interest in the individual's relationship to his or her physical landscape and the ways in which the landscape both reflects and resists the meanings and ideologies heaped onto it.
elidurst.com

TOMASHI JACKSON

Tomashi Jackson is an MFA candidate in Painting and Printmaking at the Yale School of Art. She earned a BFA from the Cooper Union for the Advancement of Science and Art and an MS from the MIT School of Architecture Program in Art, Culture and Technology. Her research-driven practice explores color as a vehicle for sound, narrative and emotion, focusing on materiality, light and value to address issues of public space. Her current work engages color as both an optical and social phenomenon and plumbs that intersectionality. Invoking histories of segregation of public education in the United States, her work employs formal and intuitive processes to investigate issues of instability, governance and control, and linkages between legislative, judicial and art-theoretical languages of color. She is a recipient of the 2015 Alice Kimball English Traveling Fellowship awarded by the Yale School of Art.

cargocollective.com/tomashijacksonwork

MASHA VLASOVA

Masha Vlasova is an interdisciplinary artist and an MFA candidate in Sculpture at the Yale School of Art. She was born in the former Soviet Union, grew up in Brooklyn, New York, and lives and works in New Haven, Connecticut. Vlasova received her BFA at the Cooper Union in 2012. She is a recipient of the Fulbright Fellowship in Filmmaking, CASI Foreign Research Fellowship, ACANSRS Film Grant, Robert Breer Film and Video Award, COJECO Blueprint Fellowship and the Alice Kimball English Traveling Fellowship. Her photographs and videos have been exhibited at La MaMa La Galleria in New York; Leeds College of Art in the United Kingdom; Hadas Gallery in New York; Art Space in New Haven, and Smack Mellon in Brooklyn.

vimeo.com/user8279457

Please note: Some videos are password protected.

Contact the artist directly at mariya.vlasova@yale.edu to see the work.

ABOUT US

JAMES SILK

**Clinical Professor of Law
and Director of the Schell Center**

James Silk is Clinical Professor of Law at Yale Law School, where he teaches the Allard K. Lowenstein International Human Rights Clinic and is Director of the Orville H. Schell, Jr. Center for International Human Rights. He is the founding director of Yale College's Special Academic Program in Human Rights, an interdisciplinary program established in 2014. Jim was formerly the Director of the Robert F. Kennedy Memorial Center for Human Rights in Washington, D.C. He is a founding civil-society member of the board of the Fair Labor Association, which promotes workers' rights globally by monitoring compliance with labor standards in participating companies' supply chains. He was a founding member of the board of RUGMARK-USA (now GoodWeave), which monitors hand-knotted-carpet production in South Asia to ensure no child labor is involved. Jim has taught at American University's Washington College of Law and in a Tulane Law School-sponsored summer program in Amsterdam on international human rights and criminal law. In spring 2009, he was the Bram Fischer Visiting Human Rights Scholar at the University of the Witwatersrand Law School in Johannesburg. After graduating in 1989 from Yale Law School, Jim was an attorney at a Washington law firm; his pro bono work included representing a Virginia death row inmate in his appeals. Before law school, he was editor, policy analyst and senior writer for the U.S. Committee for Refugees. He has a B.A. in economics from the University of Michigan and an M.A. in the humanities from the University of Chicago.

DAVID KIM

Deputy Director and Curator, JUNCTURE

David Kim is a J.D. candidate at Yale Law School. He holds an M.A. in American Studies from Harvard University and a B.A. in American Studies from Columbia University. David collaborates with Council, a Paris-based arts platform that stages pluridisciplinary inquiries around the world. David has also worked as a graduate curatorial assistant at the Yale University Art Gallery and a law clerk at the Bombay High Court in India. Prior to law school, he worked as a management consultant at McKinsey & Company.

THE SCHELL CENTER

The Orville H. Schell, Jr. Center for International Human Rights at Yale Law School was founded in 1989 to honor the late Orville H. Schell, Jr., a distinguished lawyer, vice chairman of Helsinki Watch and chairman of Americas Watch from its founding in 1981 until his death in 1987. The Schell Center coordinates a diverse program of human rights activities that serve students and scholars at Yale and contribute to the growth and development of the human rights community locally and internationally.

The Schell Center organizes frequent panels, lectures, and conferences on human rights topics, including a weekly workshop on current issues and events; promotes human rights scholarship by hosting visiting scholars and providing fellowships to students and scholars to support research and writing; supervises the Allard K. Lowenstein International Human Rights Clinic; provides summer and post-graduate human rights fellowships; and supports the Lowenstein International Human Rights Project, the Yale Human Rights and Development Law Journal and other student projects related to human rights.

**THE COUNCIL
AT ONE HUNDRED
CAMPAIGN**

The Council on Foreign Relations (CFR) is an independent, nonpartisan membership organization, think tank, and publisher dedicated to being a resource for its members, government officials, business executives, journalists, educators and students, civic and religious leaders, and other interested citizens in order to help them better understand the world and the foreign policy choices facing the United States and other countries.

Sustaining Our Legacy, Investing in Our Future

When the Council on Foreign Relations (CFR) was founded in 1921, the United States faced a volatile world. As many Americans shifted toward isolationism, CFR emerged as a rare voice championing U.S. engagement in the world.

Today, almost one hundred years later, the United States again confronts a host of global threats. A quarter century after the end of the Cold War, policymakers are divided about U.S. priorities and how best to promote them. Much of this country's media is not providing sustained coverage of world affairs, and most schools do not adequately prepare students for the world they are to inherit. The result: the globe's most powerful country must try to lead with little consensus, inadequate knowledge, and no discernible intellectual compass.

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 members and experts, its unapologetic nonpartisanship, and its unrivaled ability to convene and publish the world's most influential voices on foreign policy set it apart.

The Council's success rests in no small part on its financial strength. Yet sustaining such strength is becoming increasingly challenging, as existing funding sources approach their limits and the costs of maintaining CFR's excellence rise. For this reason, we have embarked on the *Council at 100 Campaign* with the goal of generating at least \$150 million in new gifts to help secure our second century.

Currently, some three-quarters of CFR's operating revenues must be generated annually.

Revenue streams, such as individual and corporate membership dues and the Annual Fund, are at or approaching their ceiling. CFR membership dues, for example, amount to nearly \$6 million annually yet they cover less than 10 percent of our operating budget. Dues are indexed to inflation as mandated by the Board of Directors and therefore cannot expand to cover growing operating costs. Our Annual Fund grows at an average rate of 5 percent, covering close to 15 percent of the Council's operating budget. Yet the Annual Fund's potential for further growth is limited because our membership grows at such a slow and deliberate rate. Revenue sources like advertising and publishing income may well decline, while still others—such as foundation support—are increasingly uncertain or come with burdensome conditions that would threaten CFR's intellectual independence and its ability to determine its own agenda. Meanwhile, the cost of doing what we do and want to do is increasing.

The result is a potential gap between what CFR is committed to do to maintain its excellence and what it has the resources to accomplish. Through the *Council at 100 Campaign*, we seek preemptively to close this gap.

No institution stays the same. Some decline while others prosper. This campaign will ensure that CFR continues to grow and thrive in its second century. It will allow CFR to meet future challenges with the resources required to sustain its excellence and leadership in the field.

Of the initial \$150 million campaign goal, a significant amount has been committed by the Council's leadership. We are now turning to other distinguished members to complete the effort. It is incumbent on each of us to do our part so that future generations continue to benefit from the Council's trusted output.

With the help of our members, the *Council at 100 Campaign* will achieve the following goals:

SECURE CFR'S STRENGTHS
\$80-100 MILLION

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. Campaign funds will help preserve this special character and quality. In addition, the campaign will enable CFR to harness new technologies, allowing us not only to enhance the security of our website and data management systems but also to enrich the experience of our members and reach new constituencies around the country and abroad.

EXPAND CFR'S AGENDA
\$50-70 MILLION

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 such as cybersecurity, energy and climate change, and global health, as well as to institutionalize highly 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 allow CFR to attract and retain the best talent.

INCREASE CFR'S IMPACT
\$20-30 MILLION

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 offering its vast resources to a wide range of constituencies. This includes CFR members, Congress, and executive branch officials, business leaders, and the media, as well as nontraditional constituencies such as students and educators, religious communities, state and local government officials, and young professionals. *The Council at 100 Campaign* will allow us to deepen our outreach to these groups through further investment in our education efforts and talent-development programs such as international affairs fellowships and military fellowships that help prepare the next generation of national security leaders.

ROBINA FOUNDATION

TO: Robina Board of Directors

FROM: Penny Hunt

RE: May 17, 2016, Board Meeting

The last several months have been interesting as I worked with each of the Robina Grantees to communicate Board Members' messages from our February meeting (see Attachment 1 to my Executive Director's Report) and identify material needed to move forward at this meeting.

The Board Book includes material from the Council on Foreign Relations, the University of Minnesota Law School and Yale University Law School to respond to the Board's requests. (**Tab 4, 5 and 6**)

When Kathleen and I met to discuss the meeting, we decided that background information on the financial impact of the major grants the Board is considering would be helpful even though decisions have not been made concerning the grants or the possible timing of grant payments. I asked Mike Sullivan to show us the impact of fully funding the Center for New Americans at the U of M and endowment grants at Yale Law School in 2016 with payments totaling \$38 million. Mike's report "Alternative Robina Grant Models" at **Tab 3** provides a chart displaying that scenario, as well as a chart assuming only \$25 million is paid in 2016. Both of those scenarios are only to stimulate our thinking. There are obviously scores of other scenarios that will make sense for Robina.

Mike will join our meeting to answer questions about this material and discuss Robina's financial situation.

At **Tab 9** you'll find my ideas concerning items for discussion at the August meeting. I suspect you'll want to add to that list!

As always, please feel free to get in touch with me before the meeting if you have questions or concerns.

Robina Foundation Board of Directors Meeting

Conference Call

Tuesday, May 17, 2016

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

10 a.m. to 12 noon CDT

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

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

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

Time(CDT)	Agenda Item	Tab #
10:00 a.m.	Welcome and Call to Order – Blatz	
10:05 a.m.	Minutes of February 23-24, 2016 Board Meeting – Berresford - Action	1
10:10 a.m.	Executive Director's Report - Hunt	2
10:15 a.m.	Treasurer's Report - Lewis • Assets and Grants • 1st Quarter Financial Report from Mike Sullivan • Alternative Robina Grant Models • Memo re: Loring Pasta Bar LLC	3
10:25 a.m.	Future Grantmaking - All • Council on Foreign Relations: <i>The Council at 100 Campaign</i> • U of M Law School: <i>Center for New Americans</i> • Yale University Law School: <i>Human Rights Funding</i> Next Steps	4 5 6
11:35 a.m.	Grant Reports – Hunt • University of Minnesota Law School ➢ Public Interest Scholars Annual Report ➢ Bridge Fellowship Program • Yale Law School ➢ Human Rights Fellowship Initiative Annual Report and Assessment	7 8
11:50 a.m.	Other Business • Agenda for August Board Meeting ➢ "Lessons From a Sunsetting Fund" • 2016 and 2017 Board Meeting Dates	9 10
12 Noon	Adjournment	

1	MINUTES February 23-24, 2016
2	EXECUTIVE DIRECTOR'S REPORT
3	TREASURER'S REPORT
4	FUTURE GRANTMAKING Council on Foreign Relations
5	FUTURE GRANTMAKING U OF M Law School
6	FUTURE GRANTMAKING Yale Law School
7	GRANT REPORTS U of M Public Interest Scholars and Bridge Fellowship Program
8	GRANT REPORTS Yale Law School Human Rights Initiative
9	OTHER BUSINESS Agenda for August Board Meeting
10	OTHER BUSINESS Board Meeting Dates

**Robina Foundation Board Meeting
Meeting Minutes
February 23-24, 2016**

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on February 23 – 24, 2016, at the Marines' Memorial Club & Hotel in San Francisco, California.

February 23, 2016

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

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

Recorder: Marina Weiner of Office Team.

Call to Order and Welcome

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

Minutes from November 19, 2015, Board Meeting

A motion made and seconded to approve the Minutes of the November 19, 2015, Board Meeting included in the Board Book was approved unanimously.

Executive Director's Report

Hunt called Board Members' attention to several items in her written report in the Board Book, including information on Berresford, Karoff and Hunt's in-person meetings at Yale University on January 29. Board Members discussed the need to estimate the cost of operating the Foundation until the final sunset and the importance of archiving or otherwise curating the knowledge Robina has built over time and agreed to begin consideration of these items at the 2016 annual meeting in August.

Robina Grantmaking

Board Members spent the balance of the morning and time after the session with the guest speaker reviewing the current status of the Foundation's grantmaking and the programs of each of the Robina Grantees to prepare for later discussions to determine how to proceed with each of the grantees.

Guest Speaker

Blatz introduced Karen Musalo, Professor of Law and Director, Center for Gender & Refugee Studies, UC Hastings College of Law, who joined the Board to discuss immigration issues, particularly as they relate to the work of the University of Minnesota Law School's Center for New Americans. Musalo's talk, *The Broken Promise of Refugee Protection*, traced the United States' treatment of refugees and legislation and court cases aimed at defining refugees and establishing protocols for the treatment of refugees. Musalo explained how the work of the Center for New Americans fits into the work of other organizations and the difficulty of effecting change in the bureaucracies of the Department of Justice and the Department of Homeland Security. According to Musalo, race has become more of an issue in immigration because most refugees in the United States are coming from the global south. She emphasized that key to addressing immigration issues is recognition of the root cause of immigration.

February 24, 2016

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

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

Recorder: Marina Weiner of Office Team.

Call to Order

Blatz called the second day of the meeting to order and welcomed all Board Members.

Treasurer's Report

Lewis led the Board Members' discussion of Mike Sullivan's 4th Quarter Financial Report, which focused on:

- the balance of risk assets versus fixed income assets in the Foundation's portfolio as we approach the Foundation's sunset;
- the current volatility of the market;
- Sullivan's role vis-à-vis the work of USbank;
- the advisability of changing asset managers to an organization focused on foundations;
- participation in USbank's call-in conversations about the economy and markets; and
- the need to allocate funds to close down the Foundation.

Hunt mentioned Sullivan's suggestion that the Board authorize the Foundation's Treasurer to sign documents on behalf of the Foundation in addition to the Board Chair and Vice Chair to provide more flexibility in the execution of documents. Following discussion,

A motion made and seconded to authorize the Robina Foundation Treasurer to execute documents on behalf of the Foundation was approved unanimously.

2016 Operating Budget

Board Members reviewed the draft 2016 Operating Budget included in the Board Book. Board Members noted that the Foundation's administrative fees are very low and asked Hunt to calculate the administrative fees, exclusive of USbank fees, as a percentage of the Foundation's payout. Following discussion of the draft 2016 Operating Budget,

A motion made and seconded to approve the Foundation's 2016 Operating Budget included in the Board Book was approved unanimously.

Foundation Grantmaking

To follow up on the previous day's discussion of the programs of each of the four Robina Grantees, Board Members discussed their views of the options, key messages to be delivered to each of the grantees, and the possible timing for consideration of funding of additional major grants. Hunt agreed to circulate a draft of key messages for review by Board Members and to contact each Robina Grantee to discuss the messages.

Board Members also considered requests for funding. After discussion of each of the requests,

A motion made and seconded to approve up to \$3.3 million to support Allina Health's 2016 implementation of LifeCourse was approved unanimously, with \$2.5 million to be paid now and payment of the balance of up to \$800,000 to be determined at the November Board

Meeting based on information from Allina, including research data to date, an estimate of funds remaining at the end of 2016, plans and budget for funds to evaluate and analyze research data, and a detailed budget and work plan for 2017.

A motion made and seconded to provide funding of \$6.32 million to the Council on Foreign Relations to support the following initiatives of "The Council at 100 Campaign" was approved unanimously:

- Establishment of an Endowed Chair in Global Governance: \$5 million payable over three years, with timing of the initial payment to be determined;
- Endowment of up to Six Additional Franklin Williams Interns: \$1.32 million payable in 2016 subject to the Council's agreement that these Franklin Williams Interns will augment rather than replace interns previously funded by CFR.

A motion made and seconded to approve a grant of \$450,000 payable over five years beginning in the summer of 2016 to support the University of Minnesota Law School's Class Agent Fundraising Pilot Program as described in the University's proposal dated February 8, 2016, was approved unanimously, with the understanding that Lewis would work with the Law School to tighten the proposal and that the program would be evaluated after the third year of implementation to determine support for years four and five.

A motion made and seconded to approve a grant of \$1 million to support the Robina Human Rights Fellowship Initiative at Yale University Law School was approved unanimously.

Meeting Dates

Gilberg reminded Board Members to schedule upcoming Board Meetings on their calendars.

Adjournment

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Susan Berresford, Secretary

Date

~~Mention to~~

**ROBINA FOUNDATION
BOARD OF DIRECTORS MEETING
May 17, 2016
EXECUTIVE DIRECTOR'S REPORT**

As always, the weeks after our meeting in San Francisco involved follow-up on the many issues discussed at the meeting.

Messages for Robina Grantees

Immediately after the meeting, I drafted material outlining key messages to be delivered to each of the Robina Grantees as a result of the Board's extended discussions of each of the key programs of the grantees and opportunities for future funding. **Attachment 1** itemizes the Key Messages coming out of the meeting. Thanks to all of you for your thoughtful help as I drafted this material.

Armed with the key messages, I contacted each grantee by phone and email (and in person in the case of Allina) to discuss the current thinking of the Robina Board, plans for the future, the timing of follow-up discussions, material to be provided, etc. The Board Book for this meeting includes material from the Council on Foreign Relations, the University of Minnesota Law School, and Yale Law School, as requested by the Board.

University of Minnesota Law School

Susan, Kathleen and I discussed the Board's key messages with Dean Wippman in early March, and Kathleen, Susan (by phone) and I met with Dean Wippman, Ben Casper and the Law School's CFO on April 14 to discuss the U's calculation of funding necessary to endow the Center for New Americans and funding options. Material prepared by the Law School is found at Tab 5.

On April 14 Kathleen and I met with Dean Wippman and University of Minnesota President Eric Kaler to discuss Robina's support of the Law School, in particular the Center for New Americans, and the role of the new dean. President Kaler's letter of support is found at Tab 5.

Participation in USbank's Market Updates

During a discussion of the Treasurer's Report at the February meeting, Board Members expressed interest in participating in USbanks' market and economic update teleconferences. To follow up, we contacted USbank and learned that while there is not a rigid schedule for teleconferences, the Bank initiates periodic discussions for customers. We have made arrangements for you to receive invitations to participate in future teleconferences. Participation is not required -- whether or not you participate is up to you -- but this may provide an opportunity to learn how USbank's experts view market fluctuations.

The Center for Effective Philanthropy Study on Limited Life Foundations

* In March I was contacted by The Center for Effective Philanthropy about the organization's study of limited life foundations and agreed to participate in an hour-long interview with staff working on the study. You will find the questions used in the interview in **Attachment 2**. Not surprisingly, the interviewers noted several times the unique nature of the Robina Foundation. Although a number of the questions are not particularly applicable to Robina, the survey questions may provide some guidance as we prepare to determine how best to archive or curate Robina's work.

ROBINA FOUNDATION February 24, 2016

Messages for Robina Grantees

Allina / LifeCourse

2016 Request: Grant of up to \$3.3 million approved to support completion of the research study. Robina Board understands:

- LifeCourse research data collection phase of the study will be complete on December 31, 2016;
- Funding needed to complete the research data collection phase is \$2.5 million.

Research results, analysis and publication of results, and contribution to the field of late-in-life care are key for Robina.

Timing of Funding

- Robina will provide \$2.5 million in March 2016 to support the completion of the research data collection and operation of the initiative in 2016.
- Allina will submit a report/update for Robina consideration at the November 17 board meeting, including research data to date, estimated funds remaining after December 31, plans and budget for funds to evaluate and analyze research data, detailed budget, and the workplan for 2017.
- Level of additional funding of up to \$800,000 will be based on Allina plans and budget submitted in November.

Funding for 2017 – 2020:

Although the Robina Board strongly supports the LifeCourse research and recognizes the importance of the issue and the current momentum to improve end-of-life care, it is premature to consider a large implementation grant in 2016. Depending on the research results and plans for 2017-2020, Robina may be willing to consider additional support sometime in 2017, with the following caveats:

- Bar for additional funding will be high;
- Proposed work must be viewed as transformational, not just operational;
- Among other considerations, Robina will seek to understand whether the proposed plans represent the most effective use of additional funding based on accomplishments to date and whether the plans have the potential to impact the field.

Council on Foreign Relations: The Council at 100 Campaign

Board approved grants to support:

- Endowment of Binger Chair in Global Governance (\$5M) (Note: we need to talk with Binger family to confirm the name) Our understanding is that this chair will replace the director position now filled by Stewart Patrick so that Stewart would be eligible to hold the chair, assuming he remains at CFR.
- Endowment of up to six Franklin Williams interns (\$1.32M). Our goal is to continue the additional interns currently funded by the Robina Foundation's annual support. Our endowment funding must continue the increased number of FW interns, not replace funding previously provided by other CFR sources.

Timing of funding:

- Franklin Williams endowment: end of 2016 – early 2017. Since Robina's current funding will support additional FW interns through 2016 (last payment of current grant will be made in March 2016), we understand that payment of the endowment funding at the end of 2016 or early 2017 will continue funding for additional interns without interruption. Funding of additional interns, not those traditionally funded by CFR, is key to Robina's endowment support.
- Endowment of Chair: payment to be made over 3 years beginning in 2017. We assume this means the Chair would be created in 2017.

Timing of payments can be modified, if needed. Ask CFR to provide an update/response to our plans for review at the May board meeting.

Relationship with CFR:

Although we have completed our funding of IIGG, we want to continue our relationship with CFR through attendance at Council of Councils meetings and other IIGG initiatives, as well as participation in other CFR activities.

Yale University Law School**Funding for 2016-2017:**

\$1M approved to support the Robina Human Rights Fellowship Initiative – payment to be made in May 2016.

Current thinking about support to sustain the Robina Human Rights Fellowship Initiative

- Willing to consider endowing a Chair for the position currently held by Jim Silk: \$3M payment would be made in 2016 to provide immediate budget relief in the human rights budget. Robina will need to talk with the Binger family about name of chair.
- Willing to provide \$10M to endow the Human Rights Fellowship Initiative, subject to YLS match of \$5M.
- If YLS raises \$6M, Robina will provide an additional \$1M to support human rights programming.

Feedback from YLS:

We would like Tara and others at YLS to think about this and give Robina feedback - comments and questions – for review at the May board meeting. Feedback should include:

- Information about when Dean Post's role as dean will end;
- Earliest timing of endowment challenge – perhaps after completion of building campaign;
- President Salovey's view of Robina's support of the human rights initiative.

University of Minnesota Law School**Class Agent Fundraising Proposal:**

Robina board approved the following in concept:

- Support of \$450K payable over 5 years, contingent on favorable review of the initiative's progress after first three years;
- First payment would be made this summer;
- Steve Lewis will work with Dean Wippman or others at the U to refine plans, expedite work during year #1, etc.

Center for New Americans

Messages:

- Robina board is enthusiastic about CNA and want to understand the details of how we should support the center for the long term. We are willing to consider a large gift at the appropriate time;
- Robina's 2016 payment of \$1,057,361 will be made in August to provide support for the following 12 months;
- Robina prepared to approve another year of annual support at the same level in 2017, if needed;
- We need a more detailed understanding of the endowment level to sustain the CNA longer term. (We now fund just over \$1M, which would require a \$20M endowment to be sustained. We need to understand why the U's endowment figure has been \$25M.)
- We would like to be reminded of the issue around Ben and Linus' involvement to assure that the timing of our funding does not run afoul of the U's guidelines.
- Dean Wippman's departure necessitates a pause during the transition to understand the new dean's direction, focus, etc. (This pause won't interrupt the program since funding in 2016 and 2017 will extend support.)
- Timing of submission of endowment proposal: although funding will not be made in 2016, Robina would like to review the proposal at the 2016 May or August meeting to understand fully the U's endowment needs and to enable Robina board members to assist the U by approaching other funders, if possible.

Susan, Kathleen and Penny discussed this with Dean Wippman on March 3 and will meet with Dean Wippman, Ben Casper and the Law School's CFO on April 14 to discuss the U's calculation of funding necessary to endow the Center.



THE CENTER
FOR EFFECTIVE
PHILANTHROPY

Limited Life Study: Interview Questions

SPRING 2016

BACKGROUND INFORMATION

- For how long have you been in your role?
- How much consistency or change has there been in your executive leadership and board over the years?

THE BEGINNING

- Why was the decision to spend down made?
 - What led to the decision?
 - When was this decision made?
 - How many years remain for your foundation?
 - How was the timeframe (how many years to accomplish the spend down) decided?
- What are the opportunities that spending down presents? What are the challenges?

ALONG THE WAY

- Are any living donors currently involved in your foundation's work?
 - Are any family members of the original donors still active in your foundation's work?
- After the decision to spend down was made, what, if any, changes were made in the following areas:
 - investment policies/practices
 - grantmaking focus
 - size and type of grants
 - communications
 - evaluation (for foundations that are farther along, ask if evaluation in the context of spending down is different than in a perpetuity foundation)
 - managing/archiving knowledge
 - Does your foundation plan to offer access to this information after it closes its doors? If so, to whom?
 - collaboration

- Has your foundation been soliciting external feedback of any kind during the process of spending down (feedback about how the process is going or what types of planning should be done)?
- Has your foundation been making any preparations with regard to staffing and/or HR policies and practices?
 - Is your foundation making any efforts, or considering such efforts, with regard to:
 - Staff retention during the years leading to closure
 - Special accommodations for staff leading up to closure
 - If yes, how have these been communicated to staff?
 - Helping staff transition to new jobs after your foundation closes its doors
 - Professional development or outplacement services
 - Is your foundation using consultants to complement staff?
 - If no, does it plan to?
 - Were staff involved in helping to make any of these plans?
- How are you thinking about the arc of the work (e.g., what will shift over time in terms of focus, staffing, evaluation, communications)?
- What do you think a spend-down foundation “owes” its grantees? (e.g., to not do any harm in the process)
- What have been the surprises so far? Good and not so good surprises?
- *For President or CEO:*
 - *How do you ensure alignment between yourself and the board on decisions related to the spending down of your foundation?*
 - *What is the most difficult decision you have had to make regarding the spending down of your foundation?*

THE END

- How will you archive or otherwise curate the knowledge your foundation has built over time?
- What advice would you give others considering limited life for their foundations?
- Once all the funds are committed, what staff will remain and what will they be tasked with?

