



[Robina Foundation](#)

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PENNY HUNT

ROBINA FOUNDATION
Annual Board Meeting

August 29 – August 31, 2016
Minneapolis, Minnesota

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors

FROM: Penny Hunt

RE: August 29-31, 2016, Annual Board Meeting

This will be a watershed meeting for a number of reasons, most importantly because we'll celebrate Gordy and Steve's twelve years of service on the Robina Board! We haven't planned to roast them, but you never know!

The agenda for Robina's Annual Meeting is always jam-packed. The agenda for this meeting is no exception, although we have allocated considerable time on Tuesday afternoon and Wednesday morning for the Board's important discussion of Robina Grantmaking. **(Tab 6)**

Tuesday morning will be busy!

First, Penny Wheeler, Paige Bingham, and Heather Britt from Allina will join us to provide an update on *LifeCourse*. **(Tab 3)** I anticipate that they will focus on:

- The status of the research and the roll-out of *LifeCourse* within Allina;
- Allina's view of its role in supporting and implementing *LifeCourse* now and in the future;
- The outlook on reimbursement of the work of *LifeCourse*;
- The impact of *LifeCourse* on the national scene.

Then, representatives of USbank will attend the meeting to talk about Robina's financial situation, and Mike Sullivan will review his Quarterly Financial Report and the document he calls "Alternative Outlook Model C-10." **(Tab 4)**

We will undoubtedly spend the bulk of the time allocated for Foundation Finances on Model C since information in the model will help inform the grantmaking discussion. Model C is quite different from Models A and B, which the Board reviewed at the May Meeting, since the Foundation's assets are considerably more liquid now. As evidenced by the number 10, Model C underwent many iterations as Kathleen, Mike and I thought through appropriate assumptions to start the Board's discussion of options.

Finally, we will meet with Garry Jenkins, the new Dean of the University of Minnesota Law School, and Ben Casper, head of the Center for New Americans, to learn more about Dean Jenkins' vision for the Law School and the status of implementation of the CNA.

Wednesday's agenda includes actions taken each year at the Annual Meeting.

I look forward to seeing all of you! Please feel free to get in touch with me if you have questions before the meeting.

ROBINA FOUNDATION BOARD OF DIRECTORS' ANNUAL MEETING
August 29-31, 2016

MONDAY, August 29

6:00 p.m. Dinner at the **Mission** in the IDS Center Crystal Court

Lodging: Susan Berresford, Peter Karoff, Steve Schroeder
The Minneapolis Club
729 2nd Avenue South
Minneapolis, MN 55402
Phone: 612-332-2292

TUESDAY, August 30

7:30 a.m. Continental Breakfast at Faegre Baker Daniels

8:00 a.m. Board of Directors' Meeting at Faegre Baker Daniels – see Agenda

5:30 p.m. Transportation for Berresford, Karoff, Schroeder

5:45 p.m. Dinner at **Bar La Grassa** (612-333-3837)
800 North Washington Avenue, 55401

8:30/9:00 p.m. Berresford, Karoff, Schroeder back to the Minneapolis Club

Lodging: Berresford, Karoff, Schroeder - Minneapolis Club

WEDNESDAY, August 31

7:30 a.m. Continental Breakfast at Faegre Baker Daniels

8:00 a.m. Board Meeting continued at Faegre Baker Daniels – see Agenda

Noon Adjournment of Annual Meeting

Robina Foundation Board of Directors' Annual Meeting

Tuesday, August 30, 2016

TIME	Faegre Baker Daniels Office 2200 Wells Fargo Center, 90 South 7th Street, Phone: 612-766-7089 (Go to 22nd floor and receptionist will direct you to the room.)	Tab#
7:30 a.m.	Continental Breakfast	
8:00 a.m.	Welcome and Call to Order – Blatz	
8:05 a.m.	Minutes from May 17, 2016 Board Meeting – Berresford – Action	1
8:10 a.m.	Executive Director's Report - Hunt	2
8:20 a.m.	Grantee Meeting/Report • Allina ➤ Guests: Penny Wheeler, Paige Bingham, Heather Britt ➤ <i>LifeCourse</i> Report	3
9:30 a.m.	Break	
9:45 a.m.	Foundation Finances • USbank ➤ Guests: Jerry Anderson, Jon Gennaro, Ben Webster ➤ Investment Policy Statement • Investment Consultant ➤ Guest: Mike Sullivan ➤ Quarterly Report (2nd Quarter 2016) ➤ Alternative Outlook Model C • Assets and Grants/Assets Detail	4
10:30 a.m.	Grantee Meeting/Report • University of Minnesota ➤ Introduction of new Law School Dean ▪ Guest: Dean Garry Jenkins ➤ <i>Center for New Americans</i> Annual Report ▪ Guest: Ben Casper ➤ <i>Class Agent Fundraising Pilot Program</i> Revised Proposal	5
12 noon	Lunch	
12:45 p.m.	Grantmaking Discussion: Topics to Include • Guidelines for Final Grantmaking • Endowment Grants – Action ➤ CFR: Timing of Endowment Payments ➤ University of Minnesota: <i>Center for New Americans</i> ➤ Yale Law School: <i>Silk Chair</i> and <i>Human Right's Initiative</i> • Sunsetting ➤ Cost of operations after grant decisions ➤ Monitoring grants after sunset ➤ Archiving/preserving Robina Foundation history	6
4:30 p.m.	Adjournment	

Robina Foundation Board of Directors' Annual Meeting
Wednesday, August 31, 2016

TIME	Faegre Baker Daniels Office 2200 Wells Fargo Center, 90 South 7th Street, Phone: 612-766-7089 (Go to 22nd floor and receptionist will direct you to the room.)	Tab#
7:30 a.m.	Continental Breakfast	
8:00 a.m.	Welcome and Call to Order – Blatz	
8:05 a.m.	Continuation of Grantmaking Discussion – if needed	6
9:30 a.m.	Governance Discussion Robina Board of Directors • Board of Director's Job Description - Action • Lead Directors Governance Action • Election/Reelection of Officers (Vice Chair and Chair) - Action • Conflict of Interest Policy/Board Member Disclosure - Action	7
10:00 a.m.	Reports Council on Foreign Relations: <i>IIGG</i> Annual Report Yale School of Drama: <i>Binger Center for New Theatre</i> Annual Report Yale University: <i>Gilder Lehrman Center</i> Six-Month Report	8 9
11:00 a.m.	Other Business • Meeting Dates: 2016/2017/2018 • Executive Session	10
12 Noon	Adjournment	

1

MINUTES
May 17, 2016

2

EXECUTIVE DIRECTOR'S REPORT

3

GRANTEE MEETING/REPORT
Allina

4

FOUNDATION FINANCES
USbank and Mike Sullivan

5

GRANTEE MEETING/REPORT
University of Minnesota

6

GRANTMAKING DISCUSSION

7

GOVERNANCE DISCUSSION

8

GRANTEE REPORT
Council on Foreign Relations

9

GRANTEE REPORTS
Yale School of Drama
Yale's Gilder Lehrman Center

10

OTHER BUSINESS

**Robina Foundation
Meeting Minutes
May 17, 2016**

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on May 17, 2016, via conference call.

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

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

Natalie Turner of OfficeTeam was present and served as recorder.

Welcome and Call to Order

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

Minutes of February 23-24, 2016 Board Meeting

A motion made and seconded to approve the Minutes of the February 23-24, 2016 meeting included in the Board Book was approved unanimously by the Board.

Executive Director's Report

Hunt called Board Members' attention to several items in the Executive Director's Report in the Board Book, including her participation in the Center for Effective Philanthropy's survey on Limited Life Foundations and the opportunity for Board Members to participate in US Bank's market and economic update teleconferences.

Treasurer's Report

Foundation Portfolio

After noting that markets fluctuate, Lewis reminded Board Members that we have a plan in place to remove illiquid assets from the Foundation's portfolio and emphasized that if the Board makes major commitments, we will need to reduce our risk assets to assure that funds to meet commitments are protected.

Loring Pasta Bar LLC

Board Members discussed Faegre Baker Daniels' memorandum regarding Robina Foundation's interest in Loring Pasta Bar LLC included in the Board Book. All Board Members agreed that the Foundation should terminate its interest in the simplest, most cost effective, fiscally responsible manner. Blatz and Hunt will meet with principals of Loring Pasta Bar LLC and propose action at a future board meeting.

Future Grantmaking

Alternative Robina Grant Models

Mike Sullivan joined the meeting to discuss the "Alternative Robina Grant Models" included in the Board Book. Sullivan emphasized that these models are designed to give Board Members an idea of the impact of future grantmaking. The key difference between

the two models is the timing of the grant payments, which are delayed in Model B to provide more time to divest illiquid securities. Sullivan suggested pacing grant payments so that we can withdraw from illiquid investments in a measured way over two or three years without taking deep discounts. Board Members agreed that these models help clarify the Foundation's current situation and options for the future and look forward to further discussion at the August meeting.

Council on Foreign Relations: *The Council at 100 Campaign*

Board Members reaffirmed plans to provide \$1.3 million in 2016 to endow six Franklin Williams' Fellows, but stressed that funding for the initiative is finite. Board Members asked Hunt to assure that the six Fellows funded through the Foundation grant will be added to those previously supported by CFR.

Board Members discussed the timing of payments of the previously approved grant of \$5 million to endow a chair in International Institutions Global Governance. Plans call for three equal payments beginning in 2016, with the creation of the chair to occur at the time of the first payment. Board Members declined to provide additional funding to cover the possible "gap" in available funds identified by CFR. No decision was made on possible naming of the chair. Board Members discussed the timing of an event to announce the chair and indicated that winter 2017 may be good timing.

Yale Law School

Board Members continued previous discussions of two potential grants to Yale Law School: \$3 million to fund a chair in xxx, and \$10 million to endow Human Rights programming funded since 2008 by annual grants. Board Members discussed several aspects of the potential grants:

- Full funding of the chair should take place in 2016.
- Board Members asked that Yale explain how support for the chair provides "budget relief" in the Human Rights programming budget.
- Yale Law School's proposal that a \$5 million grant from a private foundation to support COAP funds for law students working in human rights fulfills the Foundation's requirement of a match to access Robina's \$10 million endowment grant.
- No decision was reached regarding additional funding to cover any "gap" in available funds caused by the timing of Robina's payments.

University of Minnesota Law School

Blatz described the meeting she and Hunt had with University of Minnesota President Eric Kaler and Dean Wippman to discuss Robina's support of the Law School and the status of the Center for New Americans. Blatz and Hunt agreed to meet with Garry Jenkins, the new Law School Dean, prior to the August meeting when Jenkins will meet with the full Board. With respect to the Law School's request for endowment funding to support the Center for New Americans, Board Members recognized the importance of keeping the leadership team in place and the possibility that "gap" funding may be needed. Board Members expressed interest in providing an incentive for the Law School or the University of Minnesota Foundation to find other donors to support the Center. At the appropriate time, a meeting with the University of Minnesota Foundation should take place to discuss this.

In connection with endowment grants to the Council on Foreign Relations, Yale Law School and the Center for New Americans at the University of Minnesota Law School, Board Members discussed the pros and cons of naming programs after Jim Binger or the Robina Foundation. This discussion will be on the agenda at the August Board Meeting.

Other Business

Board Members discussed potential agenda items for the upcoming Annual Meeting in late August.

Adjournment

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Susan Berresford, Secretary

Date

U of M Class Agent -

TAB 5-

FYI only

**ROBINA FOUNDATION
BOARD OF DIRECTORS MEETING
August 30, 2016
EXECUTIVE DIRECTOR'S REPORT**

As always, work following the Board Meeting focused on follow-up to the Board's discussions and preparation for the August meeting. Work included:

Follow-up with Robina Grantees

- Communications with Suzanne Helm at CFR regarding Robina's planned endowment grants in support of the *Council at 100 Campaign*;
- Discussions with Tara Fitzpatrick at Yale Law School regarding potential endowment grant, match provided by private foundation, "budget relief" resulting from endowment of clinical faculty chair, likelihood of gap funding;
- Discussion with Dean Wippman and others about endowment for Center for New Americans;
- Meeting and telephone conversation with Paige Bingham and Heather Britt regarding Allina presentation at Robina Board Meeting.