**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
03/31/16	\$63,014,212	\$101,991,315	\$20,113,571 (1)

(1) Includes the following commitments:
\$800,000 (timing to be determined) to Allina's LifeCourse

\$2,114,664 (2016) to CFR's *IIGG Phase II*; \$5,000,000 (2016-2018) Endowed Chair in Global Governance; \$1,320,000 (2016) Six Franklin Williams Internships

\$1,819,077 (2016-2017) U of M's *Sentencing Law Program Enhancements*; \$4,760,940 (2016-2020) *Public Interest Scholars*; \$750,000 (2016-2020) for *Bridge Fellowship Program*; and \$1,057,361 (2016) for *Center for New Americans*; \$450,000 (2016-2020) for *Class Agent Fundraising Pilot Program*;

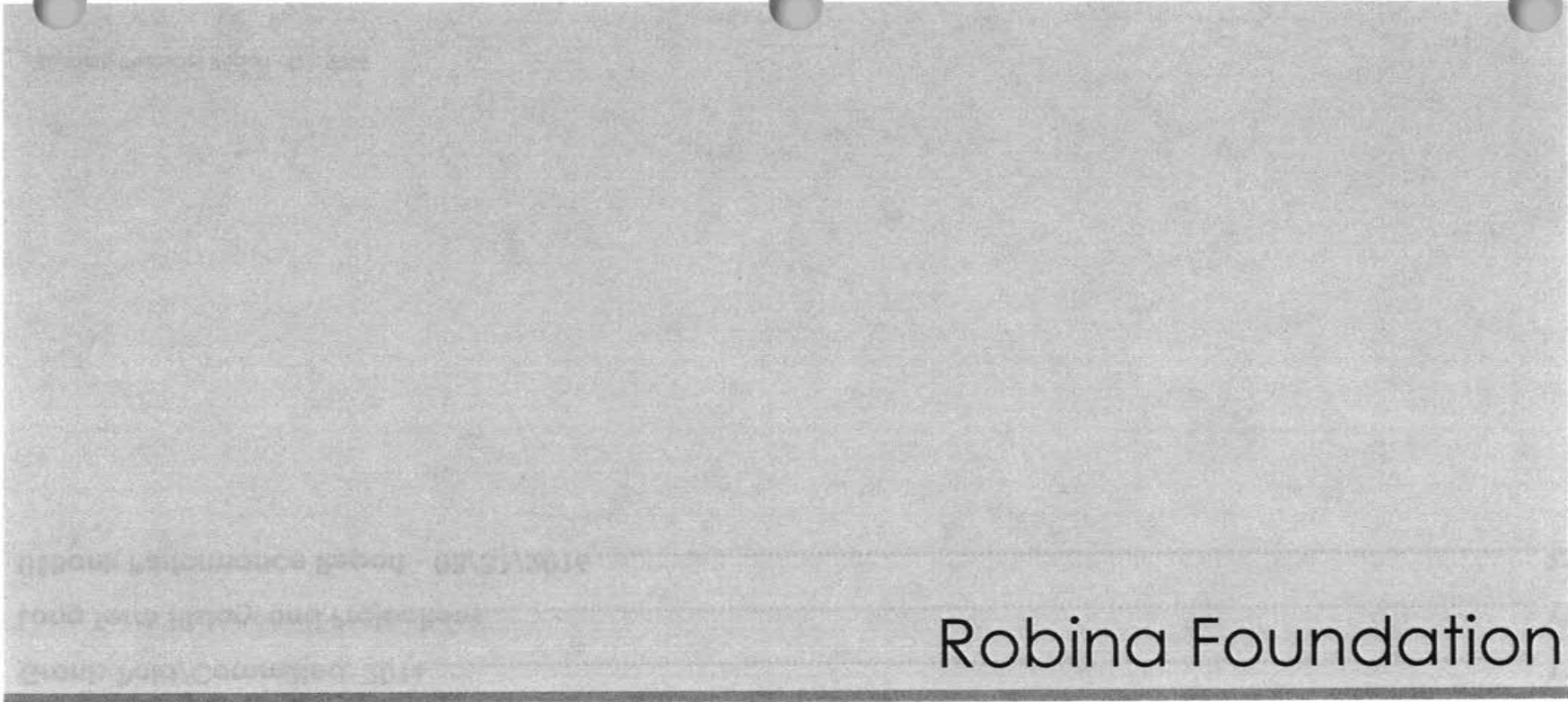
\$1,041,529 (2016-2019) for Yale's *Gilder Lehrman Center for the Study of Slavery, Resistance and Abolition*; \$1,000,000 (2016) for Yale Law School's *Human Rights Fellowship Initiative*

ROBINA FOUNDATION

ASSETS DETAIL

Assets	12/31/07	12/31/08	12/31/09
USbank Checking	\$28,607.85	\$39,292.02	\$3,299,000.81
USbank Investment	28,068,147.99	21,523,747.18	30,793,370.96
TIFF	8,587,802.83	6,356,616.51	8,183,916.75
Estate of Jim Binger	96,165,289.90	83,450,482.32	67,800,297.87
IRS Refund	16,989,164.00 (1) (2)	16,989,164.00	16,989,164.00
Total	\$149,839,012.57	\$128,359,302.03	\$127,065,750.39
Assets	03/31/10	06/30/10	09/30/10
USbank Checking	\$3,260,931.19	\$2,211,528.66	\$5,338,375.00
USbank Investment	30,990,610.24	31,231,745.96	23,575,643.46
TIFF	8,441,421.21	8,058,254.83	8,792,014.78
Estate of Jim Binger	66,913,197.63	64,510,927.52	67,161,015.39
IRS Refund	16,989,164.00	16,989,164.00	16,989,164.00
Total	\$126,595,324.27	\$123,001,620.97	\$121,856,212.63
Assets	12/31/10	03/31/11	06/30/11
USbank Checking	5,279,343.30	3,969,261.41	3,899,548.61
USbank Investment	21,160,516.65	70,072,133.88	79,068,499.17
TIFF	9,262,202.25	Closed – Funds wired to USbank	-0-
Estate of Jim Binger	82,985,461.31	45,121,210.44	35,743,207.38
IRS Refund	9,320,288.00 (3)	9,320,288.00	9,320,288.00
Total	\$128,007,811.51	\$128,482,893.73	\$128,031,543.16
Assets	09/30/11	12/31/11	03/31/12
USbank Checking	3,242,279	3,107,762	1,554,595
USbank Investment	79,623,780	74,568,396	76,710,536
Estate of Jim Binger	30,618,655	30,705,220	30,640,055
IRS Refund	11,622,180	12,445,745	12,445,745 (4)
Total	\$125,106,894	120,827,123	121,350,931
Assets	06/30/12	09/30/12	12/31/12
USbank Checking	538,773	438,552	331,081
USbank Investment	74,687,548	74,324,421	76,039,563
Estate of Jim Binger	12,291,604	10,990,296	11,476,675
IRS Refund	12,445,745	12,445,745	12,445,745
Total	\$99,963,670	98,199,014	100,293,064
Assets	03/31/13	06/30/13	09/30/13
USbank Checking	235,329	121,792	141,307
USbank Investment	93,225,051	92,712,707	90,134,695
Estate of Jim Binger	2,706,066	2,678,365	2,790,391
IRS Refund	(5)		
Total	\$96,166,446	\$95,512,864	93,066,393
Assets	12/31/13	03/31/14	06/30/14
USbank Checking	218,896	96,503	180,943
USbank Investment	92,411,790	86,407,628	86,995,264
Estate of Jim Binger	2,241,137	2,208,474	2,208,627
Bazal Property	-	293,500	293,500
Total	\$94,871,823	89,006,105	89,678,334
Assets	09/30/14	12/31/14	03/31/15
USbank Checking	156,815	194,677	\$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

Assets	03/31/16	06/30/16	09/30/16
USbank Checking	\$167,571		
USbank Investment	62,846,641		
Total	\$63,014,212		



Robina Foundation

Quarterly Financial Report - Q1, 2016

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

March 31, 2016

Robina Foundation

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Robina Foundation

Executive Summary

Mission Statement

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

Observations and Recommendations

1. The value of our portfolio was \$63,014,212 on March 31, 2016.
2. Through the first quarter, fund performance of 0.30% was higher than the benchmark of 0.21%. Our 1 year performance lags a bit, but our performance exceeded the benchmark on an annualized basis for the 3 year time period.

	3 Month	1 Year	3 Year	5 Year	From Inception
Portfolio	.30	-3.49	2.25	3.20	3.06
Benchmark	.21	-2.31	2.84		

Robina Foundation

3. Grants for the first quarter were \$4,930,520. Combined with a market loss of \$107,258 and operating expenses of \$116,855, our total assets decreased by \$5,154,633 during the first quarter.

	Q1	Q2	Q3	Q4	YTD
Beginning Balance:	\$68,168,845				\$68,168,845
Plus Earnings:	(\$107,258)				(\$107,258)
Less Grants:	(\$4,930,520)				(\$4,930,520)
Less Expenses:	(\$116,855)				(\$116,855)
Ending Balance:	\$63,014,212				\$63,014,212

4. A number of observations:

- The market is full of volatility, but that is not to be confused with risk.
- Everything is moving according to plan and budget, particularly with regard to the divestment of illiquid securities.
- Since there is no significant economic or portfolio news for the quarter, I've concentrated by report on the attached alternative Robina grant models .

Robina Foundation

Executive Financial Summary

	2015	2016			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Cash	\$1,769,178	\$560,983			
Bonds	\$21,990,104	\$21,636,326			
Risk Assets	\$44,409,562	\$40,816,903			
Equities	\$24,968,438	\$24,567,339			
Other	\$19,441,125	\$16,249,564			
Grand Total	\$68,168,845	\$63,014,212			

Robina Foundation

Sources of Capital

	2015	2016			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
USBank Investments					
Cash					
USBank Cash/MM	\$1,584,752	\$393,412			
Bonds					
Global Bond Funds - Loomis Sayles	\$6,109,130	\$6,063,829			
USBank Credit Fund-Mainstay	\$6,067,218	\$6,128,297			
US Corporate Issues	\$3,971,227	\$5,733,473			
Non-US Corporate Issues	\$1,264,088	\$1,264,913			
NuVeen High Income Bond FD CL I	\$2,242,891	\$0			
Global Bond Funds - T Rowe Price Intl Bond Fund	\$1,433,170	\$1,545,814			
Oppenheimer Senior Floating Rate	\$902,381	\$900,000			
Bonds Total	\$21,990,104	\$21,636,326			

Robina Foundation

	2015	2016			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Equities					
US and Non-US					
Stock Funds	\$19,512,387	\$19,551,985			
Hedge					
Pointer Offshore Ltd	\$4,220,841	\$3,841,047			
Private Equity					
Flag Venture Partners III LP	\$301,305	\$301,305			
Flag Venture Partners IV LP	\$597,488	\$536,586			
Pfingsten Partners III LP	\$336,416	\$336,416			
Private Equity Total	\$1,235,209	\$1,174,307			
Equities Total	\$24,968,438	\$24,567,339			

Robina Foundation

	2015	2016			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Bond Hedge Funds, Real Estate, and Commodities					
Bond Hedge Funds					
Gam Absolute Return Bond Fund	\$3,338,950	\$3,234,478			
GCA Credit Opportunities Offshore	\$4,874,083	\$4,956,011			
Marathon Credit Opportunity Fund Ltd	\$3,169,015	\$0			
Bond Hedge Funds Total	\$11,382,049	\$8,190,488			
Real Estate					
IDR Core Equity Re Strategy 2010	\$8,059,076	\$8,059,076			
Other Bonds, Real Estate, and Comm. Total	\$19,441,125	\$16,249,564			
USBank Investments Total	\$67,984,419	\$62,846,641			

Robina Foundation

Asset Summary

	2015	2016			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
USBank Investments	\$67,984,419	\$62,846,641			
Robina Checking Account	\$184,426	\$167,571			
Grand Total	\$68,168,845	\$63,014,212			

Robina Foundation

Asset Allocation Report: 03/31/2016

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
Residual of JP Morgan	\$0	0%		
USBank Cash/MM	\$393,412	1%		
USBank Checking	\$167,571	0%		
Cash Total	\$560,983	1%	\$3,150,711	5%
Fixed Income				
Bonds	\$21,636,326	34%		
Non-US	\$0	0%		
JHB Revocable Trust	\$0	0%		
Hedge Funds	\$8,190,488	13%		
Fixed Income Total	\$29,826,814	47%	\$37,808,527	60%
Risk Assets				
JP Securities	\$0	0%		
USBank Equity Funds	\$19,551,985	31%		
USBank Hedged and Private Equities	\$5,015,354	8%		
USBank Real Estate	\$8,059,076	13%		
USBank Commodities	\$0	0%		
Bazal Property	\$0	0%		
Risk Assets Total	\$32,626,415	52%	\$22,054,974	35%
Grand Total	\$63,014,212	100%	\$63,014,212	100%

Robina Foundation

Grants Paid/Committed: 2016

	Qtr1	Qtr2	Qtr3	Qtr4	Grand Total
Allina Health System/Abbott Northwestern	\$2,500,000				\$2,500,000
Life Course/Late Life Supportive Care	\$2,500,000				\$2,500,000
Council on Foreign Relations	\$157,889		\$2,114,664	\$2,986,667	\$5,259,220
International Institutions and Global Governance (IIGG) Phase II			\$2,114,664		\$2,114,664
Expanded Diversity Initiative in Foreign Policy	\$157,889				\$157,889
The Council at 100 Campaign				\$1,666,667	\$1,666,667
Six Franklin Williams Internships				\$1,320,000	\$1,320,000
University of Minnesota Law School	\$1,889,451		\$3,261,646		\$5,151,097
Public Interest Scholars			\$1,074,188		\$1,074,188
Institute on Criminal Law and Justice	\$1,639,451				\$1,639,451
Support Scholarships	\$250,000				\$250,000
Sentencing Law Program Enhancements (CL&CJ)			\$896,097		\$896,097
Center for New Americans			\$1,057,361		\$1,057,361
Bridge Fellowship Program			\$150,000		\$150,000
Class Agent Pilot Program			\$84,000		\$84,000
Yale University	\$383,180	\$1,000,000			\$1,383,180
Yale Law School: Human Rights Fellowship Initiative Phase II		\$1,000,000			\$1,000,000
Gilder Lehrman Center	\$383,180				\$383,180
Grand Total	\$4,930,520	\$1,000,000	\$5,376,310	\$2,986,667	\$14,293,497

Long Term History and Projections

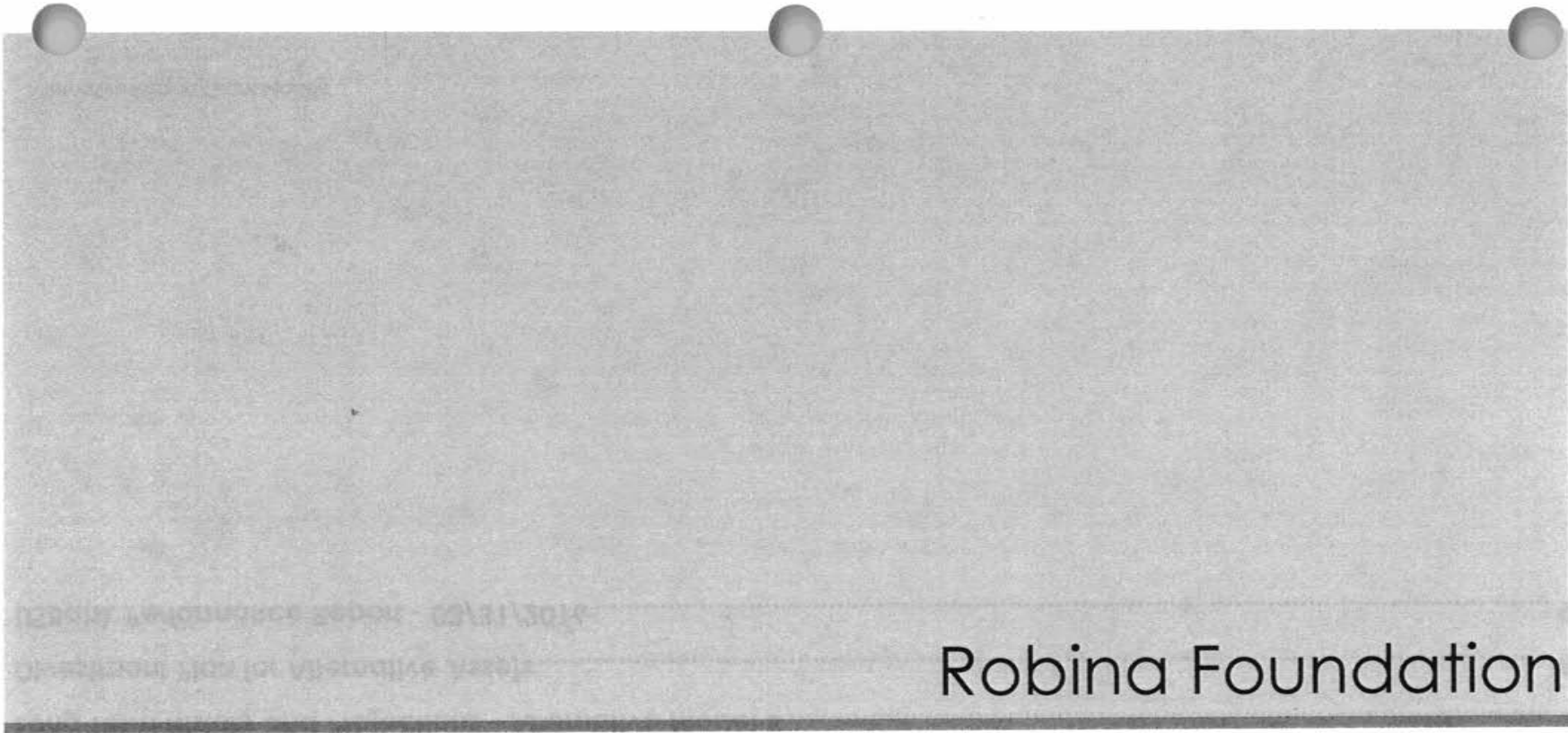
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2008-2020
	Actual	Actual	Actual	Actual	Budget	Budget	Budget	Budget	Budget	Grand Total
Allina Health System/Abbott Northwestern	\$2,356,696	\$4,245,492	\$4,334,266	\$3,990,000	\$2,500,000	\$800,000				\$24,226,454
Care Guides										\$6,000,000
Life Course/Late Life Supportive Care	\$2,356,696	\$4,245,492	\$4,334,266	\$3,990,000	\$2,500,000	\$800,000				\$18,226,454
Council on Foreign Relations	\$2,700,466	\$3,298,507	\$3,363,971	\$3,510,402	\$5,259,220	\$1,666,667	\$1,666,667			\$29,900,650
Diversity Scan										\$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 (IIIGG) Phase I										\$8,000,000
International Institutions and Global Governance (IIIGG) Phase II	\$2,046,627	\$2,034,671	\$2,034,971	\$2,074,424	\$2,114,664					\$10,305,357
Online Video Project	\$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
The Council at 100 Campaign					\$1,666,667	\$1,666,667	\$1,666,667			\$5,000,001
Six Franklin Williams Internships					\$1,320,000					\$1,320,000
University of Minnesota Law School	\$2,370,447	\$4,608,127	\$4,677,800	\$4,745,354	\$5,151,097	\$1,891,168	\$1,315,688	\$1,318,188	\$1,050,688	\$34,546,499
Faculty Retention and Other Initiatives										\$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)	\$893,457									\$8,061,399
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
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	\$150,000	\$150,000	\$150,000	\$750,000
Class Agent Pilot Program					\$84,000	\$91,500	\$91,500	\$91,500	\$91,500	\$450,000
Yale University	\$19,000,000	\$1,000,000	\$1,200,000	\$1,000,000	\$1,383,180	\$486,012	\$382,042	\$173,475		\$32,424,709
Yale Law School: Human Rights Fellowship Initiative Phase I										\$4,000,000
Yale Law School: Human Rights Fellowship Initiative Phase II	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000					\$5,000,000
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										\$3,800,000
Tom Crosby Memorial			\$200,000							\$200,000
Gilder Lehrman Center					\$383,180	\$486,012	\$382,042	\$173,475		\$1,424,709
The Center for Victims of Torture	\$1,000									\$26,000
The Center for Victims of Torture	\$1,000									\$26,000
ArtPlace Initiative										\$500,000
Revitalizing Communities through Arts and Culture										\$500,000
Aspen Institute										\$130,575
Justice and Society Program										\$130,575
Grand Total	\$26,428,609	\$13,152,126	\$13,576,037	\$13,245,756	\$14,293,497	\$4,843,847	\$3,364,397	\$1,491,663	\$1,050,688	\$121,754,887

	2012	2013	2014	2015	2016	2017	2018	2019	2020
Financial Outlook									
Beginning Year Net Assets	\$120,827,373	\$100,568,259	\$95,132,519	\$82,796,457	\$68,168,845	\$56,354,290	\$53,440,070	\$51,855,971	\$52,054,586
Plus Revenues	\$6,569,313	\$8,170,242	\$1,855,443	\$-777,910	\$3,067,598	\$2,535,943	\$2,404,803	\$2,333,519	\$2,342,456
Less Expenses, 3% P.A. Growth	-\$399,818	-\$453,856	-\$615,468	-\$603,946	-\$588,656	-\$606,316	-\$624,505	-\$643,240	-\$662,538
Less Grants Paid	-\$26,428,609	-\$13,152,126	-\$13,576,037	-\$13,245,756	-\$14,293,497	-\$4,843,847	-\$3,364,397	-\$1,491,663	-\$1,050,688
Year End Net Assets	\$100,568,259	\$95,132,519	\$82,796,457	\$68,168,845	\$56,354,290	\$53,440,070	\$51,885,971	\$52,054,586	\$52,683,817
Return Assumptions									
Asset Allocation									
Market Portfolio					25.0%	25.0%	25.0%	25.0%	25.0%
Fixed Income					75.0%	75.0%	75.0%	75.0%	75.0%
Expected Return									
Market Portfolio					6.0%	6.0%	6.0%	6.0%	6.0%
Fixed Income					4.0%	4.0%	4.0%	4.0%	4.0%
Total Portfolio Expected Return					4.5%	4.5%	4.5%	4.5%	4.5%

Selected Period Performance
ROBINA FOUNDATION MGMT AGY
Period Ending: 03/31/2016

Sector	Market Value	Year to Date (3 Months)	1 Year	3 Years	5 Years	Inception to Date (106 Months)
Total Portfolio Gross of Fees	62,957,196					
Total Managed Portfolio	53,723,813	.30	-3.49	2.25	3.20	3.06
<i>Robina Custom Benchmark</i>		.21	-2.31	2.84		
Domestic Equity	11,083,396	1.69	.17	10.90	10.28	
<i>Wilshire 5000 Index</i>		.83	-1.17	10.73	10.72	5.70
Hedged Equity	3,841,047	-8.55	-6.09	4.82		
<i>HFRI Equity Hedge Index</i>		-1.66	-4.49	2.59	1.75	1.71
Developed Foreign	6,413,752	-2.66	-8.60	1.85		
<i>MSCI EAFE Index (Net)</i>		-3.01	-8.27	2.23	2.29	-.75
Emerging Foreign	2,103,761	4.07	-14.36	-5.81		
<i>MSCI EM Free Index (USD)</i>		5.71	-12.03	-4.50	-4.13	.18
Domestic Fixed	12,817,718	1.64	-1.94	.94	1.84	
<i>Barclays 1-3 Yr Gov/Credit Index</i>		.98	1.04	.95	1.14	2.54
Hedged Fixed Income	14,254,318	-.10	-3.57	1.08	2.72	
<i>HFRI Relative Value Index (Total)</i>		.05	-2.03	2.53	3.75	4.33
Foreign Fixed Income	2,816,175	4.66	3.71	.68	1.34	
Total Cash Equivalents	341,873	.04	.19	.20	.20	.75
Pending Cash	51,772					
<i>Citigroup 3 Mo T-Bill Index</i>		.05	.08	.05	.06	.56
Non-Mgd Equity	8,059,076	.00	7.00	11.79		
Non-Mgd Other	1,174,307	3.87	-29.17	-17.00		

Portfolio Inception: 06/01/2007



Robina Foundation

Alternative Robina Grant Models

Prepared by Michael F. Sullivan, Ph.D.

Indigo Consulting

April 30, 2016

Robina Foundation

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Robina Foundation

Assumptions

1. Earnings on available funds, regardless of asset allocation strategy, will be 4.5% at all times.
2. Annual costs of operations will be:
 - 2016: \$588,656
 - 2017: \$606,316
 - 2018: \$624,508
 - 2019: \$643,240
 - 2020: \$643,538

US Bank's fees will go down as assets under management decline.
3. Both assumptions 1 and 2 are likely too high, but are maintained in all models to isolate the effects of the differing grant amounts in each model. We want to concentrate on the effect of varying grant amounts and not be sidetracked by the nominal effect of earnings and operational spending.
4. We have sufficient liquidity in all of our investments to meet the cash demands of all three models. However, Alternative Model A is the least desirable as it will leave us with very little liquid assets at the end of 2016. This model forces us make sales of illiquid securities in 2017-2019, and leaves no margin of error for market risk.
5. The best model to use for allocating an additional \$38 million in grants is Model B.
 - The ending residual value in 2020 is \$7,400,000, approximating the ending value in Model A.
 - Model B provides us sufficient time to divest of all illiquid assets by 2020 without resorting to large discounts or fire sales.
 - Model B allows us flexibility to deal with market value fluctuations of residual assets each year and to obtain a sales amount as close to book value as possible.