Meetings and discussions with Mike Sullivan regarding Alternative Outlook Model C

The model included in the Board Book is the result of several revisions of earlier models.

Research regarding writers to assist with preparation of Robina's history / lessons learned

- * Developed list of possible writers identified by local philanthropy leaders;
- * Discussed project with oral historian Barb Sommer and arranged for her to talk with Susan Berresford, Peter Karoff and me to help us think about the project and identify issues that need to be addressed by the Board to determine the best way to approach the project.

Meeting with Garry Jenkins, new Dean of University of Minnesota Law School

- * Kathleen and I met with Dean Jenkins and Acting Dean Allan Erbsen on August 4 to discuss Robina's support of the Law School, in particular the past support of the Center for New Americans and proposed endowment support.

2015-2016 Final Financial Report on Robina Human Rights Fellowship Initiative

- Since Yale Law School's annual year ended on June 30, 2016, the Law School's May report to the Foundation did not include final numbers for the year. **Attachment 1** is the final report through the end of the fiscal year. As in past years, the report shows a balance carried forward to FY17.

Farewell to Dean Wippman

I attended a very nice gathering to recognize and bid farewell to Dean Wippman. Not surprisingly, many of the attendees immediately recognized the importance of Robina's significant funding of the Law School.

Yale Law School, Robina Human Rights Fellowship Initiative, Final Financial Report 2015-16

Income:

\$ 1,000,000 New Award
\$ 118,823 Balance Forward from FY 15

Total: \$ 1,118,823

	Original Budget	Reported as of 3/31/2016	Actuals as of 6/30/16
Expenses:			
Kirby Simon Summer Human Rights Fellows (25-30)	\$ 200,000	\$ 5,826	\$ 229,804
Robina Post-Graduate Human Rights Fellows (3)	\$ 199,000	\$ 120,455	\$ 154,707
Robina Human Rights JD Scholars (5)	\$ 100,000	\$ 107,275	\$ 107,275
Robina Visiting Human Rights Fellows (2-4)	\$ 150,000	\$ 106,723	\$ 141,215
Art and Human Rights Initiative	\$ 50,000	\$ 43,516	\$ 76,239
Clinical Education and Field Missions	\$ 40,000	\$ 19,032	\$ 42,412
Outreach, including Yale College human rights program	\$ 20,000	\$ 11,892	\$ 17,704
Administrative Support	\$ 91,000	\$ 63,736	\$ 81,826
Robina COAP Scholars	\$ 150,000	\$ -	\$ 150,000
Total:	\$ 1,000,000	\$ 478,455	\$ 1,001,181
Balance carried forward to FY17			\$ 117,642



2925 Chicago Avenue
Minneapolis, MN 55407-1321

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

August 16, 2016

Dear Robina Foundation Board:

Allina Health's focus on exceptional care is unwavering. I continue to believe that LifeCourse is one of the best ways we can support patients later in life and their family members. We are excited to share with you the update on our progress with LifeCourse, as well as a forecast for our future.

In the past we have submitted reports to you with a lot of narrative and very few graphics. We are attempting something different this time – a combination of narrative about the work and graphics about the problems we are solving and the results we are generating. I look forward to your feedback on this approach.

When we visit with you on August 30th, we will explore this document – the national context of our challenge, how LifeCourse stands out, our strategy regarding reimbursement, the latest research results, and our ongoing efforts to disseminate LifeCourse and its results both internally and externally. By year's end, Allina Health will have implemented LifeCourse in eight clinics in the Twin Cities – an exciting achievement given that we started this work a short four years ago! We will close our conversation on the 30th with an overview of where we hope to go over the next four years.

Paige, Heather, and I are so looking forward to our visit with you on August 30th. Until then, please enjoy the update attached.

Best wishes,

A handwritten signature in cursive script that reads "Penny Wheeler".

Penny Wheeler, M.D.
President and Chief Executive Officer

LIFECOURSE:

An Innovative Approach to Late Life Care

Overview.....	1
Problem & Approach.....	4
Reimbursement.....	6
Results.....	7
Dissemination & Impact.....	9
Allina Implementation.....	10
LifeCourse Future.....	11

OVERVIEW

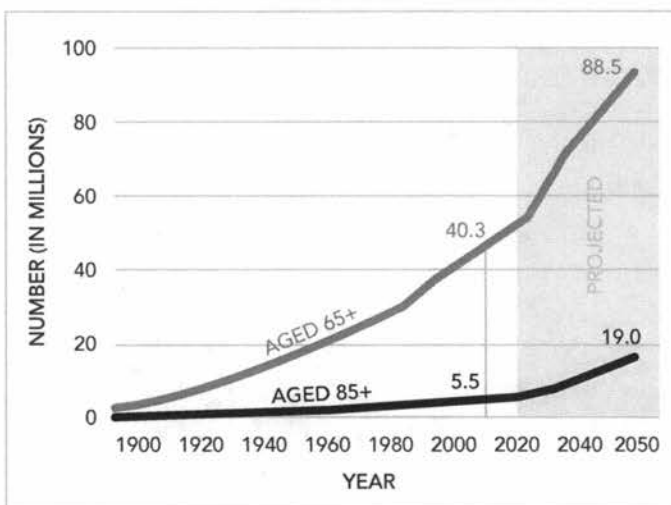
Historians will recall this era as a time of intense preparation in U.S. healthcare, as if for a gathering storm.

Following Medicare's lead, health planners across the country are rushing to test novel, "value-based" responses to the coming demographic surge. Over the next 15 years, the over-65 population needing health care will equal the **cumulative total of the previous nine decades**. Of these, seven in ten will live with a chronic progressive serious illness.

In the face of such facts, it's clear our acute care-dominant model of care must somehow yield to alternatives for treating seriously ill people of all ages in the span between first diagnosis and hospice. That span, which can be a matter of months to a handful of years, accounts for a huge share of Medicare spending, dwarfing more publicized "heroic" care in the final days.¹ This group had more than twice as many visits to specialists, spent more time in hospitals and skilled nursing facilities, and were more likely to be trapped in facilities receiving life-prolonging treatments such as a respirator, dialysis or a feeding tube.