*Note: models only
failure in large grants for
UoM + ULS. Not Alina.*

Robina Foundation

Model Summary (000's)

Current Model

	2016	2017	2018	2019	2020
Annual Grants	\$14,293	\$4,844	\$3,364	\$1,492	\$1,051
End of Year Assets	\$56,354	\$53,440	\$51,856	\$52,055	\$52,684
% Liquid	69%	67%	66%	66%	66%

Alternative Model A - Additional \$38,000 grants in 2016

	2016	2017	2018	2019	2020
Annual Grants	\$52,293	\$4,844	\$3,364	\$1,492	\$1,051
End of Year Assets	\$18,354	\$13,730	\$10,359	\$8,690	\$7,368
% Liquid	4%	-29%	-71%	-103%	-140%

Alternative Model B - Additional \$25,000 grants in 2016, \$600 in 2017, and \$13,600 in 2018

	2016	2017	2018	2019	2020
Annual Grants	\$39,293	\$5,444	\$16,964	\$1,492	\$1,051
End of Year Assets	\$31,354	\$26,715	\$10,328	\$8,658	\$7,335
% Liquid	44%	34%	-71%	-104%	-141%

Note: Illiquid securities on 6/30/2016 are:

1. Gam Absolute Return Bond Fund	\$3,350
2. GCA Credit Opportunity Fund Ltd	\$3,399
3. IDR Core Equity Re Strategy 2010	\$5,459
4. Flag & Pfingsten	\$1,431
Total	\$17,665

Long Term History and Projections - Current Grant Model

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2008-2020
	Actual	Actual	Actual	Actual	Budget	Budget	Budget	Budget	Budget	Grand Total
Allina Health System/Abbott Northwestern	\$2,356,696	\$4,245,492	\$4,334,266	\$3,990,000	\$2,500,000	\$800,000				\$24,226,454
Care Guides										\$6,000,000
Life Course/Late Life Supportive Care	\$2,356,696	\$4,245,492	\$4,334,266	\$3,990,000	\$2,500,000	\$800,000				\$18,226,454
Council on Foreign Relations	\$2,700,466	\$3,298,507	\$3,363,971	\$3,510,402	\$5,259,220	\$1,666,667	\$1,666,667			\$29,900,650
Diversity Scan										\$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										\$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	\$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
The Council at 100 Campaign					\$1,666,667	\$1,666,667	\$1,666,667			\$5,000,001
Six Franklin Williams Internships					\$1,320,000					\$1,320,000
University of Minnesota Law School	\$2,370,447	\$4,608,127	\$4,677,800	\$4,745,354	\$5,151,097	\$1,891,168	\$1,315,688	\$1,318,188	\$1,050,688	\$34,546,499
Faculty Retention and Other Initiatives										\$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)	\$893,457									\$8,061,399
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
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	\$150,000	\$150,000	\$150,000	\$750,000
Class Agent Pilot Program					\$84,000	\$91,500	\$91,500	\$91,500	\$91,500	\$450,000
Yale University	\$19,000,000	\$1,000,000	\$1,200,000	\$1,000,000	\$1,383,180	\$486,012	\$382,042	\$173,475		\$32,424,709
Yale Law School: Human Rights Fellowship Initiative Phase I										\$4,000,000
Yale Law School: Human Rights Fellowship Initiative Phase II	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000					\$5,000,000
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										\$3,800,000
Tom Crosby Memorial			\$200,000							\$200,000
Glider Lehrman Center					\$383,180	\$486,012	\$382,042	\$173,475		\$1,424,709
The Center for Victims of Torture	\$1,000									\$26,000
The Center for Victims of Torture	\$1,000									\$26,000
ArtPlace Initiative										\$500,000
Revitalizing Communities through Arts and Culture										\$500,000
Aspen Institute										\$130,575
Justice and Society Program										\$130,575
Grand Total	\$26,428,609	\$13,152,126	\$13,576,037	\$13,245,756	\$14,293,497	\$4,843,847	\$3,364,397	\$1,491,663	\$1,050,688	\$121,754,887

	2012	2013	2014	2015	2016	2017	2018	2019	2020
Financial Outlook									
Beginning Year Net Assets	\$120,827,373	\$100,568,259	\$95,132,519	\$82,796,457	\$68,168,845	\$56,354,290	\$53,440,070	\$51,855,971	\$52,054,586
Plus Revenues	\$6,569,313	\$8,170,242	\$1,855,443	-\$777,910	\$3,067,598	\$2,535,943	\$2,404,803	\$2,333,519	\$2,342,456
Less Expenses, 3% P.A. Growth	-\$399,818	-\$453,856	-\$615,468	-\$603,946	-\$588,656	-\$606,316	-\$624,505	-\$643,240	-\$662,538
Less Grants Paid	-\$26,428,609	-\$13,152,126	-\$13,576,037	-\$13,245,756	-\$14,293,497	-\$4,843,847	-\$3,364,397	-\$1,491,663	-\$1,050,688
Year End Net Assets	\$100,568,259	\$95,132,519	\$82,796,457	\$68,168,845	\$56,354,290	\$53,440,070	\$51,885,971	\$52,054,586	\$52,683,817
Return Assumptions									
Asset Allocation									
Market Portfolio					25.0%	25.0%	25.0%	25.0%	25.0%
Fixed Income					75.0%	75.0%	75.0%	75.0%	75.0%
Expected Return									
Market Portfolio					6.0%	6.0%	6.0%	6.0%	6.0%
Fixed Income					4.0%	4.0%	4.0%	4.0%	4.0%
Total Portfolio Expected Return					4.5%	4.5%	4.5%	4.5%	4.5%

Long Term History and Projections - Alternative Model A

	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2008-2020 Grand Total
Allina Health System/Abbott Northwestern	\$2,356,696	\$4,245,492	\$4,334,266	\$3,990,000	\$2,500,000	\$800,000				\$24,226,454
Care Guides										\$6,000,000
Life Course/Late Life Supportive Care	\$2,356,696	\$4,245,492	\$4,334,266	\$3,990,000	\$2,500,000	\$800,000				\$18,226,454
Council on Foreign Relations	\$2,700,466	\$3,298,507	\$3,363,971	\$3,510,402	\$5,259,220	\$1,666,667	\$1,666,667			\$29,900,650
Diversity Scan										\$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										\$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	\$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
The Council at 100 Campaign					\$1,666,667	\$1,666,667	\$1,666,667			\$5,000,001
Six Franklin Williams Internships					\$1,320,000					\$1,320,000
University of Minnesota Law School	\$2,370,447	\$4,608,127	\$4,677,800	\$4,745,354	\$5,151,097	\$1,891,168	\$1,315,688	\$1,318,188	\$1,050,688	\$34,546,499
Faculty Retention and Other Initiatives										\$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)	\$893,457									\$8,061,399
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
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	\$150,000	\$150,000	\$150,000	\$750,000
Class Agent Pilot Program					\$84,000	\$91,500	\$91,500	\$91,500	\$91,500	\$450,000
Yale University	\$19,000,000	\$1,000,000	\$1,200,000	\$1,000,000	\$1,383,180	\$486,012	\$382,042	\$173,475		\$32,424,709
Yale Law School: Human Rights Fellowship Initiative Phase I										\$4,000,000
Yale Law School: Human Rights Fellowship Initiative Phase II	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000					\$5,000,000
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										\$3,800,000
Tom Crosby Memorial			\$200,000							\$200,000
Gilder Lehrman Center					\$383,180	\$486,012	\$382,042	\$173,475		\$1,424,709
The Center for Victims of Torture	\$1,000									\$26,000
The Center for Victims of Torture	\$1,000									\$26,000
ArtPlace Initiative										\$500,000
Revitalizing Communities through Arts and Culture										\$500,000
Aspen Institute										\$130,575
Justice and Society Program										\$130,575
Additional Grants					\$38,000,000					\$38,000,000
Unspecified Program					\$38,000,000					\$38,000,000
Grand Total	\$26,428,609	\$13,152,126	\$13,576,037	\$13,245,756	\$52,293,497	\$4,843,847	\$3,364,397	\$1,491,663	\$1,050,688	\$159,754,887

Financial Outlook	2012	2013	2014	2015	2016	2017	2018	2019	2020
Beginning Year Net Assets	\$120,827,373	\$100,568,259	\$95,132,519	\$82,796,457	\$68,168,845	\$18,354,290	\$13,730,070	\$10,359,021	\$8,690,274
Plus Revenues	\$6,569,313	\$8,170,242	\$1,855,443	-\$777,910	\$3,067,598	\$825,943	\$617,853	\$466,156	\$391,062
Less Expenses, 3% P.A. Growth	-\$399,818	-\$453,856	-\$615,468	-\$603,946	-\$588,656	-\$606,316	-\$624,505	-\$643,240	-\$662,538
Less Grants Paid	-\$26,428,609	-\$13,152,126	-\$13,576,037	-\$13,245,756	-\$52,293,497	-\$4,843,847	-\$3,364,397	-\$1,491,663	-\$1,050,688
Year End Net Assets	\$100,568,259	\$95,132,519	\$82,796,457	\$68,168,845	\$18,354,290	\$13,730,070	\$10,359,021	\$8,690,274	\$7,368,110
Return Assumptions	2012	2013	2014	2015	2016	2017	2018	2019	2020
Asset Allocation									
Market Portfolio					25.0%	25.0%	25.0%	25.0%	25.0%
Fixed Income					75.0%	75.0%	75.0%	75.0%	75.0%
Expected Return									
Market Portfolio					6.0%	6.0%	6.0%	6.0%	6.0%
Fixed Income					4.0%	4.0%	4.0%	4.0%	4.0%
Total Portfolio Expected Return					4.5%	4.5%	4.5%	4.5%	4.5%

Long Term History and Projections - Alternative Model B

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2008-2020
	Actual	Actual	Actual	Actual	Budget	Budget	Budget	Budget	Budget	Grand Total
Allina Health System/Abbott Northwestern	\$2,356,696	\$4,245,492	\$4,334,266	\$3,990,000	\$2,500,000	\$800,000				\$24,226,454
Care Guides										\$6,000,000
Life Course/Late Life Supportive Care	\$2,356,696	\$4,245,492	\$4,334,266	\$3,990,000	\$2,500,000	\$800,000				\$18,226,454
Council on Foreign Relations	\$2,700,466	\$3,298,507	\$3,363,971	\$3,510,402	\$5,259,220	\$1,666,667	\$1,666,667			\$29,900,650
Diversity Scan										\$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										\$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	\$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
The Council at 100 Campaign					\$1,666,667	\$1,666,667	\$1,666,667			\$5,000,001
Six Franklin Williams Internships					\$1,320,000					\$1,320,000
University of Minnesota Law School	\$2,370,447	\$4,608,127	\$4,677,800	\$4,745,354	\$5,151,097	\$1,891,168	\$1,315,688	\$1,318,188	\$1,050,688	\$34,546,499
Faculty Retention and Other Initiatives										\$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)	\$893,457									\$8,061,399
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
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	\$150,000	\$150,000	\$150,000	\$750,000
Class Agent Pilot Program					\$84,000	\$91,500	\$91,500	\$91,500	\$91,500	\$450,000
Yale University	\$19,000,000	\$1,000,000	\$1,200,000	\$1,000,000	\$1,383,180	\$486,012	\$382,042	\$173,475		\$32,424,709
Yale Law School: Human Rights Fellowship Initiative Phase I										\$4,000,000
Yale Law School: Human Rights Fellowship Initiative Phase II	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000					\$5,000,000
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										\$3,800,000
Tom Crosby Memorial			\$200,000							\$200,000
Gilder Lehrman Center					\$383,180	\$486,012	\$382,042	\$173,475		\$1,424,709
The Center for Victims of Torture	\$1,000									\$26,000
The Center for Victims of Torture	\$1,000									\$26,000
ArtPlace Initiative										\$500,000
Revitalizing Communities through Arts and Culture										\$500,000
Aspen Institute										\$130,575
Justice and Society Program										\$130,575
Additional Grants					\$25,000,000	\$600,000	\$13,600,000			\$39,200,000
Unspecified Program					\$25,000,000	\$600,000	\$13,600,000			\$39,200,000
Grand Total	\$26,428,609	\$13,152,126	\$13,576,037	\$13,245,756	\$39,293,497	\$5,443,847	\$16,964,397	\$1,491,663	\$1,050,688	\$160,954,887

Financial Outlook	2012	2013	2014	2015	2016	2017	2018	2019	2020
Beginning Year Net Assets	\$120,827,373	\$100,568,259	\$95,132,519	\$82,796,457	\$68,168,845	\$31,354,290	\$26,715,070	\$10,328,346	\$8,658,218
Plus Revenues	\$6,569,313	\$8,170,242	\$1,855,443	-\$777,910	\$3,067,598	\$1,410,943	\$1,202,178	\$464,776	\$389,620
Less Expenses, 3% P.A. Growth	-\$399,818	-\$453,856	-\$615,468	-\$603,946	-\$588,656	-\$606,316	-\$624,505	-\$643,240	-\$662,538
Less Grants Paid	-\$26,428,609	-\$13,152,126	-\$13,576,037	-\$13,245,756	-\$39,293,497	-\$5,443,847	-\$16,964,397	-\$1,491,663	-\$1,050,688
Year End Net Assets	\$100,568,259	\$95,132,519	\$82,796,457	\$68,168,845	\$31,354,290	\$26,715,070	\$10,328,346	\$8,658,218	\$7,334,613
Return Assumptions	2012	2013	2014	2015	2016	2017	2018	2019	2020
Asset Allocation									
Market Portfolio					25.0%	25.0%	25.0%	25.0%	25.0%
Fixed Income					75.0%	75.0%	75.0%	75.0%	75.0%
Expected Return									
Market Portfolio					6.0%	6.0%	6.0%	6.0%	6.0%
Fixed Income					4.0%	4.0%	4.0%	4.0%	4.0%
Total Portfolio Expected Return					4.5%	4.5%	4.5%	4.5%	4.5%

Divestment Plan for Alternative Assets

Robina Foundation Limited Liquidity Investments (\$000s)

	9/30/2015 Commitment	6/30/2016 Projected Commitment	12/31/2018 Projected Commitment	Divestment Strategy (as of 9/2015)
Hedged Fixed Income				
Gam Absolute Return Bond Fund	\$3,350	\$3,350	\$3,350	Retain
GCA Credit Opportunity Fund Ltd	\$4,899	\$3,399	\$0	Sell 2016-2018; 33%/year
Marathon Credit Opportunity Fund Ltd	\$3,333	\$0	\$0	Sell now
Hedged Fixed Income Subtotal	\$11,582	\$6,749	\$3,350	
Real Estate				
IDR Core Equity Re Strategy 2010	\$7,959	\$5,459	\$0	Sell 2016-2018; 33%/year
Real Estate Subtotal	\$7,959	\$5,459	\$0	
Hedged Equity				
Pointer Offshore Ltd	\$4,026	\$4,026	\$4,026	Retain
Hedged Equity Subtotal	\$4,026	\$4,026	\$4,026	
Private Equity				
Flag Venture Partners III LLP	\$308	\$308	\$0	Matures through 2017
Flag Venture Partners IV LP	\$597	\$597	\$0	Matures through 2019
Pfingsten Partners III LP	\$526	\$526	\$526	Retain
Private Equity Subtotal	\$1,431	\$1,431	\$526	
Grand Total	\$24,998 37%	\$17,665 28%	\$7,902 12%	

Note: This is the divestiture plan of alternative assets to which USBank agreed in September 2015. 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.

Selected Period Performance
ROBINA FOUNDATION MGMT AGY
Period Ending: 03/31/2016

Sector	Market Value	Year to Date (3 Months)	1 Year	3 Years	5 Years	Inception to Date (106 Months)
Total Portfolio Gross of Fees	62,957,196					
Total Managed Portfolio	53,723,813	.30	-3.49	2.25	3.20	3.06
<i>Robina Custom Benchmark</i>		.21	-2.31	2.84		
Domestic Equity	11,083,396	1.69	.17	10.90	10.28	
<i>Wilshire 5000 Index</i>		.83	-1.17	10.73	10.72	5.70
Hedged Equity	3,841,047	-8.55	-6.09	4.82		
<i>HFRI Equity Hedge Index</i>		-1.66	-4.49	2.59	1.75	1.71
Developed Foreign	6,413,752	-2.66	-8.60	1.85		
<i>MSCI EAFE Index (Net)</i>		-3.01	-8.27	2.23	2.29	-.75
Emerging Foreign	2,103,761	4.07	-14.36	-5.81		
<i>MSCI EM Free Index (USD)</i>		5.71	-12.03	-4.50	-4.13	.18
Domestic Fixed	12,817,718	1.64	-1.94	.94	1.84	
<i>Barclays 1-3 Yr Gov/Credit Index</i>		.98	1.04	.95	1.14	2.54
Hedged Fixed Income	14,254,318	-.10	-3.57	1.08	2.72	
<i>HFRI Relative Value Index (Total)</i>		.05	-2.03	2.53	3.75	4.33
Foreign Fixed Income	2,816,175	4.66	3.71	.68	1.34	
Total Cash Equivalents	341,873	.04	.19	.20	.20	.75
Pending Cash	51,772					
<i>Citigroup 3 Mo T-Bill Index</i>		.05	.08	.05	.06	.56
Non-Mgd Equity	8,059,076	.00	7.00	11.79		
Non-Mgd Other	1,174,307	3.87	-29.17	-17.00		

Portfolio Inception: 06/01/2007

MEMORANDUM

CONFIDENTIAL

DRAFT

TO: The Board of Directors of the Robina Foundation

FROM: Steven Y. Reeves
Ryan R. Woessner

DATE: April 29, 2016

RE: Loring Pasta Bar, LLC Membership Interests

EXECUTIVE SUMMARY

The Robina Foundation (the "Foundation") owns certain equity interests (the "Membership Interests") in Loring Pasta Bar, LLC, a Minnesota limited liability company (the "Company"). In order to divest those Membership Interests and formally withdraw as a member of the Company, the Foundation has two primary options¹ available to it: (i) the Foundation could negotiate with the Company to redeem its Membership Interests and withdraw from the Company, or (ii) the Foundation could transfer the Membership Interests to another existing member of the Company. Each of these options would require a moderate level of expense by the Foundation and would result in a commercially reasonable and appropriate level of certainty regarding the finality and enforceability of the Foundation's withdrawal.

ANALYSIS

We were asked to review certain documents relating to the Foundation's Membership Interests in the Company and describe the scope of options available to the Foundation that would

¹ NOTE: This memorandum does not address the option of continuing to hold the Membership Interests although we note here that this option is relatively risk free because the Foundation is an owner of equity interests in a limited liability entity similar to being a shareholder in a corporation. However, we have no information about any distributions being made by the Company to the Foundation and we have not analyzed the potential risks to the Foundation that could arise from improper or fraudulent distributions by the Company.

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allow it to divest the Membership Interests and withdraw as a member of the Company. Furthermore, we understand that the Foundation has not conducted any formal valuation regarding the Membership Interests and for purposes of this memorandum we assume the Membership Interests have no marketable value outside of the Company or its other members.

In conducting this analysis, we reviewed a copy of the Company's Articles of Organization (the equivalent of articles of incorporation for a corporation) and an undated but otherwise fully executed copy of the Company's Member Control Agreement (the equivalent of a partnership agreement in a partnership) dated July __, 1999 (the "Agreement").² For purposes of this Memorandum we assume that the Agreement is the Company's true, correct, complete and only member control agreement as defined in the Minnesota Limited Liability Company Act codified at Chapter 322B of the Minnesota Statutes³ and that the Agreement is enforceable against the Company and all of its members.

In light of the foregoing, the Foundation could consider the following options to divest the Foundation's Membership Interests in the Company and withdraw as a member of the Company.

1. Transfer Membership Interests to another Member. Pursuant to Section 7.1 of the Agreement, the Foundation could transfer all of its Membership Interests in the Company to another member for a mutually agreeable value. Section 7.1 allows this type of transfer without obtaining the consent of any other member as long as the transferee is an existing member. Any other transfer of the Membership Interests requires the consent of all other members of the Company, which consent "may be given or withheld, conditioned or delayed as the remaining [m]embers may determine in their sole discretion." In addition, Section 7.1 provides that a transfer to any non-member would require the transferee to join the Agreement and execute "any other instrument or instruments that the [Company's Board of Governors] may deem necessary or desirable to effect such assignment."
2. Independent Resignation from the Company. Pursuant to Section 9.1 of the Agreement, the Foundation may attempt to independently resign or retire from membership in the Company. However, the Company has no obligation to accept the Foundation's independent resignation or otherwise to redeem the Foundation's Membership Interests upon the Foundation's resignation or retirement. Instead, the Company has the right to grant or withhold its consent to the Foundation's independent resignation or retirement.

² NOTE: For this analysis, we have assumed that the Agreement has not been amended since it was originally adopted in 1999 and that the Company's articles have not been amended to contain any provisions to the contrary. Furthermore, as more fully explained in FN3 below, we have assumed that the Company is currently governed by Chapter 322B of the Minnesota Statutes.

³ NOTE: This LLC was formed under Minn. State 322B. There is a new LLC statute titled the Minnesota Revised Uniform Limited Liability Company Act (codified under Chapter 322C of the Minnesota Statutes). Existing 322B entities may continue to operate under 322B (i.e. they are grandfathered) until January 1, 2018, whereupon 322B will be repealed and all Minnesota LLCs will be governed by 322C. Somewhat confusingly, starting August 1, 2015, a 322B LLC could "opt into" 322C. For purposes of this analysis we have assumed that the Company has NOT yet opted into 322C and that 322B still governs this entity. However, to be absolutely certain on this point the Company should confirm whether it has opted into Chapter 322C.

Note that Section 322B.306 of the Minnesota Statutes allows an LLC member to resign or retire but Section 322B.306 Subd. 4 of the Minnesota Statutes provides that "a member who has wrongfully resigned or retired is liable to the limited liability company to the extent damaged by the wrongful resignation or retirement." It's not clear how the Company could be damaged by the Foundation's resignation or retirement but certainly this potential risk exposure is probably not desirable for the Foundation in light of the other alternatives available to it.⁴

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3. Negotiated Resignation from the Company. The Foundation could engage in a negotiation with the Company to resign and redeem its Membership Interests at a mutually agreed upon price in order to avoid the price determination provisions of the Agreement. Under the Agreement, if any member requested a resignation or retirement of its membership position from Company, and the Company consented to the resignation or retirement, then pursuant to Section 9.2 of the Agreement, the member's Membership Interests must be repurchased for the "fair value" of such interests, as determined in good faith by the Board of Governors of the Company. If that member disagreed with value set by the Board of Governors, the member would have the right to retain a professional appraiser to determine the fair value of the Membership Interests, subject to certain restrictions. The Company would be unlikely to enter into this process if there was any risk of being forced to pay a higher "fair value." However, the Foundation could shortcut this process by negotiating its resignation in exchange for a low "fair value" and agreement that it would not contest that value or exercise any other rights under the Agreement; the Company would probably propose that any such agreement contain mutual release provisions too. Because this would likely be a negotiated transaction, the Foundation could extricate itself from the Company and obtain some protection that it would have no further dealings with or obligations toward the Company.

4. Statutory Equitable Remedies. Finally, certain equitable remedies are available if the Foundation is being treated unfairly or prejudicially by the Board of Governors of the Company. These remedies include the buy-out of the Foundation's Membership Interests at the (court determined) fair value of such interests or an involuntary dissolution of the Company (see Sections 322B.833 and 836 of the Minnesota Statutes). Courts may also award reasonable expenses incurred in connection with the proceeding, including attorneys' fees and disbursements. These remedies, however, are only available in certain instances (i.e. abuse of the member by the board or the company etc.) and would require significant expense for legal fees, appraisals etc. in order to bring a valid claim against the

⁴ NOTE: Whether the Company is governed by the new LLC statute is relevant here too. As noted in FN3 above, we assume the Company has not opted into 322C yet. The criteria and process for opting into 322C is beyond the scope of this memo but it is relevant here because under 322C a member may disassociate (i.e. withdraw) voluntarily which is similar to a member's rights under 322B. However, in contrast to 322B, a member who wrongfully disassociates under 322C "is liable to the limited liability company and ... to the other members for damages caused by the dissociation" (emphasis added) (see Minn. Stat. 322C.0601 Subd. 1 and Subd. 3). This statutory risk of liability to the other members is only present if the Company opted into 322C. The Company could have opted into 322C without the Foundation's knowledge because the process of opting into 322C requires the same member voting consent as would be need to amend the Member Control Agreement (see Section 10.1 of the Agreement which allows amendment even without Mr. Binger's original 10% vote). Let us know if you want to discuss this in more detail.

Company. For that reason these statutory equitable remedies are probably not applicable or viable at this time.

CONCLUSION

In reviewing the options above, we think option #3 (negotiated redemption and resignation) is the most useful under the circumstances known to us. By negotiating with the Company for a redemption of the Foundation's Membership Interests at a mutually agreeable (and presumably low) value in exchange for a written agreement acknowledging the Foundation's withdrawal from the Company, the Foundation should be able to achieve a relatively controlled low cost and low risk withdrawal from the Company. Under this scenario, the uncertainty about the current status of the Agreement, the composition of the Company's members, and whether the Company has opted into the new LLC statute is largely addressable through representations that would be made by the Company thus shifting that risk to the Company. The primary disadvantage of this option is that the Foundation will likely receive little, if any, consideration for its Membership Interests.

Option #1 (transferring to another member) may also be appropriate if the Foundation can find a willing buyer among the current members of the Company. The slight disadvantage of this option over option #3 is that the other member may also be uncertain about the current status of the Agreement, the composition of the members, and whether the Company has opted into the new LLC statute. Although the other member could also make representations, there is less certainty, particularly if the other member doesn't independently control a block of voting interests large enough to prevent an amendment of the Agreement without that member's consent. That uncertainty could result in post transfer disputes with the Company or the other members. The other primary disadvantage of this option is that the Foundation will likely receive little, if any, consideration for its Membership Interests.

Finally, for the reasons noted above, we think that options #2 and #4 are less likely to be viable and carry more significant risks of uncertainty or significant costs that probably make those options inapplicable to the Foundation at this time.