The irony of all this effort is that in general, **it's not what patients want**. Most want to die at home, yet 70 percent die in hospitals, nursing homes or long-term care facilities.²

That's where LifeCourse, supported by the Robina Foundation and implemented by Allina Health, comes in. Built on tenets of palliative care, LifeCourse provides supportive care oriented to the "whole person." It begins by asking patients what matters most to them and proceeds to help them chart and experience a care journey that respects their goals and preferences. At its core is a trained lay care guide who visits patients monthly in their homes, communicates across care settings and organizations, and works with primary and specialty care teams and social service partners. It's unique in that it's long-term – most care coordination lasts 30 to 90 days and tends to follow an acute episode – and in its reliance on affordable lay care guides as navigators.



Source: Federal Interagency Forum on Aging Related Statistics

The overall LifeCourse approach follows the broad, Medicare-led drive to replace volume-based reimbursement with benefits and programs incented to deliver the Triple Aim of **"better care, better health and lower cost."** That of course entails sophisticated measures of quality and patient experience to deliver on the first two parts of the Triple Aim.

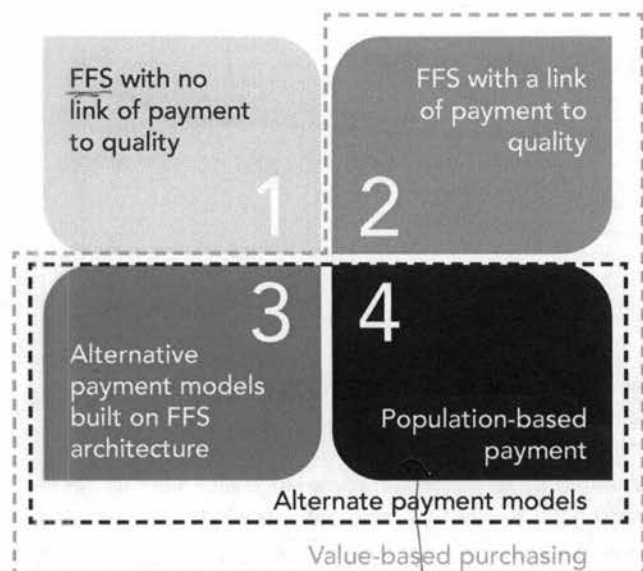
Four years after its birth in 2012, LifeCourse is well-launched, as data in this update attest. Experts on our National Advisory Committee expressed enthusiasm over the results to date, especially in light of previous sundry pilot programs that fell short. LifeCourse was one of just 10 model programs highlighted recently in a report by the Advanced Care Project, an influential effort sponsored by the Coalition to Transform Advanced Care (CTAC) and the America's Health Insurance Plans Foundation.

We found a positive impact on virtually every parameter measured, compared with those receiving usual care. Measures included inpatient days, emergency room visits, reported quality of life and care experience, use of advance directives and palliative care and hospice enrollment.

However, the most satisfying validation of LifeCourse was Allina Health's decision to implement it, hiring care guides and training staff in eight clinics across the Twin Cities. We are frankly proud of that, especially given Allina's reputation as a bellwether, and one of the nation's finest, most innovative and progressive healthcare systems. Its endorsement was and is priceless.

LifeCourse's sustainability rests with payers, Medicare in particular, though not exclusively. The outlook for securing Medicare reimbursements remains very positive, given our alignment with the overall turn toward quality- and population-based reforms in the healthcare system. Policymakers at the Centers for Medicare and Medicaid Services (CMS) continue to move forward with payment system reforms, including moving to capitated payments for care management and coordination models for transitional care, chronic care and behavioral care. CMS is currently soliciting feedback on other care coordination models more appropriately reimbursed via capitation, and Allina will urge the inclusion of late life approaches like LifeCourse.

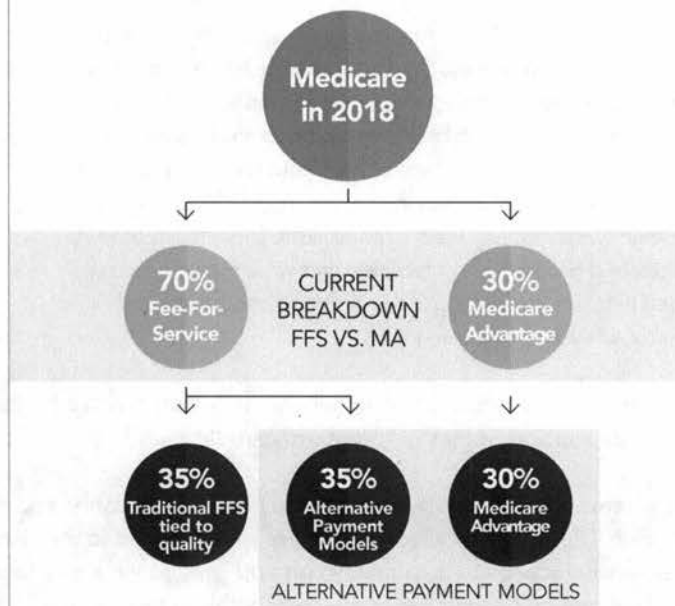
Current CMS Payment Models



Increasingly, CMS will shift away from fee-for-service (FFS) to alternative payment models.

Source: Deloitte

Medicare Moves to Risk-Based Payment Models



By 2018, Medicare plans to move half of current fee-for-service (FFS) members to new alternative payment models that shift risk to providers and are tied to quality measures. This is in addition to 30 percent of members who are enrolled in Medicare Advantage plans, which are growing at about 10 percent per year.

Source: Avalere Health

External stakeholders are part of the same historic drive. The American Medical Association, for example, is developing a new billing code that will likely include advance care planning and palliative care needs for patients receiving cognitive care management. Similarly, the National Quality Forum (NQF) is building out its Palliative and End-of-Life measure set to include metrics that track the documentation of patient care preferences.

Allina leadership is in touch with all of these entities as it pursues reimbursement. In the short term, talks are scheduled in September with NQF to discuss the types of measures needed to enable late life approaches like LifeCourse to become part of the new value-based payment models. Longer-term strategies hinge on the outcome of the presidential election since both candidates have significantly different health policy agendas.