* * *

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:

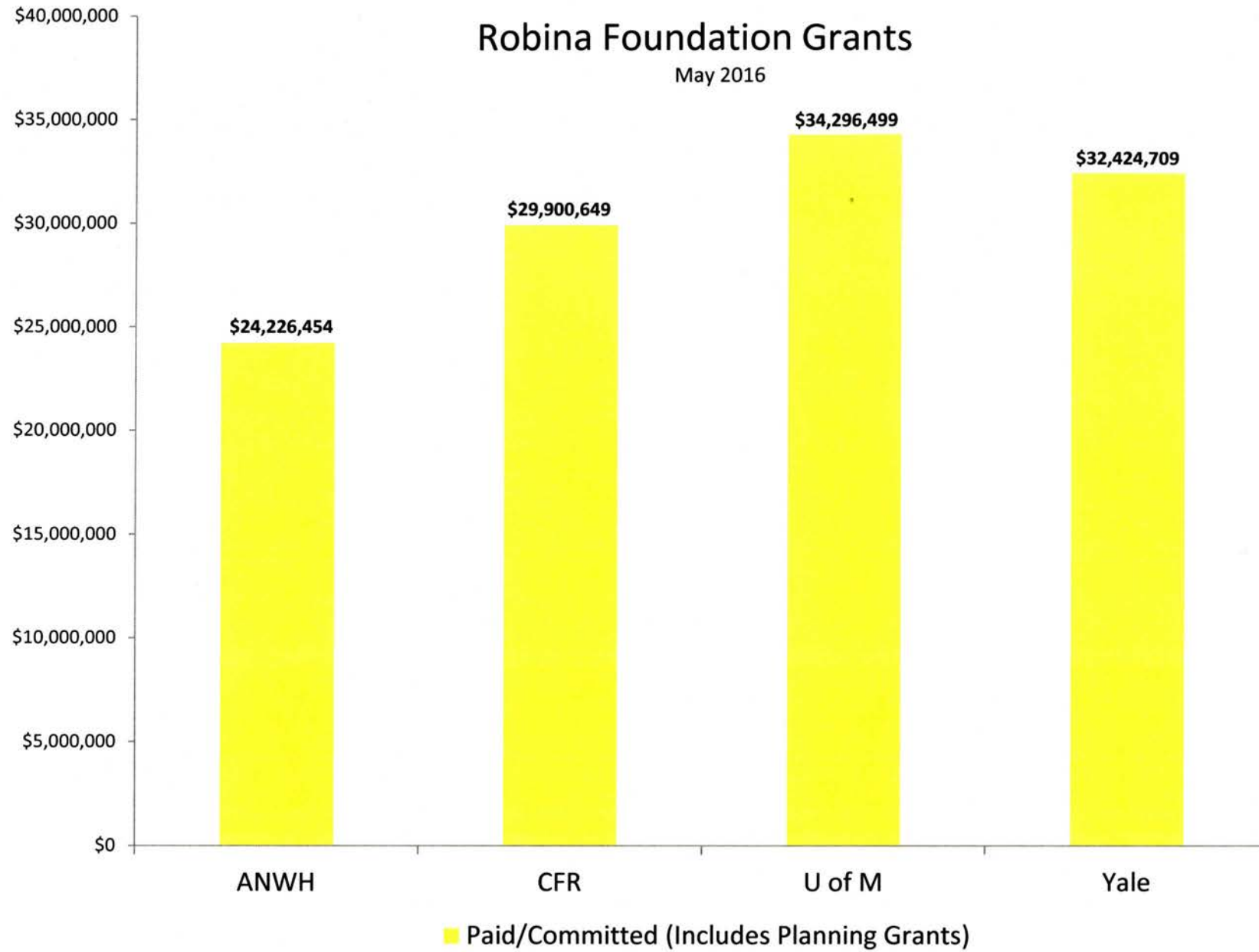
Advance human rights, justice, fairness and equality
Make U.S diversity an asset, not a liability
Ease human suffering
Prepare the next generation of leaders
Foster artistic / cultural creativity

November 2014

	ROBINA FOUNDATION 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:2015 Transition Phase/2016 Completion of Research Study								3,990,000	2,500,000	800,000	Timing to be determined				7,290,000	
														ANWH Total	24,226,454	
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	
The Council at 100 Campaign									1,666,667	1,666,667	1,666,666	Timing to be determined			5,000,000	
Six Franklin Williams Internships									1,320,000						1,320,000	
														CFR Total	29,900,649	
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	
Class Agent Pilot Program									84,000	91,500	91,500	91,500	91,500		450,000	
														U of M Total	34,296,499	
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	1,000,000						9,000,000	
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	
														Yale Total	32,424,709	
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	14,293,497	4,843,847	3,364,396	1,491,663	1,050,688		120,848,311	
YEAR END NET ASSETS*																
				120,827,373	100,568,259	95,132,519	82,796,457	68,168,845	56,354,290	53,440,070	51,855,972	52,054,587	52,683,818			
*Estimated by Mike Sullivan based upon the projected grant programs and using asset allocation and assumed return assumptions.																
Planning Grants in 2005-2008 not included above: Abbott - \$125,000; CFR - \$50,000; U of M Law School - \$375,000; Yale University - \$50,000																
Miscellaneous Grants not included above: ArtPlace Initiative - \$500,000; Aspen Institute: Justice and Society Program - \$130,575; The Center for Victims of Torture - \$26,000																
Funds provided to Humanity in Action (HIA) Undergraduate Fellowship (\$247,878) and Diplomacy and Diversity Fellowship (\$600,720) after separation of CFR and HIA: \$848,598																
17-May-16																

Robina Foundation Grants

May 2016





Memorandum

Date: April 29, 2016
To: Penny Hunt, Executive Director; Members of the Board of the Robina Foundation
Re: **Robina's support of the Council at 100 Campaign**
Sender: Suzanne Helm, Vice President, Philanthropy and Corporate Relations

Dear Penny and Members of the Board of the Robina Foundation:

All of us here at the Council on Foreign Relations (CFR) are grateful for the Robina Board's decision to support the *Council at 100 Campaign* with two endowment grants—\$5 million to establish an endowed Chair in Global Governance and the \$1.32 million grant to establish an endowment to support six additional Franklin Williams interns each year. This campaign gift will build on Robina's past investments in CFR and make a real difference in the future work of the institution.

Robina's commitment comes at an especially significant time for our capital campaign, with the total raised thus far just over the \$100 million mark—two-thirds of the campaign goal. The Robina Foundation's generous contribution will undoubtedly build further momentum around the campaign, as well as motivate other likeminded organizations and CFR members to follow Robina's example. Once again, we thank you for your continued vote of confidence in the Council's work and mission.

Given the breadth and scope of the Foundation's commitments, we would like to outline our thinking regarding both grants, including the proposed timing of payments, how our endowment is managed, and the impact on our activities. Since this is the first time the

Robina Foundation is providing CFR an endowment grant, as opposed to operating support, we trust this information will be useful for Robina Board members.

Endowed Chair in Global Governance

- **Name of the Chair:** Given his many intellectual and financial contributions to the Council as a long-time dedicated member, CFR would be honored to have James H. Binger's name associated with CFR in perpetuity by naming the chair in his honor.
- **Chair Creation:** It is CFR's long-established practice to announce and fill the chair when 60 percent of the endowment is funded. However, in recognition of the magnitude of Robina's generosity, CFR plans to announce and fill the Chair in Global Governance after the first payment is remitted.
- **Chairholder:** CFR plans to name Stewart M. Patrick as the first holder of this chair. Any successor to the chair would be another distinguished scholar with similar accomplishments and qualifications. As inaugural chairholder, Stewart will continue to direct the International Institutions and Global Governance (IIGG) program.
- **Investiture Event:** In recognition of Robina's commitment to the Council, CFR would like to host a formal investiture event in the chair's inaugural year. We would like to invite all members of Robina's Board and Mr. Binger's family, as well as any other guests you might suggest. Speakers would include CFR President Richard N. Haass and the inaugural chairholder Stewart M. Patrick, among others. We would work with the Robina Foundation to plan this event so that we can ensure it is an appropriate tribute to the Foundation's important gift and Mr. Binger's legacy.
- **Future Activities and Events:** In addition to annual updates on the accomplishments and activities of the chairholder, CFR will continue to involve Robina's board members by inviting you to attend the activities of the chair, meetings of the Council of Councils, and other IIGG initiatives, as well as some of CFR's broader activities and events that the Foundation may find of interest.

- **Endowment Draw:** The Council's draw methodology is to use five percent of a three year trailing average. For new endowments, our investment committee of the Board uses what we call a "seasoning process," which allows new endowment gifts to grow over four fiscal years before taking a full draw.
- **Funding Gap:** As with other endowed programs, a short-term challenge with this endowment gift will be to successfully support the transition through the point at which the endowment draw reaches at least \$300,000 annually (to put this in perspective, Stewart's salary and benefits and those of his research associate now surpass \$300,000 in annual operating costs, before taking into account any programmatic activities). Based on the projections of our finance department, CFR's draw methodology described above, and our assumption that the average return on investment will be 6.5 percent barring any significant decline in the markets, we should come close to that amount in FY24. The table below shows the incremental increase in funding as the \$5 million endowment becomes fully vested.

	Payments	Draw	Funding Gap
FY18	\$1,666,667	--	<i>Chair costs covered by current Robina grant</i>
FY19	\$1,666,667	\$29,600	\$270,400
FY20	\$1,666,667	\$90,200	\$209,800
FY21	--	\$182,800	\$117,200
FY22	--	\$248,800	\$51,200
FY23	--	\$285,900	\$14,100
FY24	--	\$292,500	\$7,500

- **Bridging the Gap:** In the past, some CFR benefactors have helped us to bridge the inevitable funding gap by providing supplemental operating support through the transition period. Accelerating the payment schedule by beginning payments by December 31, 2016 (FY17) would obviously close the gap sooner, enabling CFR to begin to draw on the initial investment in FY18. Since Stewart will be funded by the Robina operating grant through the end of FY18, this first return could be applied to FY19, reducing the funding gap for that year to \$180,200. In the following year, the chair would still experience a funding gap of over one-third of its operating costs, but

it would be nearly fully funded in FY23. Additional operating support on the order of \$370,000, as shown in the table below, would help close this gap.

	Payments	Draw	Funding Gap
FY17	\$1,666,667	--	<i>Chair costs covered by current Robina grant</i>
FY18	\$1,666,667	--	<i>Chair costs covered by current Robina grant</i>
FY19	\$1,666,667	\$119,800	\$180,200
FY20	--	\$182,800	\$117,200
FY21	--	\$248,800	\$51,200
FY22	--	\$285,900	\$14,100
FY23	--	\$292,500	\$7,500

Franklin Williams Internship Endowment

- **Purpose:** Income from a \$1.32 million endowment for the Franklin Williams Internship will be dedicated to supporting **six additional** Franklin Williams interns each year. With two interns funded by CFR's existing endowment, there will be a total of eight Franklin Williams interns each year.
- **Funding Gap:** On the basis of the projections of our finance department, which rely on the endowment draw methodology described earlier and the assumption that the full amount of the endowment will be paid in FY17, the soonest we can have an endowment draw that fully covers the annual costs of six additional Franklin Williams interns (\$66,000) will be FY20. In FY18 we will have a gap of \$62,700—95 percent of the program cost. In FY19 funds from the endowment will cover two-thirds of the cost of six interns, but will still leave a funding gap of \$20,500.

	Payments	Draw	Funding Gap
FY17	\$1,320,000	--	<i>Intern costs covered by current Robina grant</i>
FY18	--	\$3,300	\$62,700
FY19	--	\$45,500	\$20,500
FY20	--	\$69,700	--

- **Bridging the Gap:** Thanks to Robina's current operating support, we have resources to support six additional Franklin Williams interns through the end of FY17 (June 30, 2017). That leaves FY18 nearly completely unfunded and FY19 partially funded. Because the endowment draw will not reach \$66,000 until FY20, additional operating support of \$62,700 in FY18 and \$20,500 in FY19 would allow us to maintain the current level of six additional interns per year without interruption.

The Council at 100 Campaign Update

Including Robina's commitment, the *Council at 100 Campaign* stands at just over \$100 million in commitments toward the campaign goal of \$150 million. Of this, some \$55 million has been pledged by our board members. The highest commitment thus far is \$17 million. We also have five pledges in the \$5-\$7 million range, and four in the \$1-\$3 million range. While all board members have been asked, we still have several commitments pending.

Beyond the board, we have had significant success with the relatively few close friends of the Council that we have thus far approached. Some twenty members and foundations have committed over \$44 million, with one at \$10 million, three in the \$5-\$6 million range, and six in the \$1-\$4 million range. We will soon be approaching others, in several cases for gifts in the \$5 million range. Most commitments will be paid over a five-year period.

ROBINA FOUNDATION

TO: Robina Board of Directors

FROM: Penny Hunt

RE: Material from University of Minnesota Law School

Following is material prepared by the University of Minnesota Law School in response to the Board's request for a more detailed understanding of the endowment level needed to sustain the Center for New Americans longer term:

- Letter from Dean Wippman;
- Operating budget;
- Four forecasts showing available funds based on timing of Robina payments and payout percentage applied;
- Chart representing "Timing of Endowment Funding"

Susan, Kathleen and I reviewed drafts of this material and met with Dean Wippman, Ben Casper and the Law School's CFO in April.

On April 14 Kathleen and I met with Dean Wippman and University of Minnesota President Eric Kaler to discuss Robina's support of the Law School, in particular the Center for New Americans, and the role of the new dean. President Kaler's letter follows.

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*

May 5, 2016

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

Dear Penny,

We are grateful to the Robina Foundation for considering our request to endow the Center for New Americans. If the Board chooses to endow the Center, we would also like to change the name to the Binger Center for New Americans. The purpose of this letter is to lay out the impact that timing of an endowment gift may have, and to provide some context relating to some of the line items in the Center budget.

Endowment timing. As you know, the Center is funded through August 2017 by the original Robina gift to launch the Center. However, University policy permits disbursements from an endowment fund only from earnings on the fund in excess of the principal amount. In other words, we can't draw on principal, only the yield on principal. Accordingly, there would be a funding gap for most of 2017-18 and all of 2018-19 if endowment funds are not deposited until June 30, 2018. Our model assumes a 5% annual growth in the endowment, so it would take a year after we receive the funds to generate the amount needed to cover the CNA annual budget.

We have prepared charts showing both the anticipated endowment earnings on a \$25 million endowment, based on two different endowment payout scenarios (at 4.5% (the current endowment payout rate) and at 4% (a possibility should market returns decline over a significant period)).

Expenses. In our prior conversations, you raised some questions regarding particular items in the budget. I hope the information below provides the answers to those questions.

With regard to general operations, expenses will vary from year to year depending on the travel required (for example, a student under Ben's supervision recently argued a case in Seattle), filing fees, etc. We think the \$110,000 estimate is, if anything, a little low. The Pacer system is the

Federal court registration, billing, and filing system. All costs for filing fees and case-related research (looking at or printing copies of documents) on Federal cases are paid via the Pacer court system.

The volunteer Translation and Interpretation Program (TIPs) that Kjerstin Sanden created is crucial for all three of our clinics and covers most of our needs. Without TIPS our costs would be much higher. However, there are some interpreter expenses we must still pay. For example, in some Central American asylum cases, clients may speak indigenous languages not covered by our volunteers, and while we have some volunteers fluent in Somali and English, Somali asylum cases can require very extensive interpretation services that outstrip what volunteers can provide. In these situations we pay professionals. Also, the TIPs program requires some modest funding to cover training events and materials.

In general, our interpretation and translation costs fall under a broader rubric of litigation expenses. Other litigation expenses include:

- Travel, lodging, and related costs associated with our litigation in courts around the country. These costs will not go down and will likely increase over time as we continue to expand our activities.
- Transportation costs associated with the Detainee Rights Clinic. The federal government holds immigration detainees in a number of county jails in Minnesota, on a contract basis, and getting to those jails from the Law School requires frequent drives ranging from 20 to 150 miles round trip.
- We often must pay for medical, criminal and other important records in our federal and detention litigation.
- Impact litigation involves brief production and binding, and all our clinics must pay document filing costs.
- CNA has a clinic library with special research materials needed to support our litigation.

Beyond litigation expenses, there are also travel costs associated with student public service trips such as the two we sponsored this past winter to detention centers in Texas and Seattle. These trips require attorney supervision from CNA faculty whose travel and lodging must be covered. While participating students raise funds to cover a portion of their costs, they must pay the rest out of pocket. We expect to do more of these trips going forward because they have been made part of the Law School's new immigration law concentration, which allows students to receive academic credit for their training and legal work in the field.

Then there is the Education and Outreach Program, which is still approaching full capacity. Our larger-scale events for volunteer lawyers and immigrants involve travel and lodging costs for invited speakers, travel for CNA personnel and volunteers to off-site events, and food and venue costs.

The Robina Foundation
Page 3
May 5, 2016

In all these areas, we seek to reduce our costs by sharing them with our partners, by charging modest fees for events where appropriate, by fundraising, and through our many volunteers. Because of our partnerships and volunteers, the costs we incur are far lower than they would otherwise be. As just one example, Faegre Baker Daniels paid tens of thousands of dollars in out of pocket costs to litigate the Mellouli case with CNA at the U.S. Supreme Court. The investments our partners make are generous, and the work of our volunteers indispensable, but to fully equip and operate the Center's clinics and our Education and Outreach Program, we have learned it will require an annual general operating and technology budget of at least \$110,000.

This may be more detail than you wanted, but please let me know if we can provide any additional information.

All best regards,

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

David Wippman
Dean and William S. Pattee Professor of Law

**Robina Center for New Americans
Operating Budget Proposal**

	2017-18		
<u>Faculty Directors</u>	Salary	Fringe	Total
Benjamin Casper	133,535.00	47,338.16	180,873.16
Linus Chan	128,535.00	45,565.66	174,100.66
Deepinder Singh Mayell	75,645.00	26,816.15	102,461.15
	<u>337,715.00</u>	<u>119,719.97</u>	<u>457,434.97</u>
<u>Teaching Fellows</u>			
Katherine Evans	65,000.00	23,042.50	88,042.50
Julia Decker	65,000.00	23,042.50	88,042.50
Research Assistants 2 @ \$2,400	4,800.00	84.00	4,884.00
	<u>134,800.00</u>	<u>46,169.00</u>	<u>180,969.00</u>
<u>Program Staff</u>			
Kjerstin Sanden	53,582.00	15,619.15	69,201.15
New Program Staff	38,873.00	11,331.48	50,204.48
	<u>92,455.00</u>	<u>26,950.63</u>	<u>119,405.63</u>
Adjuncts 6 @ \$6,000	36,000.00		36,000.00
Student Clinic Directors 8 @ \$2,500	20,000.00	0.00	20,000.00
Total Center for New Americans Staff (1)	<u>620,970.00</u>	<u>192,839.60</u>	<u>813,809.60</u>
<u>Institutional Co-partners:</u>			
Immigrant Law Center of Minnesota			50,000.00
Advocates for Human Rights			50,000.00
Mid-Minnesota Legal Assistance			50,000.00
General Operations (2)			110,000.00
Space costs			30,000.00
Total Annual Need			<u>1,103,809.60</u>

(1) All staff work 100% for the Center for New Americans.

(2) Case related expenses such as travel costs (anticipated at \$30,000 - \$50,000 per year), filing fees, case research fees, medical records and interpreter and translation services. Other operating costs represented in this line are conference registration, printing, periodic maintenance or replacement of office machines. Costs associated with workshops and outreach programming: honoraria, space rental, food and beverage.

Compensation inflation estimated at 2.5% per year

20043 Robina Center for New Americans
UMF Fund 20043
Forecast as of XX/XX/16

Date	Endowment Total	Principal	UMF			Budgeted Expense UMF & Univ		
			Available	Contributions	Mkt Gain, Int & Div	Spendable Earned	Tot Disb	Total
	-	-	-	-	-	-	-	-
6/30/2016	25,000,000	25,000,000	-	-	-	-	-	-
6/30/2017	26,375,000	26,250,000	125,000		1,250,000	1,125,000	(1,125,000)	(1,125,000)
6/30/2018	26,506,875	26,381,875	125,000		1,318,750	1,186,875	(1,186,875)	(1,186,875)
6/30/2019	26,646,944	26,514,409	132,534		1,325,344	1,192,809	(1,192,809)	(1,192,809)
6/30/2020	26,780,178	26,647,644	132,534		1,332,347	1,199,112	(1,199,112)	(1,199,112)
6/30/2021	26,937,406	26,804,872	132,534		1,339,009	1,181,781	(1,181,781)	(1,181,781)
6/30/2022	27,085,059	26,952,525	132,534		1,346,870	1,199,218	(1,199,218)	(1,199,218)
6/30/2023	27,233,704	27,101,170	132,534		1,354,253	1,205,608	(1,205,608)	(1,205,608)
6/30/2024	27,383,239	27,250,705	132,534		1,361,685	1,212,150	(1,212,150)	(1,212,150)
6/30/2025	27,533,625	27,401,091	132,534		1,369,162	1,218,776	(1,218,776)	(1,218,776)
6/30/2026	27,684,749	27,552,215	132,534		1,376,681	1,225,557	(1,225,557)	(1,225,557)
6/30/2027	27,836,703	27,704,169	132,534		1,384,237	1,232,283	(1,232,283)	(1,232,283)
6/30/2028	27,989,490	27,856,956	132,534		1,391,835	1,239,048	(1,239,048)	(1,239,048)
6/30/2029	28,143,114	28,010,580	132,534		1,399,475	1,245,850	(1,245,850)	(1,245,850)
6/30/2030	28,297,581	28,165,047	132,534		1,407,156	1,252,689	(1,252,689)	(1,252,689)
6/30/2031	28,452,895	28,320,361	132,534		1,414,879	1,259,565	(1,259,565)	(1,259,565)
6/30/2032	28,609,062	28,476,528	132,534		1,422,645	1,266,478	(1,266,478)	(1,266,478)
6/30/2033	28,766,086	28,633,551	132,534		1,430,453	1,273,429	(1,273,429)	(1,273,429)
6/30/2034	28,923,971	28,791,437	132,534		1,438,304	1,280,419	(1,280,419)	(1,280,419)

Assumptions: **5% annual growth for endowment funds.**
UMF Funds use a 5 year trailing average for payout @ 4.5%.

20043 Robina Center for New Americans

UMF Fund 20043

Forecast as of XX/XX/16

Date	Endowment Total	Principal	UMF			Mkt Gain, Int & Div	Spendable Earned	Budgeted Expense UMF & Univ	
			Available	Contributions				Tot Disb	Total
	-	-	-	-	-	-	-	-	-
6/30/2016	25,000,000	25,000,000	-	-	-	-	-	-	-
6/30/2017	26,375,000	26,250,000	125,000		1,250,000	1,000,000	(1,000,000)	-	(1,000,000)
6/30/2018	26,638,750	26,513,750	125,000		1,318,750	1,055,000	(1,055,000)	-	(1,055,000)
6/30/2019	26,913,331	26,780,138	133,194		1,331,938	1,065,550	(1,065,550)	-	(1,065,550)
6/30/2020	27,182,465	27,049,271	133,194		1,345,667	1,076,533	(1,076,533)	-	(1,076,533)
6/30/2021	27,484,711	27,351,518	133,194		1,359,123	1,056,876	(1,056,876)	-	(1,056,876)
6/30/2022	27,782,193	27,648,999	133,194		1,374,236	1,076,754	(1,076,754)	-	(1,076,754)
6/30/2023	28,083,291	27,950,097	133,194		1,389,110	1,088,012	(1,088,012)	-	(1,088,012)
6/30/2024	28,387,888	28,254,694	133,194		1,404,165	1,099,568	(1,099,568)	-	(1,099,568)
6/30/2025	28,695,918	28,562,724	133,194		1,419,394	1,111,364	(1,111,364)	-	(1,111,364)
6/30/2026	29,007,241	28,874,048	133,194		1,434,796	1,123,472	(1,123,472)	-	(1,123,472)
6/30/2027	29,321,951	29,188,758	133,194		1,450,362	1,135,652	(1,135,652)	-	(1,135,652)
6/30/2028	29,640,079	29,506,885	133,194		1,466,098	1,147,970	(1,147,970)	-	(1,147,970)
6/30/2029	29,961,658	29,828,464	133,194		1,482,004	1,160,425	(1,160,425)	-	(1,160,425)
6/30/2030	30,286,726	30,153,532	133,194		1,498,083	1,173,015	(1,173,015)	-	(1,173,015)
6/30/2031	30,615,321	30,482,127	133,194		1,514,336	1,185,741	(1,185,741)	-	(1,185,741)
6/30/2032	30,947,481	30,814,287	133,194		1,530,766	1,198,606	(1,198,606)	-	(1,198,606)
6/30/2033	31,283,245	31,150,051	133,194		1,547,374	1,211,610	(1,211,610)	-	(1,211,610)
6/30/2034	31,622,652	31,489,458	133,194		1,564,162	1,224,755	(1,224,755)	-	(1,224,755)

Assumptions: 5% annual growth for endowment funds.
UMF Funds use a 5 year trailing average for payout @ 4.0%.

20043 Robina Center for New Americans
UMF Fund 20043
Forecast as of XX/XX/16

Date	Endowment Total	Principal	UMF			Mkt Gain, Int & Div	Spendable Earned	Budgeted Expense UMF & Univ	
			Available	Contributions				Tot Disb	Total
6/30/2016	-	-	-			-	-	-	-
6/30/2017	-	-	-			-	-	-	-
6/30/2018	25,000,000	25,000,000	-			-	-	-	-
6/30/2019	26,250,000	25,125,000	1,125,000		1,250,000	1,000,000	(1,000,000)	-	(1,000,000)
6/30/2020	26,512,500	25,387,500	1,125,000		1,312,500	1,050,000	(1,050,000)	-	(1,050,000)
6/30/2021	26,777,625	25,652,625	1,125,000		1,325,625	1,060,500	(1,060,500)	-	(1,060,500)
6/30/2022	27,045,401	25,920,401	1,125,000		1,338,881	1,071,105	(1,071,105)	-	(1,071,105)
6/30/2023	27,344,987	26,219,987	1,125,000		1,352,270	1,052,684	(1,052,684)	-	(1,052,684)
6/30/2024	27,640,792	26,515,792	1,125,000		1,367,249	1,071,444	(1,071,444)	-	(1,071,444)
6/30/2025	27,940,262	26,815,262	1,125,000		1,382,040	1,082,570	(1,082,570)	-	(1,082,570)
6/30/2026	28,243,282	27,118,282	1,125,000		1,397,013	1,093,993	(1,093,993)	-	(1,093,993)
6/30/2027	28,549,728	27,424,728	1,125,000		1,412,164	1,105,718	(1,105,718)	-	(1,105,718)
6/30/2028	28,859,462	27,734,462	1,125,000		1,427,486	1,117,752	(1,117,752)	-	(1,117,752)
6/30/2029	29,172,567	28,047,567	1,125,000		1,442,973	1,129,868	(1,129,868)	-	(1,129,868)
6/30/2030	29,489,073	28,364,073	1,125,000		1,458,628	1,142,122	(1,142,122)	-	(1,142,122)
6/30/2031	29,809,014	28,684,014	1,125,000		1,474,454	1,154,513	(1,154,513)	-	(1,154,513)
6/30/2032	30,132,426	29,007,426	1,125,000		1,490,451	1,167,039	(1,167,039)	-	(1,167,039)
6/30/2033	30,459,347	29,334,347	1,125,000		1,506,621	1,179,700	(1,179,700)	-	(1,179,700)
6/30/2034	30,789,815	29,664,815	1,125,000		1,522,967	1,192,499	(1,192,499)	-	(1,192,499)

Assumptions:

5% annual growth for endowment funds.

UMF Funds use a 5 year trailing average. Payout 4.0%

20043 Robina Center for New Americans
UMF Fund 20043
Forecast as of XX/XX/16

Date	Endowment Total	Principal	UMF			Mkt Gain, Int & Div	Spendable Earned	Budgeted Expense UMF & Univ	
			Available	Contributions				Tot Disb	Total
	-	-	-	-	-	-	-	-	-
6/30/2016	-	-	-	-	-	-	-	-	-
6/30/2017	-	-	-	-	-	-	-	-	-
6/30/2018	25,000,000	25,000,000	-	-	-	-	-	-	-
6/30/2019	26,250,000	25,125,000	1,125,000		1,250,000	1,125,000	(1,125,000)	-	(1,125,000)
6/30/2020	26,381,250	25,256,250	1,125,000		1,312,500	1,181,250	(1,181,250)	-	(1,181,250)
6/30/2021	26,513,156	25,388,156	1,125,000		1,319,063	1,187,156	(1,187,156)	-	(1,187,156)
6/30/2022	26,645,722	25,520,722	1,125,000		1,325,658	1,193,092	(1,193,092)	-	(1,193,092)
6/30/2023	26,800,897	25,675,897	1,125,000		1,332,286	1,177,111	(1,177,111)	-	(1,177,111)
6/30/2024	26,947,623	25,822,623	1,125,000		1,340,045	1,193,319	(1,193,319)	-	(1,193,319)
6/30/2025	27,095,406	25,970,406	1,125,000		1,347,381	1,199,598	(1,199,598)	-	(1,199,598)
6/30/2026	27,244,151	26,119,151	1,125,000		1,354,770	1,206,025	(1,206,025)	-	(1,206,025)
6/30/2027	27,393,754	26,268,754	1,125,000		1,362,208	1,212,604	(1,212,604)	-	(1,212,604)
6/30/2028	27,544,106	26,419,106	1,125,000		1,369,688	1,219,336	(1,219,336)	-	(1,219,336)
6/30/2029	27,695,285	26,570,285	1,125,000		1,377,205	1,226,025	(1,226,025)	-	(1,226,025)
6/30/2030	27,847,295	26,722,295	1,125,000		1,384,764	1,232,754	(1,232,754)	-	(1,232,754)
6/30/2031	28,000,139	26,875,139	1,125,000		1,392,365	1,239,521	(1,239,521)	-	(1,239,521)
6/30/2032	28,153,821	27,028,821	1,125,000		1,400,007	1,246,325	(1,246,325)	-	(1,246,325)
6/30/2033	28,308,346	27,183,346	1,125,000		1,407,691	1,253,166	(1,253,166)	-	(1,253,166)
6/30/2034	28,463,719	27,338,719	1,125,000		1,415,417	1,260,044	(1,260,044)	-	(1,260,044)

Assumptions: 5% annual growth for endowment funds.
 UMF Funds use a 5 year trailing average for payout @ 4.5%

Center for New Americans

Timing of Endowment Funding

Fiscal Year	2016	2017	2018	2019
Current Funding to August 2017	Pilot Funding			
Endowment Deposited September 2017	Growth at 5% annually			
Earnings Fund Operations	Earnings for operations			
Endowment Deposited September 2018	Growth at 5% annually			
Earnings Fund Operations	Earnings for Operations			

UNIVERSITY OF MINNESOTA

Twin Cities Campus

Office of the President

*202 Morrill Hall
100 Church Street S.E.
Minneapolis, MN 55455*

April 26, 2016

The Robina Foundation
4900 IDS Center
80 South Eighth Street
Minneapolis, Minnesota 55402

Dear Kathleen and Penny,

It was a pleasure to meet with you last week. As I mentioned when we met, I deeply appreciate the extraordinary support the Robina Foundation has provided to the Law School in recent years, encompassing everything from scholarships, to endowed chairs, to the Robina Institute of Criminal Law and Criminal Justice.

Perhaps most important is the foundation's support for the Law School's Center for New Americans. In just a few years, the center has already had a remarkable impact on immigration law and policy. It provides much needed services to immigrant communities, not just in Minnesota but nationally as well. The center's unique collaborative model engages important community partners and faculty and staff from around the University. The center also provides invaluable opportunities for law students to combine theory, doctrine, and practical skills, and has inspired many students to make pro bono legal services a lifetime commitment. In short, I am convinced the center is the kind of transformative initiative Jim Binger hoped the foundation would fund. For all these reasons, an endowment for the center is a high priority, not just for the Law School, but for the University as well.

I understand that before making such a transformative gift, the Robina Foundation board needs to know that an endowment would not be seen by the central University as an opportunity to reduce support that would otherwise go to the Law School. I am happy to provide that assurance. An endowment gift would be additive, just as the initial gift to launch the center has been.

As you know, the last few years have been challenging for legal education and for our Law School. But the Law School is a vital part of the University, and we are committed to ensuring it remains a top quality national law school. With that in mind, the University has been working with the Law School in recent years to help it manage a substantial decline in applications. We had two options: maintain enrollment by lowering standards or maintain standards by enrolling a significantly smaller class. With my support, the Law School chose the latter course. The University has helped the Law School manage the deficits created by lower enrollment through substantial annual year-end transfers. We have done this as part of a plan to bring the Law School's operating budget back into balance by 2019-20. We believe we are on track to achieve this goal and will continue to assist the Law School in the years ahead.

The Robina Fondation

April 26, 2016

Page 2

I hope this provides the assurances the Robina board very reasonably wished to have. I would, of course, be happy to discuss this with you and the board at any time, should that prove helpful.

Again, my deepest thanks for your and the board's very generous support.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric". The signature is stylized with a large, sweeping "E" and a cursive "ric".

Eric W. Kaler
President

EWK/ew

Issues related to fundg endowment

① Timing

② Agreement regarding
COAP endowment as meeting
Robertson match requirement

③ Funding of GAP

latest info =
\$10M gift
moving
forward -
preparing
indenture.
\$5M dedicated
to matching
RF grant -
COAP funds.

Yale OFFICE OF THE PRESIDENT

PO Box 208229
New Haven CT 06520-8229
T 203 432-2550

April 15, 2016

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

Dear Kathleen,

I was very pleased to learn of the progress that the Robina Foundation and Yale Law School have made toward finalizing plans to endow the Robina Human Rights Fellowship Initiative and its faculty leadership.

Human rights are a core concern of Yale—in research, teaching, and practice. I support and greatly appreciate Yale Law School's role as a leader for the university's efforts in this vitally important sphere, and I share Dean Robert Post's confidence in James Silk's leadership of this work. It would be a great privilege for us to establish an endowment in Yale Law School honoring the foundation's deep commitment to advancing human rights.

With best regards,



Peter Salovey
President
Chris Argyris Professor of Psychology

PS:dcb/ac

*Mention booklet
in front of Board Book
Info from Tara
regarding attendance
& success of
junction.*



Yale Law School

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

April 28, 2016

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

Dear Penny,

I am delighted to enclose the annual narrative and financial reports on the Robina Human Rights Fellowship Initiative at Yale Law School for 2015-16. As always, the Robina Foundation's crucial support has wonderfully enhanced the opportunities we can offer our students and recent graduates to engage in human rights protection and advocacy. The many alumni who have benefited from Robina's support over the years can attest to the profound effect these early experiences have had on their life's work. Through them, the impact of the Foundation's support for human rights multiplies exponentially.

I am also pleased to respond to the trustees' questions about our mutual efforts to endow the Human Rights Initiative, so that it can continue in perpetuity. First, we are thrilled and honored that the Foundation is considering endowing a clinical faculty chair in human rights for the position currently held by Professor Jim Silk. Jim has made such enormous contributions to the Law School's human rights program as to seem irreplaceable. It is a wonderful tribute to his work and leadership to be able to offer him a named chair for the duration of his tenure here, and to ensure that his position will have continued support for years to come. We will, of course, be delighted to name this chair in honor of James Binger, if the Binger family agrees. As we have already assured you, the savings to the Schell Center budget that will accrue from having the clinical faculty chair endowed will be directed back to the human rights program.

Second, we are excited to report on our human rights endowment fundraising efforts since we met in January. We now have a lead donor who is finalizing her decision about a \$10 million endowment gift to the Law School, to be paid over five years starting in 2017. If the parties agree, half of this endowment (\$5 million) would be dedicated to a Rights and Justice Fund that would provide COAP loan repayment support for recent YLS graduates working in human and civil rights. This donor had originally planned on making a gift to support COAP for her family's named scholarship alumnae. Presented with the opportunity to assist the Law School with meeting the Robina Foundation's challenge, she is willing to split her gift, so that your generosity will indeed help us leverage additional support for human rights, as the trustees had hoped. The donor's \$5 million endowment, once fully paid, would produce ~\$250,000/year

in income (of course, over the long run, that income will grow as the endowment grows). We anticipate that Yale will adhere to the 5% spending from endowment rule for the foreseeable future.

Assuming that our donor agrees to make this \$5 million gift and the Robina trustees agree that it fulfills the terms needed for us to receive a \$10 million matching endowment gift for the Human Rights Initiative from the foundation, we plan to continue our fundraising efforts—particularly with those identified in our Human Right Alumni Database—to raise an additional \$1 million in endowment, in order to receive the final \$1 million you have offered. We will make up, from unrestricted endowment, any shortfall between what we can raise for the human rights endowment in the next three to four years and this final \$1 million goal.

Here is an outline of the annual income that will be produced by Robina's endowment funding and that coming from our fundraising, once all pledges are fully paid:*

Matching donor	\$5 million	= \$250,000 in income
Schell Center	\$3 million	= \$150,000 (amount saved due to endowing the human rights clinical faculty chair. Savings will support expenses such as summer and postgraduate human rights fellowships.)
Robina Endowment	\$10 million	= \$500,000
<i>Subtotal</i>	<i>\$18 million</i>	<i>= \$900,000</i>
Additional, YLS	\$1 million	= \$50,000
Additional, Robina	\$1 million	= \$50,000
TOTAL	\$20 million	= \$1,000,000 annual income

Finally, you asked about my tenure as dean and the process of naming my successor. My term will end on June 30, 2017. We anticipate that President Salovey will name a search committee, and that they will complete their work in time for a new dean to be announced during the spring semester of 2017. It is almost assured that the new dean will be chosen from among currently tenured faculty at the Law School, ensuring continuity and a smooth transition.

We will keep you informed of any developments on both the fundraising and dean-selection fronts, and will happily address any other questions you or the trustees may have. As always, we are so grateful for the Robina Foundation's expansive vision and extraordinarily generous support of our Human Rights Initiative.

With best regards,



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

* See attached scenarios about available income 2017-21 depending on varying payment schedules.

Re: COAP: Jim S + Hope ~~Abraham~~
 gfdid) would select COAP recipients
 from COAP-eligible alumni who in HR + Civil Rts.

Endowment Income and Payment Scenarios

	<i>FY2017 Income</i>	<i>FY2018 Income</i>	<i>FY2019 Income</i>	<i>FY2020 Income</i>	<i>FY2021 Income</i>	<i>FY2022 Income</i>
Binger Chair, \$3M/If paid in full in 2016 calendar year	\$75,000-112,000*	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Matching Rights Fund, COAP, \$5M/Paid 2017-21 (annual payments by 6/30)	\$0	\$50,000	\$100,000	\$150,000	\$200,000	\$250,000
Robina HR Endowment, \$10M						
If paid over 5 years, 2017-21 (\$2M/year)	\$0	\$100,000	\$200,000	\$300,000	\$400,000	\$500,000
If paid over 3 years, 2017-19 (\$3.33M/year)	\$0	\$166,667	\$333,333	\$500,000	\$500,000	\$500,000
If paid in full in 1 year, 2017	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
YLS added \$1 mil, raised by 2019	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000
Robina added \$1 mil, paid in 2019	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000
Total Income Available	\$75,000-112,000	\$300,000-700,000	\$450,000-750,000	\$700,000-900,000	\$850,000-950,000	\$1,000,000
Difference between endowment income and \$1M annual budget	\$888,000-925,000	\$300,000-700,000	\$250,000-550,000	\$100,000-300,000	\$50,000-150,000	\$0

Gap

Note: These scenarios do not factor in market fluctuations; they are based on face-value and are estimates only.

*Yale's fiscal year runs July 1-June 30. New endowment funds established during the fiscal year and new gifts to existing endowment funds receive a pro rata spending distribution based on the quarter in which the gifts are received. The spending distributions are credited in the month following the purchase of new endowment units and are calculated as follows:

Period during which new gift is received (pro rata annual distribution):

1st Quarter (July 1-September 30)	75%
2nd Quarter (October 1- December 31)	50%
3rd Quarter (January 1- March 31)	25%
4th Quarter (April 1-June 30)	0%



Yale Law School

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

April 28, 2016

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

Dear Penny,

I am delighted to enclose the annual narrative and financial reports on the Robina Human Rights Fellowship Initiative at Yale Law School for 2015-16. As always, the Robina Foundation's crucial support has wonderfully enhanced the opportunities we can offer our students and recent graduates to engage in human rights protection and advocacy. The many alumni who have benefited from Robina's support over the years can attest to the profound effect these early experiences have had on their life's work. Through them, the impact of the Foundation's support for human rights multiplies exponentially.

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We will keep you informed of any developments on both the fundraising and dean-selection fronts, and will happily address any other questions you or the trustees may have. As always, we are so grateful for the Robina Foundation's expansive vision and extraordinarily generous support of our Human Rights Initiative.

With best regards,



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

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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*

April 29, 2016

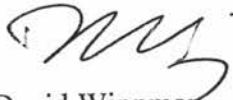
Penny Hunt
Executive Director
Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402

Dear Penny,

I am enclosing an annual report for our Public Interest Scholars and Bridge Fellowship Programs. If you have any questions, please let me know.

As always, we are deeply grateful for the Foundation's support.

All best regards,



David Wippman
Dean and William S. Pattee Professor of Law

jj

Enclosures

University of Minnesota Law School
Annual Report to the Robina Foundation
on the Robina Public Interest Scholars Program & Bridge Fellowship Program

April 25, 2016

Summary for the Scholars Program

The Robina Public Interest Scholars Program at the University of Minnesota Law School continues to support the Law School's national reputation in educating future leaders in public service. We are thrilled the Robina Foundation is supporting the Public Interest Scholars Program for an additional five years. The scholarship, summer funding, fellowship, and program support will allow the Law School to attract high-caliber public interest students, engage those students with financial support and skill-building opportunities, and move those students into full time, long-term public interest careers.

This transformative program continues to draw the attention of other donors looking to support public interest careers, other law schools interested in unique and transformative public interest programs, and national employers looking for highly skilled students to contribute to their work.

Over the past year, the Law School awarded the following:

- Five (5) post-graduate fellowships to members of the Class of 2015
- Thirty-six (36) scholarships of varying amounts to members of the Classes of 2016, 2017, and 2018
- Eighteen (18) \$5000 summer fellowships to members of the Class of 2017 and 2018 for summer public interest work and
- Travel funds to twenty-five (25) students to interview for jobs and network at national public interest career conferences.

We are currently choosing our Class of 2019 Robina Public Interest Scholars.

With the help of the Robina Public Interest Scholars Program, 22% of our 2015 graduates moved directly into government and nonprofit positions. We also launched the Minnesota Law Public Interest Residency Program this year, funded by a donor excited by the Robina Scholars Program. The Residency Program will allow public interest students to spend their third year of law school working for public interest organizations for school credit and will provide the students with post-graduate fellowships at those same organizations.

Summary for the Bridge Program

The Robina Bridge Fellowship Program at the University of Minnesota Law School will begin this fall for Class of 2016 graduates. While we have utilized the Bridge Program in recent years, it has not been funded by the Robina Foundation since 2013. The Program provides graduates with a short-term post-graduate fellowship at a government agency or nonprofit organization, launching students' careers in public service while they are waiting for bar exam results.

We plan to offer 30 fellowships at \$5,000 each for 400 hours of unpaid work at a nonprofit or government agency. Many host organizations have already expressed interest in participating, including the Ramsey County Public Defender's Office, Mid Minnesota Legal Aid, Advocates for Human Rights, the Wisconsin State Public Defender System, and Legal Rights Center, among others.

In past years, many Bridge Fellows have continued in public service careers. With over 40 fellows each year, almost 75% of fellows enter public service careers after their fellowship ends. Many of these graduates are working in states that hire public defenders and government attorneys after bar results in late fall. Other fellows are entering late-breaking fellowships, such as the Equal Justice Works AmeriCorps Legal Fellowships.

Part 1. Scholarships

Class of 2016— We awarded twelve (12) \$15,000 scholarships to the Class of 2016. This funding has helped the Law School recruit top students and allow these students to pursue impressive summer and post-graduate work while keeping their debt load low.

Students were chosen on the basis of their pre-law school activities (e.g., Peace Corps, nonprofit and government work), their leadership activities (e.g., founding student organizations, volunteering), and demonstrated committed to public service. In turn, the selected students support the culture of service in the Law School by mentoring other students and participating in Law School public service programming.

Scholarship support has also increased the Law School's profile in national fellowships, honors programs, and other nationally competitive public interest work. Students from the Class of 2016 have already secured competitive post-graduate positions in nationally acclaimed public interest organizations, including two Equal Justice Works Fellowships, the Miami Dade Public Defender's Office, the Department of Justice's Executive Office of Immigration Review, the Consumer Financial Protection Bureau, the Department of Homeland Security, multiple state appellate and federal clerkships, and public defender offices both locally and nationally, among others.

Class of 2017 and Class of 2018 — We again awarded twelve (12) scholarships in varying amounts to students in the Class of 2017 and twelve (12) scholarships in varying amounts to the admitted students in the Class of 2018 and offered them placement as Robina Public Interest Scholars. As with previous years, many of these students turned down greater scholarship awards from other law schools in order to be a part of the Robina Public Interest Scholars Program.

CNA (Students from both these class years have already become leaders in the local public interest community and in the Law School. They have argued cases before the 9th Circuit Court of Appeals, filed a class action challenging immigrant detention, led legal observer trainings for the National Lawyers Guild chapter, developed and led a trip to volunteer at a detention center in Dilley, Texas, and organized trips to perform volunteer work in asylum law in DC and Texas.

The Scholars have also secured prestigious and exciting summer internships in public service, detailed below.

Class of 2019 – We again received a large number of applications from the Class of 2019 and are in the process of choosing our eighteen Scholars. In their Law School applications, many high performing applicants stated that the Robina program was the reason they were applying to Minnesota.

Summer Public Interest Fellowships –

For Summer 2016, we have awarded eighteen (18) summer fellowships in the amount of \$5000 to students in unpaid internships at nonprofit organizations and government agencies. Most students receiving internships at government agencies and nonprofit organizations are unpaid. To apply for summer funding, students were asked to submit a resume that reflects a commitment to public service, a personal narrative, and a letter of commitment from their sponsoring nonprofit organization or government agency. A Law School committee selected Scholars to receive awards at the following organizations, among others:

- Arkansas Public Defender Commission
- Legal Aid of Los Angeles
- Legal Aid of DC
- Gender Justice
- Bloomington Immigration Court
- Neighborhood Justice Center
- Mid-Minnesota Legal Aid and the Disability Law Center
- Minnesota Center for Environmental Advocacy
- Department of Justice's Asset Forfeiture and Money Laundering Unit
- Minneapolis Public Schools
- Louisiana Capital Assistance Center
- Library of Congress
- U.S. Attorney's Office, Eastern District of Wisconsin
- Department of Homeland Security

The Law School supplemented the Robina Public Interest Scholars summer fellowships with seventeen (17) Human Rights Fellowships, seven (7) Dale Larson Fellowships, two (2) Cooper Fellowships, two (2) Justice John Paul Stevens Fellowships, one (1) Matthew Stark Fellowship, and one (1) Jacob E. Pritzker Summer Fellowship. The support of the Robina Foundation allows law students to gain experience and begin to make connections in their chosen field and with their desired employer.

Part 2 – Experiential and Academic Training

Robina Scholars gain practical legal skills through the Law School's resources in externship programs, clinical programs, public-interest-focused classes, mentoring, and volunteer work. The Public Interest Director works closely with each Scholar through required, in-person monthly

meetings, and promotes opportunities with the help of the Public Sector Coordinator and Career Center staff.

With the support of a donor attracted to the Robina Program, the Law School launched the Minnesota Law Public Interest Residency Program, a new initiative to grow public service positions and further develop practice-ready students. Law students in the program will work full time at a public interest organization their third year of school for credit. Students will then receive a post graduate fellowship at the same organization. Public interest-focused students are excited to join the Residency Program. Several Class of 2017 Robina Scholars are participating in the program next year and many Class of 2018 Scholars plan to apply for their third year. Organizations are also excited by this new program and the opportunity to secure a strong student for two full years. We are looking forward to growing the Program with additional organizations for next year.

The Robina Scholars are overwhelmingly engaged in clinics, especially the Center for New Americans, which has attracted and engaged many Scholars. The Scholars take advantage of over twenty clinics and multiple classes relevant to a public interest career, as well as a number of extracurricular activities with a public service focus, such as the Asylum Law Project. Current Robina Scholars volunteer hundreds of hours each through the Minnesota Justice Foundation.

The Public Interest Director has provided programming in Loan Repayment and Forgiveness Programs, Alumni Paths in Public Interest, Public Interest Summers, Building Fellowship with EJW and Skadden, and Navigating Public Interest for 1Ls. She also currently chairs the Loan Forgiveness & Loan Repayment Committee with the National Association for Law Placement (NALP). We have also grown the number of public interest employers that participate in our off and on campus interview programs.

We collaborate with public interest student organizations to offer additional panels from local and national alumni engaged in public service, including panels on health law, crimmigration, and public defense careers.

By using targeted, individualized counseling, as well as by offering conference reimbursement to students for national public interest job fairs, we have seen our students apply for and receive public interest positions in higher numbers.

Part 3 – Post-Graduate Fellowships

* Our 2014 Fellows were all successful in using their fellowships as launching pads into long-term public service work. All are still in public service, working at a federal defender's office, legal aid, judicial clerkship, law school clinic, and policy nonprofit.

This year, we awarded five (5) year-long post-graduate fellowships to outstanding 2015 graduates. Our 2015 Fellows are serving at:

- The DC Volunteer Lawyers Project, advocating for domestic violence victims and practicing in family law in Washington DC
- Gender Justice, representing sexual assault victims and working in gender discrimination-based employment law issues in St. Paul, MN
- Legal Rights Center, advocating for juvenile clients in restorative justice work and representing juveniles through criminal defense in Minneapolis, MN
- Mid-Minnesota Legal Aid in the Housing Unit, representing low income clients in eviction defense and other landlord-tenant issues in Minneapolis, MN
- Volunteer Lawyers Network in the Housing and Expungement Unit, representing low-income clients with housing and expungement issues, while leading training for pro bono volunteers, in Minneapolis, MN

The Public Interest Director has worked with each fellow to support his or her current and post-fellowship public interest career, including providing information on loan forgiveness programs and networking in public service careers. Fellows have participated in Law School programming, the 1L Mock Interview program, and the selection process for summer fellowship funding. All fellows submit monthly updates on their work. Here are some excerpts from their submissions.

DC Volunteer Lawyers Project – Courtney Baker

I really enjoy my fellowship at the D.C. Volunteer Lawyers Project. Working with survivors of domestic violence can be somber, as my clients are experiencing turmoil and upheaval in their personal lives. Yet there are also days when I see my clients succeed in obtaining restraining orders against abusive partners or custody of their children. On these days, I am reminded how resilient human beings can be and I am happy to be helping these individuals achieve a more peaceful future.

Mid Minnesota Legal Aid – Becky Huting

I represented a single mother who was facing eviction for holding over after a notice to vacate. The notice given by the landlord was not proper from a timing standpoint, but we were able to get the case dismissed on service of process grounds before the judge even got to the merits of the case. Identifying these legal issues is often difficult for our clients, and having an advocate step in to do so helped. It made the difference between what may have been a forced move in 7 days and having immediate housing stability, and more control in a model which typically presents great power imbalance.

Legal Rights Center – Evan Gelles

I enjoy working with my clients. I am a criminal defense lawyer who prioritizes learning about my clients and their goals so that I can humanize them to the court. There are so many people who enter the criminal justice system every day.

I take great pride in demonstrating that my clients are more than just a number in the system. Providing a voice to the disadvantaged is the best part of my Fellowships.

We are promoting post-graduate fellowship opportunities to the Class of 2016. We will choose five post-graduate fellowship positions in May, with one set at Mid Minnesota Legal Aid and four open for "build your own" positions.

Part 4 – Loan Repayment

* We continue to find the LRAP funding to be less important than we originally anticipated. The program has been so successful in attracting highly talented students that the graduates are mostly finding paid public interest positions that are allowing them to make loan payments without LRAP support. With many of their own employers' offering LRAP funding and with the various federal income-based repayment programs and Public Service Loan Forgiveness, there is less need for Law School LRAP support than we originally expected. This has been reflected in the updated program budget.

* * *

With the help of the Robina Foundation, the Robina Public Interest Scholars program helps the Law School attract high quality and committed students, support those students with financial and skills building resources, and place those students into public interest positions. The Program helps our graduates become leaders in their communities, engage in innovative policy-making, and assist indigent and vulnerable persons as part of long-term public interest careers. An income and expense statement is attached as Appendix I.

As always, we are very grateful to Jim Binger and the Foundation for making the Robina Public Interest Scholars Program possible, and for generously extending the Program an additional five years.

Appendix

Appendix I. PUBLIC INTEREST SCHOLARS PROGRAM

	<u>BUDGET</u> Year 4 FY 2016	<u>EXPENDITURES</u> 04/01/2015 – 03/31/2016
<u>Public Interest Scholarships</u>	\$510,000	\$450,000¹
Class of 2016 – 12 awarded @ \$15,000	\$150,000	\$180,000
Class of 2017 – 12 awarded @ varying amounts	\$180,000	\$150,000
Class of 2018 – 12 awarded @ varying amounts	\$180,000	\$120,000
<u>Summer Internships</u>		
Summer 2015 – 20 awarded @ \$5,000	\$90,000	\$90,000
<u>Post-Graduate Public Interest Fellowships</u>		
Class of 2015 – 5 awarded @ \$25,000	\$125,000	\$125,000
<u>Loan Repayment Assistance</u>	N/A	N/A
<u>Program Support</u>	\$88,736	\$88,736
Program Coordinator 100% full time	\$81,736	\$81,736
Workshops/meetings and other networking activities	<u>\$7,000</u>	<u>\$7,000</u>
TOTALS	\$813,736	\$753,736

¹ We awarded less scholarship funding this year to stretch the funding for the Class of 2018 to last over 3 years, as the original grant only planned for 2 years. We also awarded \$180,000 for the Class of 2016 as all remained in public service and the original grant forecast that some students would switch paths.