Beneath the policy debates is the poignant case Dr. Richard Payne, Duke University pain specialist and moralist, made to fellow members of our National Advisory Committee:

"LifeCourse not only amplifies the patient's voice, there's also a value of helping them find their voice. ...People don't always know what they don't know. They need a loving, caring advocate to walk them through the process, to help them understand where their blind spots are. I think some of that is happening with these care guides."

"We have hired two care guides to provide support for our chronic heart failure population. Feedback from participants has been very favorable, citing assistance with health care directives and facilitating communication with the care team as most helpful."

- Dr. Peter Eckman, Section Head-Advanced Heart Failure, Minneapolis Heart Institute

PROBLEM & APPROACH

Caring for What Matters Most Later in Life

LifeCourse fills a critical gap in traditional late life care by adding a layer of support to help seriously ill patients and their families identify, access and navigate both medical and non-medical needs. It starts by helping patients and families identify **what matters most** to them in their care -- and achieves those goals while avoiding unnecessary or unwanted care and spending.

LifeCourse addresses two pressing late life issues: **poor quality of life/care experience and soaring cost of care.**

WHAT WE KNOW ABOUT LATE LIFE CARE

1%

of the population accounts for 30% of health care spending, and half of those people are elderly¹

10%

of Medicare beneficiaries account for 70% of program spending²

45%

of Medicare beneficiaries have four or more chronic conditions³

AVERAGE MEDICARE SPENDING

on 90-year-olds:
\$28,000

on 73-year-olds:
\$43,000

50% vs 12%

Half of older Americans have a pattern of high health care spending for a year or more before they died, and only 12% see a spike in spending during their final months⁴



Americans rank cost as their greatest concern related to advanced illness⁷

Sources: 1. MedPac 2. Kaiser Family Foundation 3. Commonwealth Fund 4. Health Affairs 5. KFF - 10 FAQs: Medicare's Role in End 6. Pew 2006, AARP 2008 7. C-TAC 2014

LifeCourse's emergence is occurring at a time when Americans have reached a tipping point.

Our exploding seniors' demographic highlights an urgent need for innovation and change in late life care at all ages. Today, almost by default, the pattern of high cost and high utilization — in a payment system that rewards volume of services — gets set in motion soon after a patient's first serious diagnosis and continues until death.

One outgrowth of this is that even though 90 percent of Medicare recipients say they want to die at home if they're terminally ill, only a third actually do.⁶

As the last figure suggests, it's not just about costs. We're not genuinely hearing what seniors say they want. But that is beginning to change. Last year, in a historic shift, the Centers for Medicare and Medicaid Services (CMS) approved payments to doctors for consultations on advance care planning. The move reflects a rising tide of public and private payers moving toward programs that focus on care management, basing payment on quality and care experience measures, not just the number of tests, procedures and hospital days. It's called value- or risk-based reimbursement. Payers and others are asking hard questions about what **should** be done for patients, not just what **can** be done. And they are making providers financially accountable if they fall short.

The LifeCourse model is at the heart of this change.

How LifeCourse is Different

LifeCourse tests a unique model of late life supportive care for individuals with serious illness (such as heart failure, cancer, dementia). It is built around the bridging/navigational role played by a lay care guide who helps the medical team coordinate care across time and settings in a way that supports efforts by family and friends.

The care guide helps identify and document the patient's choices in electronic health records so care can be aligned with those choices. Where other care management programs tend to be phone-based and last 30 to 90 days post-hospitalization, LifeCourse care guides meet monthly with patient and caregivers at home, over a span of years if necessary, to gather updates, alerting providers to potential clinical changes or evolving patient wishes they need to be aware of.

Of 20 pilot programs identified nationally in the 2015 University of California, San Francisco Environmental Scan, only LifeCourse has a lay care guide at its core, with a concomitant unique and holistic focus on the "whole person," i.e., both medical and nonmedical, care, both documenting and delivering what matters most to the patient.

LifeCourse was cited as a national model for late life care in the Coalition to Transform Advanced Care (C-TAC) 2016 report "The Advanced Care Project," in partnership with AHIP Foundation.

Key LifeCourse Features

- + Includes a trained lay healthcare professional, called a LifeCourse care guide, who acts as a key communicator across people, settings and organizations.
- + Promotes whole person care by asking questions and connecting to support their medical and non-medical concerns.
- + Uses a family-oriented approach to help identify the strengths and needs of the person, and their key friends and family.
- + Helps the person communicate what matters most to them and supports care that aligns with their expressed preferences.

REIMBURSEMENT

LifeCourse and the Rise of Value-Based Payments

Allina Health has been a pioneer among health systems in adopting new population-wide care approaches, including Accountable Care Organizations, or ACOs, of which it now has four covering 110,000 people, a figure expected to double by 2018. Both private payers and Medicare are embracing the value-based care of ACOs, in which payment is based on quality and outcomes, not merely volume. As an approach that emphasizes quality care outcomes and patient satisfaction, as well as cost savings, LifeCourse fits the ACO model well.

\$1.5m

out of how many

Capitate

By 2030, 1 in 5 Minnesotans will be age 65+, 80% will have at least one major disease or condition and 50% will have comorbidities.

How ACOs Work

In a nutshell, ACOs allocate payments among participating hospitals, doctors and others according to various fee schedules and prospective payment systems. They're incented to keep patients healthy, avoiding costly hospital readmissions or care a patient doesn't want. Their annual costs are measured against an overall benchmark for their population. If they come in below the benchmark, Medicare may share the savings with them.

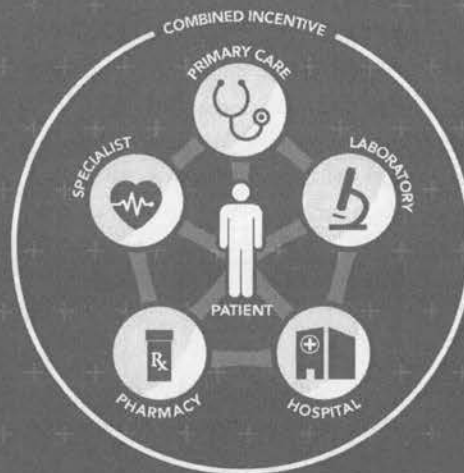
"We are so looking forward, we can't wait, for the time when we get market rewards for the outcomes of our patients."