Yale Law School

The Robina Foundation Human Rights
Fellowship Initiative

Annual Report

April 29, 2016

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BACKGROUND

The Robina Foundation has supported the Robina Human Rights Fellowship Initiative at Yale Law School since 2009. The Foundation's original gift of \$3 million, approved in May 2008, provided funding from FY2009 to FY2011. In spring 2010, the Law School received an additional \$3 million award for support through 2012, followed by another \$3 million award in 2011 that allowed for an extension through FY15. Last year, in spring 2015, the Robina Foundation granted the Law School a one-year \$1 million gift for funding through FY16.

Since its inception, the Robina Human Rights Fellowship Initiative has funded scholarships and fellowships that a) support students and post-graduates interested in human rights through academic opportunities, internship experiences, and financial aid, and b) bring leading scholars in human rights to the Law School to conduct research, teach courses, give talks, host discussions, participate in conferences, and produce scholarship. Over the years, the Initiative has met with remarkable success and expanded its scope. Beginning with the first Robina Foundation Human Rights Fellow in 2008, the Initiative has now funded 70 JD Scholars (some of them for more than one year); 297 Summer Human Rights Fellows (some of them for more than one summer); and 27 Post-Graduate Fellows, allowing them to pursue full-time human rights positions early in their careers. Recognizing that the sustainability of those careers is critical and that many graduates could not afford to pursue careers in human rights without assistance with student loans, starting this past year, the Initiative began to support graduates working in human rights who are enrolled in COAP (the Law School's student loan repayment program). In addition, the Initiative continues to extend its outreach to the wider Yale community. JUNCTURE, a two-year project, is exploring the intersection of the arts and human rights through a dynamic and multidisciplinary series of lectures, a seminar in which students collaborate with visiting artists, fellowship stipends for MFA students doing work related to human rights, and exhibitions that will include original work by visiting artists. As far as we can determine, JUNCTURE is the first program of its kind at any university or law school in the United States.

The current components of the Robina Human Rights Fellowship Initiative are:

- Human Rights JD Scholarships
- Kirby Simon Summer Human Rights Fellowships
- Post-Graduate Human Rights Fellowships
- Visiting Human Rights Fellowships
- COAP Recipients Supported by the Robina Foundation
- Human Rights Clinical Education Innovation and Travel
- Outreach to the Wider Yale Community
- JUNCTURE: Explorations in Art and Human Rights
- Robina Human Rights Fellowship Coordinator and Program Administration

PROGRESS TOWARD GOALS

This report will first detail the Law School's implementation of each of the Initiative's components in 2015-16. The longer-term outcomes are addressed on page 13.

A. Robina Human Rights JD Scholarships

Robina Human Rights JD Scholarships are awarded to Yale Law School students on the basis of financial need and demonstrated interest in human rights. This year, the Law School awarded scholarships to three outstanding students, who hail from Australia, the United Kingdom, and the United States. Each had significant human rights-related experience prior to law school, and serves in leadership roles in various law school organizations. They have stayed deeply involved in public service through extracurricular activities, law school clinics, and summer internships. For biographies of this year's JD Scholars, please see addendum A.

- **My Khanh Ngo '17 J.D.**
- **Mekela Panditharatne '16 J.D.**
- **Sundiata Sidibe '17 J.D.**

B. Kirby Simon Summer Human Rights Fellowships, funded by the Robina Foundation

The Kirby Simon Summer Human Rights Fellowships provide stipends to Yale students who spend their summers working in human rights. This year, 34 students received these fellowships. They worked in 19 different countries on issues ranging from carbon pollution in the Philippines to street harassment in Kosovo. For descriptions of each of the Fellows' work, please see addendum B.

- **Laika Abdulali '17 J.D.** – India Supreme Court, India
- **Oluwatosin Agbabiaka '16 J.D.** – Awethu Project, South Africa
- **Omer Aziz '17 J.D.** – Munk School of Global Affairs, Canada; Office of the United Nations Special Envoy for Syria, Switzerland
- **Denisha Bacchus '17 J.D.** – United Nations Counter-Terrorism Executive Directorate (CTED), New York, NY
- **Cameron Baghai '17 J.D.** – Greenpeace, Philippines
- **Erin Baldwin '17 J.D.** – The Door, New York, NY
- **Nishchal Basnyat '17 J.D.** – Embassy of Nepal in Kuala Lumpur, Malaysia

- **Michael Cotter '17 J.D.** – The International Refugee Assistance Project, New York, NY
- **Sofia del Carril '16 M.A. in Global Affairs** – Office of the United Nations High Commissioner for Human Rights (OHCHR), Colombia
- **Tal Eisenzweig '17 J.D.** – The Door, New York, NY
- **Katherine Haas '17 J.D.** – Prisoners' Legal Services of Massachusetts, Boston, MA
- **Andrea Katz '16 J.D.** – European Court of Human Rights, Strasbourg, France
- **Claire Kim '17 J.D.** – European Court of Human Rights, Strasbourg, France
- **Elizabeth Leiserson '17 J.D.** – Doughty Street Chambers, London, United Kingdom
- **Helen Li '17 J.D.** – EarthRights International, Southeast Asia Office, Chiang Mai, Thailand
- **Alina Lindblom '17 J.D.** – International Criminal Tribunal for the Former Yugoslavia, The Hague, The Netherlands
- **Katie Munyan '17 J.D.** – Democratic Governance and Rights Unit, University of Cape Town, South Africa
- **My Khanh Ngo '17 J.D.** – U.N. High Commissioner for Refugees (UNHCR), Ankara, Turkey
- **Mekela Panditharatne '16 J.D.** – Legal Resources Center, Cape Town, South Africa
- **Alexander Resar '17 J.D.** – International Criminal Tribunal for the Former Yugoslavia, The Hague, The Netherlands
- **Syed Zain Rizvi '17 J.D.** – Public Citizen, Washington, D.C.
- **Joseph Saei '16 J.D.** – Human Rights Watch, Morocco
- **Sundiata Sidibe '17 J.D.** – European Human Rights Advocacy Center, London, United Kingdom
- **Claire Simonich '16 J.D.** – American Civil Liberties Union (ACLU) Immigrant's Rights Project, New York, NY
- **Gina Starfield '16 B.A. in Political Science** – Legal Resources Center, Cape Town, South Africa
- **Mitzi Steiner '17 J.D.** – Supreme Court of Israel, Jerusalem, Israel

- **Paul Strauch '17 J.D.** – International Criminal Tribunal for the Former Yugoslavia, The Hague, The Netherlands
- **Kevin Tobia '17 J.D.** – Humanitarian Aid Relief Trust (HART), London, United Kingdom
- **Jessica Tsang '16 J.D.** – Helpers for Domestic Helpers, Hong Kong, China
- **Hillary Vedvig '17 J.D.** – European Human Rights Advocacy Centre, London, United Kingdom, and Ombudsperson Institute of Kosovo, Prishtina, Kosovo
- **Sophia Wang '17 J.D.** – El Nahual Community Center, Quetzaltenango, Guatemala
- **Rebecca Wexler '16 J.D.** – Human Rights Center at the University of California, Berkeley, CA
- **Elizabeth Willis '17 J.D.** – Centro de los Derechos del Migrante, Mexico City, Mexico
- **Tara Zivkovic '17 J.D.** – European Court of Human Rights, Strasbourg, France

C. Robina Post-Graduate Human Rights Fellowships

The Robina Post-Graduate Human Rights Fellowships provide recent graduates of Yale Law School the opportunity to work full-time in human rights for one year. (In recent years, several Robina Post-Graduate Fellows have taken advantage of an opportunity to secure second-year fellowship extensions, often critical to their careers, funded by the Schell Center.) These fellowships serve an important function, as many Yale Law School graduates desire to work in human rights, but financial considerations and the lack of paid entry-level positions lead them to consider careers in private law instead. In 2015-16, three graduates received Robina Post-Graduate Human Rights Fellowships. Josh Andresen and Julia Brower are working within the U.S. Department of State – Josh in the Office of the Legal Adviser and Julia in the U.S. Mission to the United Nations – where they work to ensure that U.S. foreign policy takes human rights norms into account. Lani Inverarity is spending the year at Accountability Counsel, a San Francisco-based NGO that represents communities harmed by large-scale development projects. For fuller descriptions of the Fellows' work, please see addendum C.

- **Josh Andresen '15 J.D.** – United Nations Affairs, Office of the Legal Adviser. U.S. Department of State, Washington, D.C.
- **Julia Brower '14 J.D.** – Office of the U.S. Mission to the United Nations, U.S. Department of State, Washington, D.C.
- **Lani Inverarity '15 LL.M.** – Accountability Counsel, San Francisco, CA

D. Robina Visiting Human Rights Fellowships

The Robina Foundation supported three Visiting Human Rights Fellows during the 2015-16 academic year. Their time in residence at the Law School allowed the three Fellows, Paul Linden-Retek, Nicholas Robinson, and Jennifer Rosenbaum, to delve deeply into their respective areas of human rights work and research. Each Fellow also contributed substantially to the Law School community through formal lectures and many one-on-one advising sessions with students. Robinson and Rosenbaum each co-supervised a team of Lowenstein Clinic students, who reported that working so closely with experts in their project's particular subject matter deeply affected their learning. Robinson also taught a course on professional ethics, which was informed by his own comparative research on the legal profession and on the Indian judicial system. Rosenbaum, a national leader in immigrants' rights, co-taught a course on the Central American refugee crisis. Linden-Retek served as a liaison with undergraduate students in the Multidisciplinary Academic Program run by the Schell Center; he organized weekly dinners, where the students in the program presented their own ideas and engaged with guest speakers, and he advised students on their courses of study and possible careers. For information on each of the Fellows and their work, please see addendum D.

- **Paul Linden-Retek '12 J.D. and Ph.D. candidate, Political Science**
- **Nick Robinson '06 J.D.**
- **Jennifer Rosenbaum**

E. COAP Recipients Supported by the Robina Foundation

With the permission of the Robina Foundation, Yale Law School allocated a portion of funding in 2015-16 to support graduates who are working in human rights and enrolled in the Career Options Assistance Program (COAP). COAP provides financial assistance with student loan repayment, in order to enable graduates to explore a variety of non-traditional career paths, particularly opportunities in public interest law, without suffering undue financial burden. In fall 2015, the Robina Foundation supported eleven Yale Law School graduate COAP recipients working in human rights; in spring 2016, ten graduates received support.

Fall 2015

- **Josh Andresen '15 J.D.**— Robina Post-Graduate Human Rights Fellow, U.S. Department of State
- **Alisha Bjerregaard '08 J.D.** — Robert M. Cover-Allard K. Lowenstein Fellow in International Human Rights, Yale Law School
- **Megan Corrarino '13 J.D.** — Staff Attorney, Human Rights First (on extension of a Robert L. Bernstein International Human Rights Fellowship)

- **Kyle Delbyck '14 J.D.** – Robert L. Bernstein International Human Rights Fellow, Balkan Investigative Reporting Network
- **Andrew Iliff '11 J.D.** – Special Projects Manager, Harvard University Center for African Studies
- **Yuvraj Joshi '15 LL.M.** – Peter and Patricia Gruber Fellow in Global Justice, Human Rights Watch
- **Stephanie Kim '14 J.D.** – Robert L. Bernstein Fellow, Human Rights Watch (on extension of a Robert L. Bernstein Human Rights Fellowship)
- **Eunice Lee '06 J.D.** – Co-Legal Director, Center for Gender and Refugee Studies, University of California, Hastings College of the Law
- **Robert Silverman '10 J.D.** – Senior Advisor, Oxfam America
- **Jessica So '14 J.D.** – Consultant, United Nations Development Program (on extension of a Robina Fellowship)
- **Leah Zamore '14 J.D.** – Consultant, United Nations High Commissioner for Refugees (on extension of a Robina Fellowship)

Spring 2016

- **Josh Andresen '15 J.D.** – Robina Post-Graduate Human Rights Fellow, U.S. Department of State
- **Kristine Beckerle '15 J.D.** – Alan R. and Barbara D. Finberg Fellow, Human Rights Watch
- **Julia Brower '14 J.D.** – Robina Post-Graduate Human Rights Fellow, U.S. Department of State
- **Megan Corrarino '13 J.D.** – Staff Attorney, Human Rights First, (on Robert L. Bernstein International Human Rights Fellowship extension)
- **Kyle Delbyck '14 J.D.** – Robert L. Bernstein International Human Rights Fellow, Balkan Investigative Reporting Network
- **Carrick Flynn '11 J.D.** – Research Assistant, Future of Humanity Institute, Oxford University
- **Sharanya Kanikkannan '11 J.D.** – Robert L. Bernstein International Human Rights Fellow, Bureau des Avocats Internationaux, Haiti

- **Stephanie Kim '14 J.D.** – Robert L. Bernstein Fellow, Human Rights Watch (on extension of a Robert L. Bernstein Human Rights Fellowship)
- **Robert Silverman '10 J.D.** – Senior Advisor, Oxfam America
- **Ryan Thoreson '14 J.D.** – Robert L. Bernstein International Human Rights Fellow, Human Rights Watch

F. Human Rights Clinical Education Innovation and Travel

Clinical experience is an essential part of students' development of the knowledge and skills necessary to be effective advocates. Projects with an investigative component provide students with the intensive field experience that is critical to their practical human rights education. Students also practice written and oral advocacy skills. Nearly every project involves a significant piece of persuasive writing – human rights reports, submissions to domestic or international tribunals, and policy papers – and students regularly present their findings in testimony or meetings with officials, advocates, and the media. Clinical projects provide our partner organizations with valuable work that they would not be able to undertake without the collaboration of the Yale clinics. In 2015-16, the Lowenstein Clinic worked with 30 students on 18 projects. The Robina Foundation supported many aspects of these projects, including travel for fieldwork and advocacy, as well as other expenses, such as printing and distribution of materials. Highlights of the projects in the past year include:

- **Analyzing the Question of Genocide against Rohingya Muslims in Myanmar.** Fortify Rights, an NGO that focuses on human rights in Southeast Asia, asked the Clinic to analyze ongoing attacks and persecution of the Rohingya Muslim population, an ethnic and religious minority in Buddhist-majority Myanmar, to determine whether genocide is occurring. Rohingya have experienced widespread and systematic abuses for decades, including restrictions on freedom of movement, marriage, childbirth, and other aspects of daily life in Rakhine State. In the past several years, violence between ethnic minority Rakhine Buddhists and Rohingya Muslims developed into targeted, state-supported attacks on the Rohingya population, involving arson, killings, rape, and other abuses. More than 140,000 Rohingya have been forced into internally displaced person camps and denied access to adequate humanitarian aid. Fortify Rights estimates that more than 200,000 have fled by sea in the last two years. The Clinic reviewed hundreds of testimonies of survivors and witnesses of abuses, as well as other evidence including government documents and propaganda. Based on careful factual and legal analysis, the Clinic published a study concluding that there was strong evidence to support a finding of genocide and recommending a U.N. commission of inquiry. With the support of the Robina Foundation, the Clinic students traveled to Thailand and Myanmar in November 2015 to present their findings to the U.S. Ambassador to Myanmar, the U.K. embassy, U.N. officials, Rohingya leaders, and media covering Southeast Asia. The report received a great deal of media attention, and the team's work was highlighted in an Al Jazeera documentary.

- **Holding Canadian Company Accountable for Labor and Human Rights Abuses on Palm Oil Plantation in Congo.** The Clinic investigated labor and other abuses on the Boteka palm oil plantation, located in a remote region of the Democratic Republic of the Congo. For nearly a century, Unilever operated the plantation and Boketa was largely neglected and its workers exploited. In 2009, the Canadian-based company Feronia purchased the plantation, but conditions reportedly have not measurably improved since. Families who have worked for more than a century on the plantation have no running water, sanitation, electricity, or basic health care. Less than half of the children have any form of education, and child malnutrition rates are close to 30%. Feronia announced in 2013 that it would receive a substantial investment from CDC, a development finance institution, wholly owned by the UK Department for International Development, which makes private equity investments to foster development. With Robina Foundation support, the Clinic team traveled to London in August 2015 and met with CDC and DFID officials, as well as representatives of NGOs working on these or related issues. The team is continuing to monitor the situation at Boteka and is evaluating an extensive environmental and social assessment, commissioned by Feronia, of the company's operations in Boteka and two other plantations in the DRC. The assessment includes the company's performance on social and development commitments made in the context of the CDC investment.
- **Investigating Criminalization of Homelessness in Connecticut.** In partnership with local homelessness activists, the Clinic investigated how Connecticut cities often resort to law enforcement strategies in response to homelessness. Local ordinances routinely ban many actions that homeless people have no choice but to perform in public, such as sleeping or bathing. A clinic team conducted more than 50 interviews with homeless people in six cities, as well as with police, local government, and service providers. The team documented how the cities rely on police to "solve" homelessness – i.e., by removing homeless people from public view – but argued that the overuse of criminal law is counterproductive, as it traps people in a cycle of incarceration, homelessness, and poverty. The team examined local practices, which effectively punish homeless individuals for activities that are largely unavoidable, and found that these practices violate Connecticut, federal, and international law. The Robina Foundation funded many trips to Connecticut cities to conduct interviews, as well as focus groups with local advocates. The team is finalizing the report, to be released in the fall as part of a broader, statewide campaign.
- **Researching U.S. International Human Rights Obligations toward Central American Asylum Seekers.** At the request of Human Rights First, the Clinic produced a research paper for U.S. policymakers on how U.S. immigration policies and practices affecting Central American asylum seekers violate international human rights law. Violations include a lack of individualized review of detention, the use of detention as a tool to deter others from coming to the United States, the failure to provide reasonable bond determinations, separation of families, and detention of children. Many of these concerns are longstanding, but the influx of thousands of Central American families at the southwestern U.S. border has highlighted the need for reform. In April 2016, with Robina Foundation support, a team of students traveled with lawyers from Human Rights First to present their findings to senior lawyers at the Department of Homeland Security. The team also met with staff from the Senate and House Judiciary Committees, as well as with the Office of the U.N. High Commissioner for Human Rights.

G. Outreach to the Wider Yale Community

The Schell Center continues to strengthen its connections across the University, and particularly with Yale College, by sponsoring speakers, conferences, and social events as well as volunteer opportunities. A core part of the Center's efforts to reach the larger Yale community is the undergraduate Multidisciplinary Academic Program in Human Rights, which is now in its second year. Robina funding has provided support for the following outreach activities:

- **Multidisciplinary Academic Program in Human Rights.** This Yale College program offers undergraduates the opportunity to learn the analytical and practical skills necessary for human rights study and human rights-related careers. The Program recognizes the complex and interdisciplinary nature of human rights and supports a diverse community of students, named Human Rights Scholars, from across Yale College. While administered by the Schell Center, the Program benefits from a Faculty Advisory Committee consisting of faculty from a variety of academic departments. Each spring, the Program accepts approximately 15 sophomores, who must complete the requirements of a Yale College major in addition to the Program's six courses. Now in its second year, the Program serves 34 students from a wide array of majors. The Schell Center provides the Program with administrative, financial, and programmatic support, and offers students additional academic, summer, and post-graduate advising and opportunities to attend human rights-related talks, workshops, symposia, and other events. Weekly dinners often feature guests, such as Robina Visiting Scholars Jennifer Rosenbaum and Nicholas Robinson. In addition, the Schell Center offers modest stipends to the Human Rights Scholars and other undergraduate students to pursue human rights-related internships over the summer.
- **Yale Law School-Yale College Human Rights Mentoring Program.** For the third year, the Schell Center organized a panel of Yale Law students, most of them recipients of one or more forms of Robina support, to speak to an audience of undergraduates interested in attending law school as a way to pursue careers in human rights. Outreach through our undergraduate liaison and undergraduate organizations concerned with human rights led to a packed room of more than 30 students. We matched more than 20 undergraduates with law school mentors. Although this is a very low-cost program, the Robina Initiative supported it by providing dinner for the panel event and reimbursing law students when they took their undergraduate mentees out for coffee.
- **Hope Village Human Rights Project.** This project engages Yale undergraduates in designing a high-school curriculum on human rights and conflict resolution for the Dr. Hawa Abdi Hope Village, a camp for displaced Somalis in Lower Shebelle, Somalia. The curriculum includes modules on human and civil rights and women's and girls' empowerment. Since September 2015, a group of Yale students has been researching and writing the curriculum, drawing inspiration for content and activities from a range of preexisting peace and human rights curricula. In November 2015, with support from the Robina Initiative, Dr. Deqo Mohammed, Executive Director of the Dr. Hawa Abdi Foundation, was able to visit Yale for one week to work with students on the initial design of the curriculum. The students, in close communication with the teachers at Hope Village, are

in the process of finishing the one-year curriculum and expanding it to a full-length high school curriculum. Dr. Mohammed will be in residence at Yale in the fall of 2016 as a Yale World Fellow; students will continue their work with her to complete the curriculum and to consider future collaborations.

- ***Mariposa and the Saint***. This nationally recognized play is composed from the text of letters written by a woman named Sara (“Mariposa”) Fonseca while she was serving a fifteen-month sentence in solitary confinement. Through letters with longtime friend and current collaborator, Julia Steele Allen, who wrote and performs the play, Mariposa brings her experience to the stage. The Schell Center co-sponsored Yale’s production of the play with the Yale Undergraduate Prison Project.
- **Toxic: A Symposium on Exposure, Entanglement, and Endurance**. The Schell Center co-sponsored this two-day convening, where scholars and advocates explored the global conditions that give rise to local patterns of pollution, drawing on humanistic, scientific, and social scientific approaches to the apprehension and analysis of environmental exposures. While all humans are exposed to environmental toxins, the effects of these exposures are distributed in radically unequal patterns. Coming in the wake of the public health disasters in Flint, Michigan and elsewhere, the convening addressed how histories of racialization, colonialism, and gendered inequality are critical determinants of the environmental health risks that these toxic entanglements entail.

H. JUNCTURE (Arts and Human Rights Initiative)

Over the past year, the Schell Center has engaged artists, curators, critics, scholars, students, and human rights practitioners in an exploration of the intersections between art and international human rights. In cooperation with the Yale School of Art and the Yale University Art Gallery, the initiative encompasses collaborations with artists and a playwright, fellowships for Yale MFA students, a multidisciplinary graduate seminar, publications, public lectures, and a symposium.

The initiative aims to create a rigorous and creative space in which participants may interact, expecting that the results will assume diverse artistic, intellectual and political forms. In particular, JUNCTURE seeks to: (1) articulate and debate essential questions about the relationship between art and international human rights, situating those concerns in historical perspective and within the practices of contemporary artists; (2) provide creative, financial, and institutional support for artists whose work engages human rights; (3) explore models of collaboration between the arts and human rights practice; and (4) contribute to the development of academic knowledge, artistic practices, and advocacy techniques.

A central component of JUNCTURE is its collaborations with visiting artists. Supported by yearlong grants, these individuals gave talks at the Law School and the University Art Gallery and collaborated with graduate and professional students from multiple disciplines in a flexible, open-ended research process toward the creation of new work. Support from the Robina Foundation enabled the Schell Center to host Dipika Guha, a playwright and graduate of Yale

Drama School, as a visiting artist. Over the fall term, Guha worked closely with a team of students in the graduate seminar in two ways: The students carried out several human rights-related research projects, and they produced partial scripts in a series of writing workshops. Guha is now drawing upon the students' research and draft scenes as she interviews refugees, officials, and aid workers in Europe and begins to produce a new work that will address issues of migration, borders, identity, community, and belonging.

In addition, JUNCTURE has awarded five fellowships to MFA students at the Yale School of Art. These fellowships support recipients as they pursue international research and participate in the initiative via research projects, studio visits, and a group show. The fellowship recipients for 2015-16 were Eddie Aparicio, Mauricio Cortes, Eli Durst, Tomashi Jackson, and Masha Vlasova. Their projects artistically confront issues of gang violence in Los Angeles and El Salvador and the colonial history of rubber production in Central America; immigration at the U.S.-Mexico border; color theory, race, the human effects of U.S. civil rights litigation, and contemporary police violence in the United States; and protest cultures and their repression in countries of the former Soviet Union. In March 2016, Eli Durst was awarded the prestigious 2016 Aperture Portfolio Prize for his photographic work, directly funded by his MFA Fellowship, on Asmara, Eritrea, and the connections between that place and the lives of Eritrean refugees in Eli's native Texas. JUNCTURE will award MFA travel fellowships again in 2016-17.

One of JUNCTURE's innovations is the integration of artistic collaborations and a multidisciplinary graduate seminar enrolling JD, MFA, and other students from across the University. Students read and discussed academic research in human rights, aesthetics, law, art history and critical theory. Key questions that ran through the seminar related to the ethics of representing suffering and abuse artistically and the possibilities of art contributing effectively to awareness, empathy, action, and progressive change. The seminar also provided students with an opportunity to collaborate with the visiting artists to investigate legal, artistic, and philosophical questions as part of the artists' creation of new work.

In the spring of 2016, the annual Bernstein Symposium was the culminating public event of JUNCTURE, convening initiative participants, additional experts, human rights fellows and advocates, and the broader Yale community. The symposium addressed a wide range of questions: How might art serve human rights advocacy purposes? What ends can art help to achieve? How should artists and others assess the efficacy of art in service to human rights? How can an artistic community function under a repressive regime that targets artists? Where do art and advocacy – both of which can involve empathy and awareness – converge and where do they divide? Participants repeatedly expressed gratitude for the rare and welcome opportunity for artists, advocates, and scholars to speak across disciplines.

I. Robina Human Rights Fellowship Initiative Coordinator and Program Administration

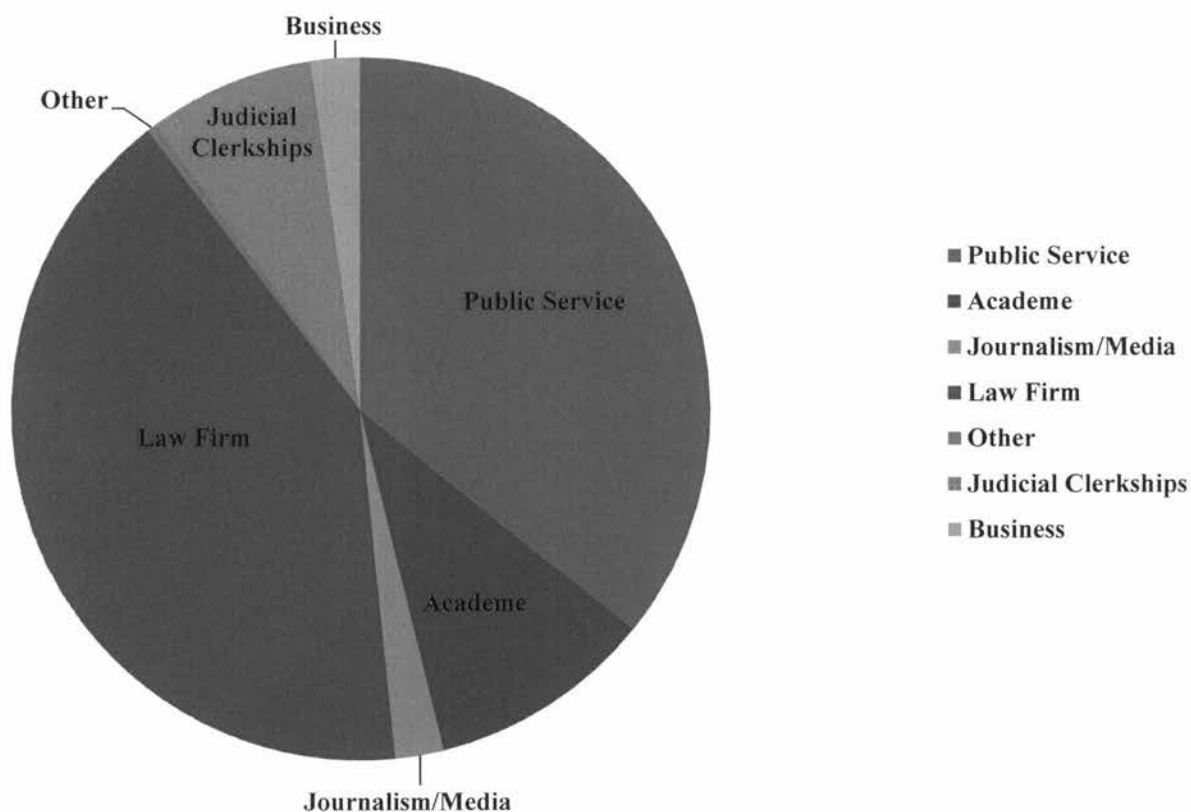
The Robina Foundation award supports portions of the salaries of Hope Metcalf and Katherine Lawder, who share primary responsibility for the Robina Human Rights Initiative. Katy, the Initiative's longtime Coordinator, is responsible for implementing the Initiative's day-to-day activities, tracking participants and outcomes, and measuring the Initiative's long-term impact. Katy is the point person for all fellowship-related activities: She coordinates the various application processes, stays in touch with incoming and outgoing fellows, and actively supports the growing network of Robina alumni. One of her main projects has been developing and maintaining a comprehensive database of Yale Law School students and alumni involved in human rights, including all current and former Robina Fellows. The database is a valuable resource in expanding the network of students and graduates pursuing careers in human rights. Current students are able to research potential host organizations and to connect with graduates who share their interests.

Hope is Executive Director of the Schell Center, where she oversees the Center's activities, advises students and graduates on human rights careers, and co-teaches the Lowenstein International Human Rights Clinic. She works with students and faculty to coordinate human rights events at the Law School, including the annual Bernstein Human Rights Symposium, as well as the bi-weekly Human Rights Workshop. Hope also administers the Multidisciplinary Academic Program in Human Rights at Yale College, founded in 2015 to provide an intensive course of study for undergraduates. Her own teaching and research focus on U.S.-based human rights violations, particularly with respect to people in various forms of detention.

ALUMNI OUTCOMES

In total, 242 recipients of Robina funding have now graduated from Yale Law School. Fourteen of these graduates are pursuing doctoral degrees and four are currently unemployed. Of the 224 alumni who are employed, we have up-to-date employment data on 221 of them.

- Seventy-nine (36%) are currently working in public service, which includes international human rights work (22 graduates, 10%), domestic public interest organizations (39, 18%), and government positions, excluding clerkships (18, 8%);
- Ninety-one (41%) are at law firms;
- Twenty-three (10%) hold academic positions (11 of which involve human rights);
- Seventeen (8%) are in judicial clerkships;
- Five (2%) are working in business;
- Five (2%) are working in journalism/media; and
- One (.5%) is a high school teacher.



UNANTICIPATED RESULTS AND POTENTIAL CHANGES

The Robina Human Rights Initiative continues to be a success and a much-valued part of Yale Law School's intellectual life and our preparation of the next generation of leaders. The most significant changes to the Initiative this year were the addition of COAP recipients working in human rights to the ranks of Robina beneficiaries, support for the Yale College Multidisciplinary Academic Program in Human Rights, and the launch of the JUNCTURE initiative on art and human rights, described above.

CONCLUSION

The Robina Human Rights Fellowship Initiative supports human rights advocates at all stages of their careers – from first-year law students to post-graduate fellows to seasoned human rights practitioners and scholars. The outcomes of this support have been impressive, with more than one in three graduates who received some form of Robina support now working in public service. Even more telling are the reports and letters we receive from current and former Robina-funded students, scholars, and attorneys. Each year, we hear how Robina's support has enabled students to discover the career paths they wish to follow, has given recent graduates the chance at their first post-law school job in human rights, or has allowed our graduates to perform critical research and advocacy that they would not otherwise have been able to complete. Your gift is truly helping Yale Law School foster the next generation of human rights activists and scholars, and for this, we offer you our deepest thanks.

2015-16 FINANCIAL REPORT

Yale's fiscal year runs from July 1 through June 30. Because of this timing, the final annual expenses of the Robina Initiative only become available following the end of the fiscal year. We will provide a final financial report for 2015-16 in August, in order to confirm or make any necessary adjustments to our current estimated expenditures and projections, which are provided below:

	<i>FY16 budget</i>	<i>FY16 budget & prior year balance FY15</i>	<i>FY16 actuals through 3/31/15</i>	<i>FY16 projected actuals Apr-Jun</i>	<i>Projected balance by 6/30/16</i>
Human Rights JD Scholarships	\$100,000	\$100,000	\$107,275	\$0	-\$7,275
Kirby Simon Summer Human Rights Fellowships	\$200,000	\$200,000	\$5,826	\$200,000	-\$5,826
Post-Graduate Human Rights Fellows	\$199,000	\$199,000	\$120,455	\$29,565	\$48,980
Visiting Human Rights Fellowships	\$150,000	\$150,000	\$106,723	\$34,492	\$8,785
Robina COAP Scholars	\$150,000	\$150,000	\$0	\$150,583	-\$583
Fund for Human Rights Clinical Education Innovation and Travel	\$40,000	\$40,000	\$19,032	\$3,000	\$17,968
Outreach	\$20,000	\$20,000	\$11,892	\$2,500	\$5,608
JUNCTURE (Arts and Human Rights Initiative)	\$50,000	\$50,612	\$43,516	\$0	\$7,096
Administrative Support*	\$91,000	\$91,000	\$63,736	\$20,928	\$6,336
FY15 balance**		\$118,211			\$118,211 **
Total Expenditures	\$1,000,000	\$1,118,823	\$478,455	\$441,068	\$199,300

* Includes part-time Coordinator and 25% of Schell Center Executive Director

** Carry-over from FY15 is being held in reserve to add to the Visiting Human Rights Fellowship line for FY17, when Lucas Guttentag will be returning to Yale as a Robina Distinguished Visiting Lecturer.

PROPOSED 2016-17 BUDGET

Here is a proposed budget for a one-year award of \$1 million for use in 2016-17, as requested.

Robina Human Rights JD Scholarships (3-5)	\$100,000
Kirby Simon Robina Summer Human Rights Fellowships (30-35)	\$200,000
Robina Post-Graduate Human Rights Fellowships (3-4)	\$199,000
Robina Visiting Human Rights Fellows (including Lucas Guttentag, Robina Senior Visiting Lecturer in Human Rights, who is returning to YLS in the fall)	\$175,000
Robina COAP Scholars	\$150,000
Clinical Education and Field Missions	\$40,000
Outreach	\$20,000
JUNCTURE (Art and Human Rights Initiative)	\$25,000
Administrative Support*	\$91,000
Total Requested	\$1,000,000

*Includes part-time Coordinator and 25% of Schell Center Executive Director

ADDENDA

- A. Robina Human Rights JD Scholars
- B. Kirby Simon Summer Human Rights Fellows, funded by the Robina Foundation
- C. Robina Post-Graduate Human Rights Fellows
- D. Robina Visiting Human Rights Fellows
- E. JD Scholars Thank You Letters

A. Robina Human Rights JD Scholars, 2015-16

My Khanh Ngo '17 J.D.

My Khanh is from New York City. She earned a B.A. in political science and international studies from Yale College in 2010, where she was a member of Yale's Taiwanese American Society as well as the Chinese American Sibling Program for Youth. In the years preceding law school, My Khanh worked as a litigation paralegal at Hughes Hubbard & Reed LLP; a program assistant and non-resident scholar at the U.S.-Asia Law Institute; a fellow at the Zhicheng Public Interest Law Firm; and a research fellow at PILnet: The Global Network for Public Interest Law. At Yale Law School, she is active in the Worker & Immigrant Rights Advocacy Clinic and is a member of Yale Law Women, the Clinical Student Board, and the Initiative for Public Interest Law. My Khanh received a Kirby Simon Summer Human Rights Fellowship in 2015 to work for the UN High Commissioner for Refugees office in Turkey. Continuing her commitment to refugee rights, she is a coordinator in a new student organization, Asylum Seeker Advocacy Project, which serves families fleeing violence in Central America.

Mekela Panditharatne '16 J.D.

Mekela is from Sydney, Australia. In 2012, she graduated from the University of Sydney with a first class honors degree in government and international relations. As an undergraduate, she interned at the International Commission of Jurists and the New South Wales Department of Justice. Following graduation, she worked as a research assistant at the Center for Peace and Conflict Studies at the University of Sydney. At Yale Law School, Mekela has served as a submission editor for the *Yale Journal on Regulation*; participated in international-law moot court competitions; and worked in the Education Adequacy Clinic and the Veterans Legal Services Clinic. Mekela was a Kirby Simon Summer Human Rights Fellow in 2015 at the Legal Resources Centre in South Africa.

Sundiata Sidibe '17 J.D.

Sundiata is from London, England. He earned a B.A. in political science in 2012 from the University of California, Santa Barbara, where he participated in Model United Nations and won the Best Delegate Award at the 2012 Harvard National Model U.N.-Latin American Conference. Following graduation, Sundiata served as a volunteer for President Barack Obama's re-election campaign and as a legislative aid to Congresswoman Karen Bass (D-CA). He also worked as a communications manager for Pogo Park, an innovative outdoor play space in Richmond, California. At Yale Law School, Sundiata serves as Treasurer of the Black Law Students Association and as an editor on *The Yale Journal of International Law*. He is also a member of the Veterans Legal Services Clinic. Through a Kirby Simon Summer Human Rights Fellowship, Sundiata spent the summer of 2015 working at the European Human Rights Advocacy Centre in London.

B. Kirby Simon Summer Human Rights Fellows, funded by the Robina Foundation, Summer 2015

Laika Abdulali '17 J.D. – India Supreme Court, India

Laika clerked for Justice Madan Bhimrao Lokur of India's Supreme Court. She prepared case briefings and attended case hearings. Laika also drafted a keynote address on international humanitarian law for Justice Lokur.

Oluwatosin Agbabiaka '16 J.D. – Awethu Project, South Africa

Tosin worked for the Awethu Project, a progressive investment fund that focuses on investing in and developing black and youth-owned small and medium-sized enterprises in South Africa. He worked on simplifying the fund's employment code, structuring its portfolio as a legal entity, and creating a due-diligence and valuation model that the fund could use to evaluate future business and entrepreneurial prospects. He also devised plans to help specific enterprises supported by the fund that were suffering management or financial issues.

Omer Aziz '17 J.D. – Munk School of Global Affairs, Canada; Office of the UN Special Envoy for Syria, Switzerland

At the Munk School of Global Affairs, Omer, as part of his ongoing research and writing on atrocity prevention, interviewed several principal drafters of the Responsibility to Protect doctrine, a global commitment endorsed by the U.N. to prevent genocide, war crimes, ethnic cleansing, and crimes against humanity. At the Office of the Syria Envoy, Omer participated in the Geneva Consultations with numerous parties to the Syrian conflict. He was also responsible for writing memos on various U.N. Security Council Resolutions and other ad hoc documents.

Denisha Bacchus '17 J.D. – UN Counter-Terrorism Executive Directorate (CTED), New York

At the U.N. CTED, Denisha examined the extent to which different member states' counter-terrorism laws complied with their respective constitutions, their obligations under the U.N. Security Council's counter-terrorism resolutions, and international treaties. She wrote memoranda analyzing the member states' compliance and made recommendations for adjustments in their penal codes and policies. Denisha also worked on ad hoc projects, such as writing memos on the legal authority for the CTED's human rights mandate and the binding power of different Chapter VII resolution provisions.

Cameron Baghai '17 J.D. – Greenpeace, Philippines

Cameron worked on several projects for the campaign and legal departments of Greenpeace, a global environmental conservation organization. His main project was editing a petition to the Commission on Human Rights of the Philippines, alleging human rights violations by carbon-producing entities. Cameron also wrote public-outreach blog posts, consulted with local scientists, conducted research on defendant companies, and researched case law for a confidential climate justice litigation project.

Erin Baldwin '17 J.D. – The Door, New York

Erin worked for The Door's Legal Services Center, which assists young people in New York City with an array of legal problems, including immigration, housing, and family matters. She met frequently with clients to counsel them on their eligibility for immigration relief and to assist

them in filing applications. In more complex matters, she drafted affidavits, researched legal arguments, and filed motions and other papers in family and immigration courts.

Nishchal Basnyat '17 J.D. – Embassy of Nepal in Malaysia

Nishchal conducted empirical research on the forms and extent of human rights violations against migrant workers from Nepal in Malaysia. He discovered that employers often confiscate the passports of migrant workers, thus making them ineligible for other employment. In addition, Malaysian authorities subject immigration violations to criminal sanctions, leading to the incarceration of many workers, often under deplorable conditions.

Michael Cotter '17 J.D. – International Refugee Assistance Project, New York

Michael interned at the International Refugee Assistance Project, where he worked on cases in diverse areas of refugee law. He interviewed clients and wrote briefs and memoranda for the Department of Homeland Security and for the U.N. High Commissioner for Refugees. He also assisted in litigation under the Freedom of Information Act.

Sofia del Carril '16 M.A. in Global Affairs – Office of the UN High Commissioner for Human Rights (OHCHR), Colombia

Sofia worked with the OHCHR's Peace Team. She spent six weeks at the OHCHR's Bogotá office, where she conducted research and drafted reports. She also participated in two four-day field missions to remote areas of Colombia.

Tal Eisenzweig '17 J.D. – The Door, New York

At The Door, Tal assisted with foster care and affirmative immigration legal work. She worked on two asylum cases and helped with a number of applications for Special Immigrant Juveniles (SIJ) Status. She also had the opportunity to appear several times in family court and participated in three guardianship/special findings hearings.

Katherine Haas '17 J.D. – Prisoners' Legal Services of Massachusetts

At Prisoners' Legal Services of Massachusetts, Katherine engaged in legal research and writing, interviewed incarcerated clients at prisons and jails, wrote advocacy letters to prison administrators, and performed document review. She also researched international human rights standards pertaining to solitary confinement and the treatment of mentally ill prisoners.

Andrea Katz '16 J.D. – European Court of Human Rights (ECHR), France

Andrea worked in the Research & Library Division of the ECHR. She assisted with creating reports on upcoming cases that the judges could use in preparing for oral hearings and writing judgments. She also worked on a long-term research project on procedural protections for individuals whose assets are seized or frozen during counter-terrorism procedures.

Claire Kim '17 J.D. – European Court of Human Rights (ECHR), France

At the ECHR, Claire assisted judges and senior researchers with case law and research in order to facilitate the production of reports, final judgments, and other Court documents. She primarily worked in the Research & Library Division and researched U.S. jurisprudence. She completed several special projects on topics such as religious freedom and asylum detention.

Elizabeth Leiserson '17 J.D. – Doughty Street Chambers and Death Penalty Project, United Kingdom

Elizabeth assisted several barristers at Doughty Street Chambers, one of the largest and most wide-ranging civil liberties legal practices in the world. She performed background research on cases, drafted and edited motions and arguments, and took notes at court hearings. For half of the summer, she supported the Death Penalty Project's involvement in capital cases from around the world.

Helen Li '17 J.D. – EarthRights International, Thailand

At EarthRights, Helen wrote case briefs on hydropower projects in Greater Mekong, highlighting legal noncompliance, lack of transparency, and issues surrounding environmental impact assessments and compensation and resettlement measures. She also drafted submissions to the U.N. Special Rapporteur of Indigenous Peoples to draw attention to the possible human rights abuses occurring in the Mekong nations.

Alina Lindblom '17 J.D. – International Criminal Tribunal for the Former Yugoslavia (ICTY), Netherlands

Alina worked in the ICTY's Office of the Prosecutor, Appeals Division. Her assignments included researching international criminal and humanitarian law, cite-checking and editing appellate filings, and reviewing trial and appeals judgments and evidentiary records in preparation for appeals hearings.

Katie Munyan '17 J.D. – Democratic Governance and Rights Unit (DGRU), University of Cape Town, South Africa

At the DGRU, Katie focused on researching the appointment process for magistrates in South Africa and the career path for magistrates into the judiciary. The research involved background reading and research, statutory research, and numerous interviews with magistrates and administrators in the judiciary department.

My Khanh Ngo '17 J.D. – U.N. High Commissioner for Refugees (UNHCR), Turkey

My Khanh performed various legal research and writing tasks for the UNHCR office in Turkey. She prepared an in-depth comparison of protection responses to issues faced by Syrian refugees in the Middle East region, as well as a report on collective and individual responses by European Union member states to the influx of refugees into the Mediterranean region.

Mekela Panditharatne '16 J.D. – Legal Resources Center, South Africa

At the Legal Resources Center, Mekela worked within the Constitutional Litigation Unit. Her main task was to prepare a comprehensive report on gender discrimination in health law. Her report addressed, among other topics, the state of abortion availability, gender-based violence, and access to healthcare in South Africa. Mekela also prepared a memorandum on water legislation in African countries for the African Commission on Human and Peoples' Rights and assisted in litigation on behalf of clients in land restitution claims.

Alexander Resar '17 J.D. – International Criminal Tribunal for the Former Yugoslavia (ICTY), Netherlands

Alexander worked in the ICTY's Office of the Prosecutor. The majority of his work concerned the ICTY's Legacy Projection, which involves strengthening local courts in the region to handle

the prosecution of lower- and mid-level war criminals. Specifically, his assignments included evaluating and detailing the ICTY's judicial capacity-building measures in the region, compared to other actors, and evaluating the Bosnian War Crimes Chamber's understanding of joint criminal enterprise liability.

Syed Zain Rizvi '17 J.D. – Public Citizen, Washington, D.C.

Syed worked for the Access to Medicines Program at Public Citizen. He focused on two inter-related projects, the Hepatitis C project and the Trans-Pacific Partnership advocacy project. Both projects addressed the same fundamental issue: protecting the right of access to lifesaving medicines in the face of exorbitant pricing. His responsibilities included conducting legal research, writing policy reports, and preparing legal analyses.

Joseph Saei '16 J.D. – Human Rights Watch, Morocco

Joseph performed independent field research for Human Rights Watch in Morocco. His main task was to help identify cases in which courts prosecuted people under Morocco's anti-homosexuality statute. He traveled to the locations where the cases occurred to conduct interviews and gather source material.

Sundiata Sidibe '17 J.D. – European Human Rights Advocacy Centre (EHRAC), United Kingdom

Sundiata worked for EHRAC, an independent organization that helps NGOs and lawyers in Russia and the South Caucasus region bring cases to the European Court of Human Rights. His main project was to conduct a general analysis of the extent of Russia's compliance with terms of the Court's numerous judgments against them. His other assignments ranged from analyzing the Court's precedent on Chechen abduction cases, to outlining conditions of detention centers in Azerbaijan that unlawfully held civil activists, to examining domestic violence law in Armenia.

Claire Simonich '16 J.D. – American Civil Liberties Union (ACLU) Immigrant's Rights Project, New York

Claire worked for the ACLU's Immigrants' Rights Project. She worked on impact litigation cases regarding Mexican child refugees, children without counsel, families in detention, immigrants subject to mandatory detention, and state legislative pro- and anti-immigration battles.

Gina Starfield '16 B.A. in Political Science and Ethnicity, Race, and Migration – Legal Resources Center, South Africa

Gina worked in the Refugee Division of the Legal Resources Center. She met one-on-one with asylum seekers and refugees, gathering full statements of their reasons for flight, drafting their affidavits for appeal, and composing letters for them to assert their legal rights to social services, housing, education, employment, and medical treatment.

Mitzi Steiner '17 J.D. – Supreme Court of Israel

At the Supreme Court of Israel, Mitzi researched and wrote briefs on a wide variety of topics, ranging from defamation, to nuisance, to privacy and equal protection matters. Her briefs were reviewed by the senior law clerk in the office, and elements of them were incorporated into the justices' opinions.

Paul Strauch '17 J.D. – International Criminal Tribunal for the Former Yugoslavia (ICTY), Netherlands

At the ICTY, Paul drafted a full section of a bench memorandum for a large multi-defendant appeal currently in front of the Appeals Chamber. This task involved carrying out legal research, reviewing evidence, and writing research memoranda on relevant points in international humanitarian law.

Kevin Tobia '17 J.D. – Humanitarian Aid Relief Trust (HART), United Kingdom

Kevin worked for HART, a humanitarian aid organization that works with communities in active conflict zones, post-conflict areas, and areas where people are marginalized. He performed research, wrote short reports and analyses about HART's recent projects and current human rights issues, and organized an awareness-raising event about oppression in three of the countries on which HART focuses.

Jessica Tsang '16 J.D. – Helpers for Domestic Helpers, China

Jessica interned at Helpers for Domestic Helpers, a non-profit organization that provides free legal advice, counseling, and guidance to foreign domestic workers in Hong Kong. She interviewed clients and assisted in preparing them for court proceedings. She also accompanied clients to mediation hearings and drafted letters to employers, police departments, and the Immigration Department of Hong Kong.

Hillary Vedvig '17 J.D. – European Human Rights Advocacy Centre, United Kingdom; and Ombudsperson Institute of Kosovo

For the first half of the summer, Hillary worked at EHRAC, conducting research in support of the organization's cases before the European Court of Human Rights. At the Ombudsperson Institute of Kosovo, Hillary researched street harassment, which is deeply ingrained into the culture of Kosovo. She wrote a report recommending that police officers receive training on gender-based violence and that the Parliament pass reforms to provide criminal sanctions for sexual harassment in public.

Sophia Wang '17 J.D. – El Nahual Community Center, Guatemala

While studying Spanish intensively, Sophia worked for El Nahual Community Center, a non-profit organization founded in 2004 to counteract the inadequacies of the Guatemalan education system. She worked for El Nahual's after-school program for secondary school youth, teaching intermediate English to a group of eight to 10 students.

Rebecca Wexler '16 J.D. – Human Rights Center, University of California, Berkeley

At the Human Rights Center, Rebecca worked with the Technology Project, a newly formed entity that evaluates digital forensic tools. She researched issues to anticipate defense challenges to scientific evidence based on new, digital investigative techniques.

Elizabeth Willis '17 J.D. – Centro de los Derechos del Migrante, Mexico

Elizabeth worked on intakes and settlement management for the Centro de los Derechos del Migrante. The intakes were with workers from all over Mexico and a few other countries who were in the United States working or who had already returned and had questions about their rights related to workers' compensation, wages and hours, or discrimination. Settlement

management involved talking to workers about their rights related to the settlements, gathering evidence, and following up with workers about issues with their claims.

Tara Zivkovic '17 J.D. - European Court of Human Rights, France

At the ECHR, Tara's work was split between the Research & Library Division and working under Judge András Sajó of Hungary and Judge Branko Lubarda of Serbia. In the Research Division, she worked on reports concerning universal jurisdiction, same-sex marriage, and extraterritorial jurisdiction. For Judges Sajó and Lubarda, she performed ad hoc projects, typically involving literature reviews or memos on legal topics that the judges were interested in exploring in more depth.

C. Robina Post-Graduate Human Rights Fellows

Josh Andresen '15 J.D. – Office of the Legal Adviser, U.S. Department of State, Washington, D.C.

From October 2015 through March 2016, Josh worked in the Office of African and Near Eastern Affairs (L/AN) within the Office of the Legal Adviser to the State Department. His first project involved developing a ceasefire model appropriate to the specific characteristics of the Syrian conflict and resolving a variety of logistical issues between the parties in Syria and members of the International Syrian Support Group. He also worked on a range of issues pertaining to the Israeli-Palestinian conflict, including anti-boycott legislation, anti-Boycott Divest and Sanctions (BDS) legislation, product marking, U.S. policy on Israeli settlements in the occupied territories, and requests for immunity for public officials being sued in U.S. Federal Court.

In April 2016, Josh began working in the Legal Adviser's Office of United Nations Affairs (L/UNA). He is focusing on issues emerging before the U.N. Security Council, issues at the European Court of Justice, especially those related to European Union implementation of sanctions, and issues at international and mixed criminal tribunals.

Julia Brower '14 J.D. – Office of the U.S. Mission to the United Nations, U.S. Department of State, Washington, D.C.

Julia is serving as a senior policy adviser in the Washington, D.C., office of the U.S. Mission to the United Nations. The office supports U.N. Ambassador Samantha Power's role as a member of President Obama's cabinet. Julia's portfolio includes the Western Hemisphere, gender, the Administration's Atrocities Prevention Board, and climate change. She has worked on key issues and events such as the peace process in Colombia, President Obama's recent trip to Cuba, the presidential elections in Haiti, and anti-corruption efforts in Central America.

Julia attends all inter-agency policy committee meetings ("IPCs") on behalf of her office. Her role at these meetings is to advocate for the interests of the U.S. Mission and to represent Ambassador Power's policy interests, which center on raising and pressing for progress on human rights. She also prepares all briefing memoranda for Ambassador Power for

Principals Committee meetings, which are meetings attended by the heads of all relevant agencies for particular issues.

Lani Inverarity '15 LL.M. – Accountability Counsel, San Francisco, CA

Lani is working for Accountability Counsel, a non-profit organization that helps communities around the world defend their environmental and human rights. As a member of the organization's global strategic support program team, she helps communities file and advance complaints with non-judicial accountability mechanisms within international financial institutions. Specifically, she has been working with community members in Bogotá, Colombia, who have filed a complaint about serious noise-related human-health harm resulting from the expansion of the El Dorado International Airport. She is also working closely with Save Lamu, a community-based organization in Kenya, over concerns surrounding a planned coal power generation plant that is being designed without adequate consideration of environmental and social impacts and without meaningful community consultation and participation.