— Penny Wheeler, Allina Health President and Chief Executive Officer, MPR, July 10, 2015

Old Payment Model



New Payment Model



RESULTS

Improving Care, Reducing Costs, Shaping Better Quality of Life

Results indicate LifeCourse participants maintain quality of life or experience slower declines compared with those receiving usual treatment. They are more likely to use palliative care and hospice services, experience fewer inpatient hospital days, are more likely to complete an advanced directive and have a lower total cost of care.

Results Indicate a Positive Impact on Virtually Every Parameter Measured

We found LifeCourse patients more satisfied with their care and quality of life, while service utilization is improved and costs are reduced, compared with a late life comparison group not enrolled in the program. Family members also report improved satisfaction and quality of life.

"The interest they have shown in my health... has been beneficial to me. (LifeCourse) prepares you to live with being sick, but it also helps you to get ready to die."

- LifeCourse patient Bob DeMarce

Quality of Life:

At each time period, quality of life for LifeCourse patients is better than quality of life for comparison patients. These differences are statistically significant earlier in the data and remain positive in later time periods.

Patient Experience:

Again, at each time period, patient care experience is higher for LifeCourse patients than the care experience of comparison patients. This difference is statistically significant at the 12-month point and attains significance especially in the domains of 'care team' and 'goals'.

Figure 1. Patient Quality of Life - 95% Confidence Interval Coefficient Plot

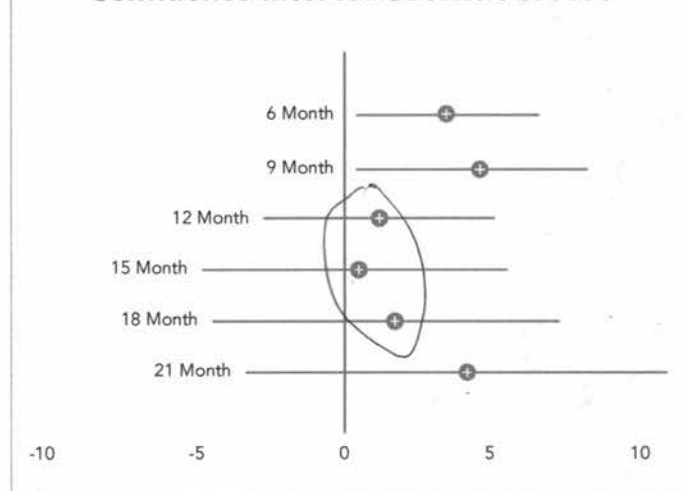
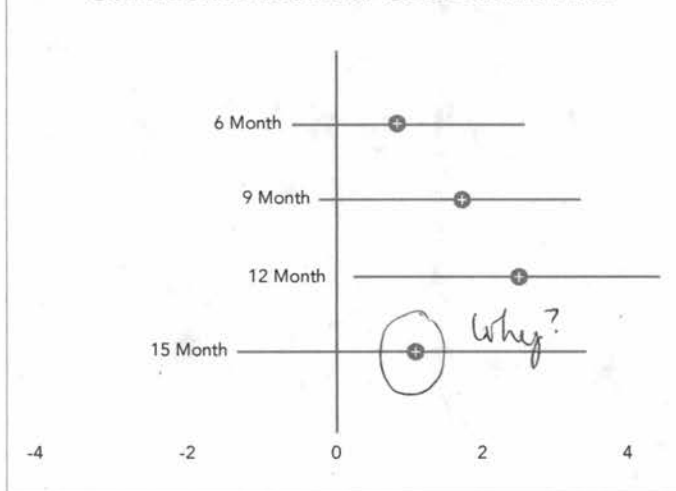


Figure 2. Patient Care Experience - 95% Confidence Interval Coefficient Plot



Annotate better
stat significance

LifeCourse patients avoided ED visits and had fewer hospital stays.

Results indicate that compared with patients receiving usual care, LifeCourse patients have:

16%

fewer ED visits

27%

fewer inpatient days

57%

fewer ICU stays

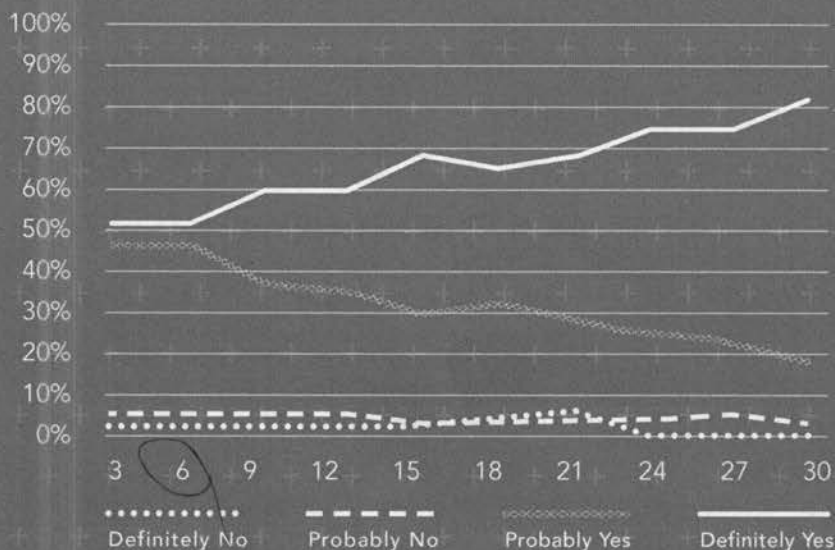
LifeCourse patients received hospice longer.

LENGTH
OF STAY IN
HOSPICE

with LifeCourse: **28 days**

with usual care: **17 days**

Patient Response: Would you recommend LifeCourse?



"(LifeCourse) results are not flat, and we're so used to flat. ... Improving care for complex patients in their last couple of years has proven to be a pretty resistant target. All kinds of studies have been exciting in the observational stage but when you get into it, there's nothing there. It's nice to have a study that was done carefully and is showing not one but multiple signals."

- Joanne Lynn, MD, MA, MS
(Director, Center for Elder Care and Advanced Illness, Altarum Institute, Washington, D.C.)

"Because of my care guide, I was able to say 'why do I need to do it' and actually feel like I had some control over my treatment."

- LifeCourse Patient

DISSEMINATION & IMPACT

LifeCourse is a unique, mission-driven approach for closing critical gaps in care for seriously ill patients late in life.

LifeCourse has been carefully designed to measure and evaluate outcomes in quality, patient experience and cost. Accordingly, we have had a robust outreach effort from the start, sharing both the journey and results with other thought leaders.

To date we have published one article in a top journal, American Journal of Hospice & Palliative Care, with another 15 submitted and currently under peer review. We are still early in reporting our findings, but to date LifeCourse has been presented at more than 30 conferences across the country, in three webinars and in numerous media pieces, including a lengthy Page One story in the Star Tribune on June 16.

Completed Presentations:

- AcademyHealth
- American Academy of Hospice and Palliative Medicine
- Center to Advance Palliative Care
- Connecting to Transform Communities
- Gerontological Society of America
- Institute for Healthcare Improvement
- Minnesota Gerontological Society
- Minnesota Network for Hospice and Palliative Care
- Stratis
- University of Minnesota - Health Services Research

Active Conference and Publication Submissions:

- Academic Medicine
- American Journal of Health-System Pharmacy
- Health Affairs
- Contexts
- Contemporary Clinical Trials
- Family Healthcare Association
- Family Medicine
- Heart Failure Society of America
- International Association of Gerontology and Geriatrics World Congress
- Journal of Pain and Symptom Management
- Journal of Palliative Medicine
- Journal of Interprofessional Care

Public Awareness:

- "A Conversation with Atul Gawande" sponsorship
- Minneapolis Star Tribune page 1 article *A Roadmap for Success: Transforming Advanced Illness Care in America*
- Twin Cities PBS: 11 documentaries
- MinnPost: 17 articles



ALLINA IMPLEMENTATION

Allina Health launches program in eight settings.

In May 2016, Allina Health, enthused about the results to date, took the critical first step beyond the pilot research stage and implemented LifeCourse into its first two clinics on an ongoing, operational basis. Those were the Minneapolis Heart Institute and Allina Health Clinic – Coon Rapids.

In July, Allina extended LifeCourse into three more clinics – Abbott Northwestern General Medicine Associates, Allina Health Clinic – Richfield, and John Nasseff Neuroscience Institute – Brain Tumor. We are actively recruiting additional care guides to deploy the program into a third wave of clinics in October 2016. The final list of clinic implementations in 2016 will include:

- Abbott Northwestern General Medicine Associate (Edina & Plymouth)
- Allina Health Clinic – Coon Rapids
- Allina Health Clinic – Hastings
- Allina Health Clinic – Richfield
- Allina Health Clinic – Shoreview
- John Nasseff Neuroscience Institute – Brain Tumor & Neuro Oncology
- Minneapolis Heart Institute
- NorthPoint Health and Wellness Center (Federally Qualified Healthcare Center)

"LifeCourse is one of the most concerted efforts I've seen to really know the patient and family and caregivers in a much deeper way that gives us a chance to personalize care in a way we haven't been able to."

- Eric Coleman, MD, MPH (Division Head, Health Care Policy and Research, University of Colorado)

Allina Health's role in implementation now and going forward.

Allina Health has committed \$1.5 million in 2016 to implement LifeCourse in the clinics listed above. In 2017 Allina plans to double its commitment in pursuit of the goal: enabling access to LifeCourse to every qualified patient in the Twin Cities. While Allina expects to assume responsibility for the program in its own facilities, it will be seeking the support of Robina Foundation and others to seed expansion beyond its walls in the period through 2020.

We're actively increasing collaborations within the community.

Currently, a LifeCourse care guide is working with Walker Methodist and Augustana care center, supporting facilities beyond Allina. LifeCourse's collaborations in North Minneapolis include faith-based organizations, health and wellness, housing and public services organizations including:

- KMOJ/Spokesman Recorder
- Hawthorn Neighborhood Council
- African American Leadership Forum
- Shiloh Temple
- North Point
- Wilder Foundation
- YMCA Heritage Park
- Grace Hospice
- Open Circles Adult Day Services

LIFECOURSE FUTURE

Path to National Implementation

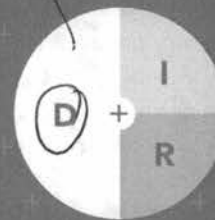
LifeCourse 2016



Phase I, wrapping up this year, saw the launch of LifeCourse, creation of a managing organization, research plan and protocols, including the recruitment of staff and over 1,900 participants since 2012. In 2016, resources were roughly divided as illustrated, with the majority devoted to research and development of the concept (R and D). Robina Foundation was the primary funder.

R = Research
D = Development
I = Implementation

LifeCourse 2017-20



Implementation will expand in Phase II, based on the proven results of the research in Phase I. Development of the program will continue at eight Allina clinics, plus another 12 to be added in 2017. Some additional research support will be needed, as well as assistance in building out the program beyond Allina. The long-term LifeCourse vision is for payer funding on a per patient/per month basis, primarily through expansion of CMS Medicare Advantage, Alternative Payment Models, ACOs and other value-based, bundled payment plans for sharing cost savings. Medicare aims to target 50% of its reimbursement to such programs in 2018 – a clear and massive move away from volume-based, fee-for-service payment.

2017-2020 LifeCourse Strategic Roadmap

1) Program Management & Evaluation

- Quality and experience improvement across all diseases and conditions later in life
- Disease trajectory, prognostication, and stratification operationalized
- Psycho-social monitoring and responsive support
- Advanced planning synchronicity around what matters most

2) Dissemination & Replication

- Translational research influencing peer and societal forums
- Knowledge center to encourage adoption and adaptation
- Community initiatives for health equity supported with seed funding

3) Policy & Funding

- Economic value achieved through improved cost savings
- CMS & payers realign payment based on shared cost-savings
- Self-funded employers offer LifeCourse based on better outcomes
- Philanthropic and community-based support

4) Awareness & Demand

- Stakeholder engagement compelling community collaboration
- Societal and media conversation as a positive response to growing need
- Self-referral opportunity

?