Together with Accountability Counsel's Policy Director, Lani also engages in sustained policy advocacy, with organizations such as the U.S. Overseas Private Investment Corporation, to improve processes for environmental and social due diligence and to ensure accountability where harm is caused.

D. Robina Visiting Human Rights Fellows

Paul Linden-Retek '12 J.D., Ph.D. candidate in political science

Paul received his A.B. from Harvard University and his J.D. from Yale Law School. He has worked as a legal advisor for the Human Rights Office of the Government of the Czech Republic, the International Civilian Office of Kosovo, and the Ministry of the Environment of the Czech Republic. He is currently a Ph.D. candidate in political science at Yale University and serves on the advisory committee of the Multidisciplinary Academic Program in Human Rights at Yale College. He has taught courses at Yale College on the politics and theory of human rights, law and globalization, public international law, and the moral foundations of politics.

As a Robina Visiting Human Rights Fellow, Paul researched the political philosophy of European integration, cosmopolitan constitutionalism, and law and the humanities. His recent work develops a theory of "cosmopolitan legal narrative" as a way to conceive the promise of constitutional law beyond the nation-state. The central aim is to enrich understanding of the political claims of international human rights and to chart ways that law might be an important medium by which to make livable and more just the frenetic pace of globalization.

Paul has contributed significantly to the Multidisciplinary Academic Program in Human Rights. He was integral to the program's inception, and he has continued to play a central role in coordinating the Program, conducting outreach to the broader University and faculty in other departments, and advising undergraduates.

Nicholas Robinson '06 J.D.

Nick holds a B.A. from the University of Chicago and a J.D. from Yale Law School, where he served as a student director of the Allard K. Lowenstein International Human Rights Clinic. After completing his legal education, he spent seven years in South Asia, during which time he clerked for the Indian Supreme Court, worked at the Human Rights Law Network, served as a senior fellow at the Centre for Policy Research, and taught at the National Law School—Bangalore, Lahore University of Management Sciences, and Jindal Global Law School. He has written extensively on courts, the legal profession, and social and economic rights in India. He is currently a Visiting Lecturer in Law at the Law School.

As a Robina Visiting Human Rights Fellow, Nick has continued research he conducted in India on grievance redress mechanisms associated with social and economic rights. In March 2016, he delivered a related talk at the Law School entitled, “The Right to Food and the Development of Administrative Law in India.” Nick is also working on a joint project with the Human Rights Program at Harvard Law School, exploring the intersection of human rights and administrative law. As the field of human rights has become more focused on issues of governance, administrative law has become increasingly central to human rights debates. Nick is exploring both the potential benefits and pitfalls of this turn towards administrative law.

Nick has also been teaching and actively engaging with law students while at Yale. He is co-supervising a project in the Lowenstein Clinic that is a response to the recent lifting of the moratorium on the death penalty in Pakistan, which has resulted in hundreds of executions in the past year. In his supervisory role, he has been able to draw on his experiences teaching law in Pakistan and his familiarity with the Pakistani court system and the country's politics. Nick has also been teaching a class at the Law School on the legal profession and professional responsibility that emphasizes issues of access to legal services both in the United States and abroad.

Jennifer “JJ” Rosenbaum

JJ received her B.A. from the University of Tennessee and her J.D. from Harvard Law School. She is the founding Legal and Policy Director of the National Guestworker Alliance and the New Orleans Workers’ Center for Racial Justice. She has litigated cases before trial and appellate courts, led national policy campaigns, and testified before the U.S. Congress on labor issues relating to migrant workers. She has taught courses on immigration, labor and employment, and human rights at Tulane Law School, Northeastern Law School, and the University of Nevada, Las Vegas.

As a Visiting Human Rights Fellow, JJ has researched human rights abuses in global supply chains. The diffuse nature of global production, which often relies on multiple layers of subcontractors across national boundaries, greatly hinders efforts to stem forced labor and other forms of coercion. Her research focuses on how immigration enforcement and a lack of legal protections for civil and labor rights defenders interfere with migrant workers’ rights to organize

and associate freely. In April 2016, she presented her research at a Schell Center Human Rights Workshop entitled, “Responding to Global Labor Subcontracting: A Human Rights Approach to New Forms of Bargaining in Migrant and Contingent Labor Markets.” She will also present her research at the Midyear Meeting of the American Bar Association’s Committee on International Labor and Employment, which will take place in Hong Kong in May.

While at the Law School, JJ has also co-taught the reading group *Refugee Families: Violence, Borders, and Responses in Central America and the United States* with Schell Center Executive Director Hope Metcalf, and has conducted one-on-one advising sessions with many students. She has worked with the Lowenstein International Human Rights Clinic, for which she developed and co-supervises a project, to draft, with Clinic partner Asia Floor Wage Alliance, a white paper on the international human right to a living wage.

E. J.D. Scholars Thank You Letters

Dear Ms. Penny Hunt,

I write to express my sincerest gratitude to the Robina Foundation for funding my scholarship at Yale Law School. As the child of impoverished immigrants from Vietnam and Cambodia, without any other lawyers in my family, I never thought that a legal education and the pursuit of a career in public interest law would have been possible without the generosity of donors.

Thanks to the Robina Foundation, I have been able to take advantage of all the human and civil rights-related academic and professional opportunities that drew me to YLS in the first place. In the spring of my first year, I joined the Worker and Immigrant Rights Advocacy Clinic, through which I have gained tremendous litigation experience in the immigration and labor field. I have been litigating a class action on behalf of detained noncitizens, work that has involved extensive client interaction (like representing them in their bond proceedings) and filings in the District Court of Massachusetts and the First Circuit. I also assisted a statewide campaign to end the enforcement of immigration detainers, and am now representing a group of workers in a lawsuit against their former employers for labor exploitation and workplace harassment. In addition to clinic work, I am also heavily involved as a student coordinator for remote legal work to assist women and children asylum seekers from Central America who are detained in immigration facilities at Dilley and Karnes, TX and Berks County, PA. It has been both humbling and a huge learning experience being a part of this growing community of advocates and providing legal aid to families fleeing gang violence and persecution, even while in law school.

YLS has also opened doors to experiences off-campus, including my amazing summer internships. In 2015, I spent two months working at the Legal Aid Society Immigration Law Unit in NYC, and about a month interning at the United Nations High Commissioner for Refugees in Ankara, Turkey. It was both fascinating and sobering being at the frontlines of the Syrian refugee crisis. This coming summer, I will be splitting my time between the Public Defender's Office of San Francisco and American Civil Liberties Union Immigrant Rights' Project. I have no doubt that my law school experiences will be an incredible stepping stone into a career working on immigration and criminal law (or "crimmigration" as it is often called), defending the rights of marginalized communities, particularly racial minorities, immigrants, and low-wage workers. I do not believe I could have received a better legal education anywhere but at YLS, with the amazing community of scholars, litigators, and activists that surround and inspire me everyday. I cannot say this enough, but thank you so much again for making my time at YLS possible.

Sincerely,



My Khanh Ngo

Dear Ms. Hunt,

The Robina Foundation's generous funding of my time at Yale Law School has allowed me to develop and acute appreciation of the salience of poverty and race in shaping health and economic outcomes in vulnerable communities across the world.

Most recently, I was able to serve as a clerk at the NAACP Legal Defense Fund, litigating voting rights and economic justice cases, and engaging in legislative advocacy on preserving key Fair Housing Act protections. I also worked at the Legal Resources Center in Cape Town, South Africa, representing impoverished clients in land restitution claims, and drafting submissions to the African Union.

Following my first year at law school, I summered at the Racial Justice Project of the American Civil Liberties Union, National Office. At the ACLU, I assisted in a class action lawsuit against a major investment bank for incentivizing lenders to target communities of color for high-risk predatory loans. As a foreign clerk for President Asher Grunis of the Supreme Court of Israel, I conducted complex comparative research on the issue of minority rights protection.

At Yale Law, I have developed fluency in the intersection of law, poverty and racial justice through my work in the Veterans' Legal Services Clinic, where I advocate for disadvantaged clients in order to improve socioeconomic outcomes and create policy reform. I served as an assistant clerk for the Temporary Restraining Order Project, and as a classroom moderator for an education initiative at a maximum-security prison in New York.

Through the Robina Foundation, I have been able to work with countless clients who inspire me to advocate for the vulnerable communities who need it most – here in America, and around the world. It is my goal to help connect and empower these global communities. They have much to share, to learn, and great strength to draw from one another. I am truly grateful to the Robina Foundation for allowing me to engage in this important work here at Yale.

With Gratitude,

A handwritten signature in black ink, appearing to read 'Mekela Panditharatne', with a stylized, cursive script.

Mekela Panditharatne

Dear Ms. Penny Hunt,

I write to you to offer my most sincere gratitude for the scholarship that the Robina Foundation has provided me with this year.

As a student who relies strictly on financial aid and loans to finance my legal education, your scholarship has helped me greatly in this endeavor. Thus far, I have spent much of my time at Yale Law School exploring how domestic and international law can be used to further human rights. This past summer, I gained a hands-on introduction to the field while interning at a plaintiff-side law firm in Los Angeles, and the European Human Rights Advocacy Centre (EHRAC) in London. My caseload at these institutions ranged from a lawsuit against Ford and IBM for their alleged aiding and abetting of South African apartheid, to claims against Russia in the European Court of Human Rights for its abduction and abuse of suspected Chechen rebels.

I have attempted to deepen my understanding of international law and America's role in global human rights by taking courses on these topics at Yale Law School. Ultimately, I hope that my education and work experience in law school will inform my future work in government, international human rights litigation, or direct human rights advocacy. My generous scholarship from the Robina Foundation continues to help me to build the skills necessary to become an effective advocate in these fields.

Sincerely,

A handwritten signature in cursive script that reads "Sundiata Sidibe".

Sundiata Sidibe
J.D. Candidate at Yale Law School, 2017

AGENDA ITEMS FOR AUGUST 2016 BOARD MEETING

Regular agenda items:

- Election of Board Members / Officers *What bid look like work*
- Meeting with Mike Sullivan and USbank
- Annual reports: CFR – IIGG Annual Report; U of M – CNA Annual Report; Yale School of Drama: Binger Center for New Theatre Annual Report

Meetings with Robina Grantees

- Allina: update on *LifeCourse*
- University of Minnesota Law School: meeting with new dean and discussion of CNA with Ben Casper

Grants Discussion

- Consideration of proposals (depends on decisions at 5/17/16 meeting)
- Funding scenarios for payment of new grants — *What here available*
- Next steps

Discussion regarding sunseting

- Cost of operating the foundation after all grant decisions made but before sunset.
- Monitoring grants after foundation sunset
- Archiving / preserving Robina Foundation history. *Archivist come?*

Special Actions

- Board Photo *Themes Purpose Sense of JB H. unit. - RG Sunsetty*
- Recognition of Gordy and Steve S's Board service

Binger Naming

*Robina Name -
little legacy
Fdn. wouldn't get lost*

Stanford SOCIAL INNOVATION^{REVIEW}

Sponsored Supplement
Lessons From a Sunsetting Fund
By Catherine Brozowski & Tom Blabey

Stanford Social Innovation Review
Fall 2015

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Lessons From a Sunsetting Fund

Planning to close our doors in December—thoughtfully, and with consideration for our partners and coworkers—has meant breaking new ground.

BY CATHERINE BROZOWSKI & TOM BLABEY

Walking into the conference room in fall 2013 to inform all of our colleagues that they were going to lose their jobs is a moment we will never forget.

We had worked for weeks on what we were going to say. Lives were about to change, and we knew the reaction would be heavy. Coworkers arrived unsure and curious. We had never before had a mandatory staff meeting that demanded that coworkers cancel other meetings and rearrange vacations to attend.

There was the normal buzz in the room as people settled in. But when our board chair arrived, you could see interest levels intensify. She began her comments by saying that we were entering bittersweet times. Scanning the room, we could see people's faces change as they internalized the announcement. Our entire team formally learned that day what some of us had known for years: that we had mapped out the timeline for when The Orfalea Fund would complete its programmatic work.

There was never a question about whether we would "sunset," so that part was not a surprise. Our founders had made it clear from the fund's inception that it would have a limited life, but the details of the timeline had not been established. It would not have been advantageous to do so; our founders imbued the organization with a certain style of entrepreneurial opportunism. We were free to redefine ourselves and our grantmaking strategy as we went along; our culture encouraged the flexible approach we needed for striving to achieve our goals while helping to build leadership in our partner organizations. Had we established an end date at our inception, we would not have allowed ourselves that flexibility. So the premise of sunsetting had always been there, but the nuances of when or how went unaddressed until now.

CATHERINE BROZOWSKI is vice president and TOM BLABEY is operations director at the Orfalea Foundation.

A JOURNEY WITHOUT A GUIDE

When a small group of us at the senior management level of the fund started down the final path toward closing, we were surprised at how little information about philanthropic wind-downs was available. A few foundations have been deliberate about sharing their strategies, including the Beldon Fund, Markey Charitable Trust, Atlantic Philanthropies, and AVI Chai, but the resources we found, while helpful, were specific to their circumstances and insufficient to guide us on our unique journey. There are hundreds of books on exit strategies available to for-profit enterprises. But in the social sector, no clear set of guidelines exists.

Partnerships played a key role in our founders' business—Kinko's, the business services chain—and that approach deeply influenced the fund's philosophy toward philanthropy, seeking opportunities for collaboration and concentrated initiatives. But therein lurked an ironic complication for the sunset process: We had worked so diligently to foster strong and enduring relationships; how would we extricate ourselves from those connections with loyal coworkers, community nonprofits, government agencies, and other grantmakers? At the earliest stages of sunset planning, the directive from the founders and the board was clear: Do it with integrity, do it mindfully, do it efficiently, and do it strategically so that all parties end up stronger in the end. Our work in sunsetting had begun.

To that end we devoted intense planning and preparation. Our work continues to evolve, but we have learned valuable lessons, and our sense is that sharing what we have experienced and learned (missteps and all) may be of value to other organizations with similar wind-down goals.

To make it all easier to digest, we have broken up our experience into six areas, each of which needs intense effort (and

each of which has come with a steep learning curve). Here they are:

- Aligning the fund's finances
- Strategizing about internal and external communication
- Paying attention to personnel logistics
- Engaging coworkers in the transition process
- Purposefully changing the fund's culture
- Ensuring our partners' and projects' continuity

ALIGNING THE FUND'S FINANCES

Four years before announcing our sunset to our colleagues in that conference room, we began midterm financial mapping, projecting various spending scenarios. We approached our donors and our board, offering three options for defining our fund's trajectory: a desirable timeline, a curtailed timeline, or a strategic timeline. The desirable timeline was shorter than the planned duration of a number of our initiatives, but would allow us to spend at aggressive rates for five years. The curtailed timeline—a nine-year plan—was more conservative regarding assets. It would allow more time for the work, but would call for some compromises about what could be accomplished in scope and scale.

The strategic timeline scenario proposed a blend of the desirable and curtailed timeline concepts, using different strategies for different programmatic aspects of our work. It allowed inconsistencies to exist in our granting philosophy, prioritizing select initiatives over others. This method allowed for six additional years of funding. With donor input, the board approved the strategic timeline approach in 2009, and we believe it has served us well.

Importantly, intensive financial planning from that moment on has proven crucial to the process. We immediately linked our deadline to our balance sheet, which



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Calendar for year 2016 (United States)

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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)

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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)

Calendar for year 2018 (United States)

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Apr 1 Easter Sunday	Sep 3 Labor Day	Dec 25 Christmas Day
Apr 13 Thomas Jefferson's Birthday	Oct 8 Columbus Day (Most regions)	Dec 31 New Year's Eve

Calendar generated on www.timeanddate.com/calendar

Robina Foundation 2018 Board Meeting Dates

DATE (2018)	PLACE/TIME
February 26-28, 2018 (Mon, Tues, Wed) Location to be Determined	Location to be Determined Monday, February 26 - 6:00 p.m. Dinner Tuesday, February 27 - 8:00 a.m. to 5:00 p.m. Tuesday, February 27 - 6:00 p.m. Dinner Wednesday, February 28 - 8:00 a.m. to 12 noon
May 15, 2018 (Tuesday) Conference Call	10:00 a.m. to 12 noon (CDT)
August 27-29, 2018 (Mon, Tues, Wed) Annual Meeting Minneapolis, Minnesota	Minneapolis, MN Monday, August 27 - 6:00 p.m. Dinner Tuesday, August 28 - 8:00 a.m. to 5:00 p.m. Tuesday, August 28 - 6:00 p.m. Dinner Wednesday, August 29 - 8:00 a.m. to 12 noon
November 15, 2018 (Thursday) Conference Call	10:00 a.m. to 12 noon (CST)

March 25, 2016

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

Dear Penny:

On behalf of your partner the Abbott Northwestern Hospital Foundation, the LifeCourse team and the thousands of our fellow citizens that will benefit directly from the profound work being done through LifeCourse project **and** the millions of additional patients and families that will in the future receive better, more meaningful, appropriate and effective late life care as a result of the dissemination of the findings and results of the study, it is my privilege and honor to thank the Robina Board.

We received the Robina Foundation's most recent grant of \$2,500,000 on March 17, 2016, and have directed the funds to the Robina LifeCourse Project. The LifeCourse project is a fitting recipient of Mr. Binger's legacy. The Robina Foundation can be proud of its investment in this groundbreaking effort.

Again, please know that Robina Foundation's strategic support of and thoughtful engagement in the LifeCourse project will improve the lives of countless patients and their families in our community and beyond. On their behalf, we thank you very much.

With gratitude,

Richard Meyer
President, Abbott Northwestern Hospital Foundation

Many thanks! This is powerful philanthropy that we will all be proud to have played a role.

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

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

FACSIMILE TRANSMISSION FORM

DATE	March 17, 2016
TO	Ben Webster cc: Tina Jacobsen
FAX #	651-466-8742
FROM	Penny Hunt, Executive Director
SUBJECT	Wire Transfer of Funds to Allina Health System

(Page 1 of 1 Pages)

Ben,

Please wire-transfer \$2,500,000 to the Allina Health System per the instructions below for the *LifeCourse* project.

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

Instructions for Wire Transfer

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

SWIFT Code WFBIUS6S

ABA:



Account Name: Allina Health System

Account Number: 635-500-5000

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

Penny Hunt, Executive Director
Robina Foundation

GRANT AWARD of up to \$3.3M to LifeCourse for completion of research 03 10 16

From: Penny Hunt pennhunt@gmail.com
Subject: Robina Foundation
Date: March 10, 2016 at 10:12 PM
To: Bingham, Paige E Paige.Bingham@allina.com



Hi Paige,

Thanks for taking the time to meet this morning in the midst of your very busy day. I hope the balance of your day went well!

As you requested, following are the items we discussed this morning.

2016 Request: The board approved a grant of up to \$3.3 million to support the completion of the research study. The Robina Board understands that the LifeCourse research data collection phase of the study will be complete on Dec. 31. Funding needed to complete the research data collection phase is estimated at \$2.5 million, although funds may remain at the end of the year.

Robina will provide \$2.5 million this month to support the completion of the research data collection and operation of the initiative in 2016.

For the November 17 board meeting, Allina is asked to submit a report/update, including research data to date, funds estimated to remain after Dec. 31, plans and budget for funds to evaluate and analyze research data, detailed budget and the workplan for 2017. Based on Allina's plans and the budget, Robina will provide additional funding of up to \$800,000.

Regarding funding for 2017-2020: Although the Robina Board strongly supports the LifeCourse research and recognizes the importance of the issue and the current momentum to improve end-of-life care, the Board thinks it is premature to consider a large implementation grant in 2016. Depending on the research results and plans for 2017-2020, Robina may be willing to consider additional support sometime in 2017, with the following caveats: the bar for additional funding will be high; proposed work must be viewed as transformational, not just operational; among other considerations, Robina will seek to understand whether the proposed plans represent the most effective use of additional funding based on accomplishments to date and whether the plans have the potential to impact the field.

Research results, analysis and publication of results, and contribution to the field of late-in-life care are key for Robina.

I think that covers everything we discussed. Let me know if I missed anything or if you have questions.

Warm regards,
Penny

Nancy Gilberg

From: Bingham, Paige E <Paige.Bingham@allina.com>
Sent: Thursday, March 17, 2016 2:27 PM
To: Nancy Gilberg
Cc: Penny Hunt; Meyer, Richard
Subject: Fwd: Contribution from Robina Foundation

Nancy - thank you for wiring the funds to the Abbott-Northwestern Foundation. The grant to support LifeCourse is greatly appreciated.

Best, Paige

Begin forwarded message:

From: tina.jacobsen@usbank.com<mailto:tina.jacobsen@usbank.com>
Date: March 17, 2016 at 2:06:11 PM CDT
To: Paige.bingham@allina.com<mailto:Paige.bingham@allina.com>
Cc: "Penny Hunt" <pennhunt@gmail.com<mailto:pennhunt@gmail.com>>, "Nancy Gilberg" <ngilberg@robinafoundation.org<mailto:ngilberg@robinafoundation.org>>, benjamin.webster@usbank.com<mailto:benjamin.webster@usbank.com>
Subject: Contribution from Robina Foundation

Paige,

Please be advised that today we have sent a wire transfer in the amount of \$2,500,000.00 to Allina Health System's Wells Fargo Bank account ending in 5000.

The funds are for the grant from the Robina Foundation to Abbott Northwestern Hospital Foundation's "LifeCourse" project." Please send your acknowledgement letter for this contribution directly to the Robina Foundation stating the date and the amount of the wire that was received.

If you have any questions regarding this contribution from the Robina Foundation, please feel free to contact me.

Thank you, Tina

Tina M. Jacobsen
Charitable Trust Associate | The Charitable Services Group
O: 651.466.8704 | F: 651.466.8742 | 800.895.3628 | tina.jacobsen@usbank.com<mailto:tina.jacobsen@usbank.com>

U.S. Bank
101 E. 5th Street, Suite 1200 | St. Paul, MN 55101

Allina program offers life lessons for end-of-life patients

The LifeCourse program educates patients on how to write a medical directive, how to care for themselves, and even how to make the best of their remaining time — and has achieved striking results in the way people use medical care in their final months.

By Glenn Howatt (<http://www.startribune.com/glenn-howatt/10645091/>) Star Tribune

JUNE 16, 2016 — 8:16PM

Bob DeMarce made a living as a funeral director, but he didn't think much about his own mortality until he developed cancer. He soon learned it took more than being sick to prepare him for death.

DeMarce became one of hundreds of Minnesotans enrolled in a research program that prepares patients and families for the end of life. Conducted by Allina Health, the LifeCourse program educates patients on how to write a medical directive, how to care for themselves, and even how to make the best of their remaining time — and has achieved striking results in the way people use medical care in their final months.

DeMarce already had plenty of doctors, care coordinators and rehab specialists to attend to his medical needs. LifeCourse gave him a “care guide” — a nonmedical counselor — who met with him and his family to help them set goals and provide support.

“Most people would hesitate to talk about this sort of thing,” said the 75-year-old DeMarce, who has had two bouts of lung cancer in addition to colon cancer. “With the different scares I had with cancer ... We did want to get things straightened out.”

One goal of the program is to increase the number of patients with advance care directives, which research has shown can reduce the amount of unnecessary and often unwanted care at the end of life.

And the results were dramatic: Patients in the LifeCourse intervention group had fewer hospital inpatient days, fewer emergency room visits and less intensive care, compared with a control group that was tracked but did not work with care guides. About 85 percent completed a living will, compared with 30 percent in the control group.

But the program also aims to improve the quality of life at a time when chronically ill patients and their families often feel overwhelmed.

“The model we chose was one that would be very personal,” said Dr. Eric Anderson, a palliative care physician at Allina's United Hospital and one of the LifeCourse leaders. “There is an intimate connection between talking about what matters most and having effective advanced directives.”

In some ways, the program turns the patient's focus away from the end of life to the life that can be lived.

“People want to have meaning in their lives, that is more important than anything else,” said Anderson.

“The lived experience for these patients and for their families is simply better. In a number of ways they feel more holistically supported, less anxious and they are using services in a more rational and effective way.”

Minneapolis-based Allina is so encouraged by the program that it plans to develop it beyond the research phase and make it available to patients at eight Allina clinics by the end of this year. It is also talking with other organizations that might adopt the LifeCourse model.



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Email to Helm from Hunt re Approval of Robina's funding to Endow a Chair in Global Governance; and Endow up to six Franklin Williams' interns

CFR

March 10, 2016

Hi Suzanne,

You were in a hurry only because I was late to call you. The apologies are mine — I'm sorry! That's what I get for not checking my calendar! I'm glad I had the chance to give you the news of the Robina Board's decisions. Following is a summary of the board's discussions concerning support for The Council at 100 Campaign;

The board approved grants to support an endowment of a Chair in Global Governance (\$5 million). The board would like to have the chair named the Binger Chair, but will need to talk with the Binger family to confirm the name. The board's understanding is that this chair will replace the director position now filled by Stewart Patrick so that Stewart would be eligible to hold the chair, assuming he remains at CFR.

The board also approved the endowment of up to six Franklin Williams interns (\$1.32 million). The goal is to continue the additional interns currently funded by the Robina Foundation's annual support. Robina's endowment funding is intended to continue the increased number of FW interns, not replace funding previously provided by other CFR sources.

Timing of the funding: Funding for the Franklin Williams endowment will be provided by the end of 2016 - early 2017. Since Robina's current funding will support additional FW interns through 2016 (last payment of Robina's current grant will be made this month), we understand that payment of the endowment funding at the end of 2016 or early 2017 will continue funding for additional interns without interruption. As indicated above, funding of additional interns, not those traditionally funded by CFR, is key to Robina's endowment support.

Funding to endow Chair: Payment will be made over three years beginning in 2017. The Board assumes this means that the Chair will be created in 2017.

As you and I discussed, the Board would like CFR to provide a response to Robina's plans, including the timing of payments, for consideration at Robina's May board meeting. (You mentioned briefly CFR's approach to creation of chairs. That information will be helpful to the board as it finalizes timing of payments.)

In addition to this information, please also include in your response an update on the status of your fundraising for the campaign - list of top donors, amounts, etc.

During the board's discussion of the Council at 100 Campaign, board members noted the desire to continue our relationship with the IIGG through attendance at Council of Councils meetings and other IIGG initiatives, as well as participation in other CFR activities.

I hope this is helpful. Once again, I apologize for my mistake today, but I'm glad we had the time to discuss key elements of the board's decisions. I hope this summary fills in anything we didn't cover in our conversation.

Let me know if you have questions or concerns. Nancy will be in touch regarding timing for submission of information for consideration at Robina's May meeting.

Warm regards,
Penny