Robina Foundation's visionary support has sustained LifeCourse through a rigorous seed stage since its launch in 2012. Allina Health has been its partner throughout and, as planned, is poised to gradually absorb an increasing share of the operating costs, as payers recognize the potential for savings and quality gains.

Allina Health is pursuing reimbursement on all fronts for the LifeCourse approach, including recognition of the cost of lay care guides trained to conduct advanced care planning discussions with patients and their families under indirect physician supervision.

Specific efforts include a new Medicare Advantage plan in 2018, implementing a new Medicare/Medicaid risk-based plan, and Allina continuing risk-based Medicare models such as the Pioneer ACO.

Momentum is growing for population- and risk-based payment models and innovative care approaches such as LifeCourse that will make it possible to bridge from longstanding fee-for-service models in Minnesota and elsewhere.

In the meantime, two other processes move forward:

- A) LifeCourse research, which continues as the 1,900 patients in the study are followed over time, yielding more conclusive outcome data as the participants complete their life's journey;
- B) Signing of pilot programs with payers that cover the costs of LifeCourse care guides and other expenses. Allina Health hopes that enough LifeCourse or similar programs will be in place by 2020 to address the critical needs of people living with serious illness in the Twin Cities and beyond.

Appendix A: LifeCourse Results

SAMPLE CHARACTERISTICS

Table A1. Patient Characteristics

	Intervention (n = 450)	Usual Care (n = 452)	P-Value
Age (mean $\pm$ sd)	78.1 $\pm$ 12.0	74.3 $\pm$ 12.5	<0.001
Comorbidity (mean $\pm$ sd)	4.5 $\pm$ 2.2	4.6 $\pm$ 1.9	0.280
Female	51%	51%	0.843
Caucasian	95%	95%	0.988
Married or living with partner	45%	49%	0.181
Highest Level of Education			0.398
HS or less	30%	35%	
Some college to bachelor's	46%	43%	
Grad/professional school	20%	18%	
Unknown	5%	4%	
Baseline Location			<0.001
Home	71%	90%	
Assisted living	12%	1%	
Nursing home	14%	8%	
Unknown	3%	2%	
Primary Diagnosis			<0.001
Heart failure	57%	69%	
Dementia	27%	14%	
Cancer	16%	17%	

QUALITY OF LIFE

Table A2. QOL baseline adjusted 9 month change score models (total and domains)

	Intv.	Comp.	Beta	95% CI	P-Value	Adj. R2 (%)
Total	188	168	4.27	0.32, 8.22	0.034	7.6
Physical	188	166	0.73	-0.22, 1.69	0.132	14.8
Emotional	186	166	0.49	-0.32, 1.29	0.233	16.1
Social	184	165	0.40	-0.47, 1.26	0.365	15.4
Functional	188	168	0.49	-0.53, 1.50	0.344	9.8
Palliative	188	168	2.35	0.61, 4.08	0.008	10.3

Table A3. Care Experience baseline adjusted 9 month change score models (total and domains)

	Intv.	Comp.	Beta	95% CI	P-Value	Adj. R2 (%)
Total	125	123	1.55	-0.23, 3.33	0.087	21.7
Care Team	163	163	1.18	0.08, 2.28	0.035	24.8
Communication	153	143	0.26	-0.20, 0.72	0.262	29.8
Goals	147	159	0.38	0.03, 0.74	0.033	30.4

UTILIZATION

Table A4. Utilization regression models comparing LifeCourse to usual care

Outcome	Incidence Rate Ratio for Treatment	95% Confidence Interval	P-Value
ED Visits	0.84	0.71, 0.99	0.036
Inpatient Days	0.73	0.61, 0.88	0.001
ICU Stays	0.43	0.24, 0.75	0.003

Zero-inflated negative binomial regression models testing whether participation in LifeCourse resulted in decreased utilization on three outcomes, ED visits, inpatient days, and ICU stays. Models were adjusted for prior utilization patterns, death during follow-up, primary diagnosis, level of education, baseline location, and variable follow-up time.

Table A5. Hospice utilization prior to death.

	U.S. (N=2.6M)	Allina Health (N=55,276)	LifeCourse (N=173)	Usual Care (N=81)	P-Value
Overall, %	42.8	17.3	48.6	43.2	0.426
Heart Failure		24.9	44.4	38.9	0.514
Cancer		32.8	58.8	56.5	0.863
Dementia		26.3	49.0	25.0	0.613
LOS, median days	18.7	18.0	27.5	17.0	0.041

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

LifeCourse August Report – Supplemental Information

In an effort to add clarity to the August 2016 report, we offer the following additional comments and responses to questions.

p. 6: Reference is made to the 110,000 people currently covered by Allina's four ACOs. **What is the total number of people served by Allina Health?**

1.5 million

p. 7: Figures 1 and 2. **Could you annotate Figures 1 and 2?**

(See below)

p. 8 and A3: Charts showing "Patient Response: Would you recommend LifeCourse?" **Are the numbers across the bottom of the charts months?**

Yes, these represent months. Each individual invited to participate in LifeCourse or in the comparison group was surveyed at baseline (i.e., upon entry into the program) and every three months thereafter.

p. 11: Why doesn't the pie chart showing LifeCourse 2017-2020 show a slice for national dissemination?

Dissemination is core to the Development work.

Appendix A: Could you annotate the Appendix charts and graphs?

(See below)

p. 11: How many clinics does Allina have?

Allina Health has 61 Allina Health (primary care) clinics and 23 hospital-based (specialty) clinics. In 2016, LifeCourse will be implemented in at total of 8 Allina clinics and by the end of 2017, this number will rise to 20. Below are the 2016 sites including 8 Allina clinics and the two community organizations, NorthPoint, a federally qualified health center and UCare, a non-profit payer.



Annotation of Figures in Report (pg. 7)

In the figures below, the 'dots' to the right of the vertical line demonstrate LifeCourse patients have a higher quality of life and care experience than comparison patients at all time points. The farther each horizontal line is from the vertical line, the more significant this difference. Later months show less significance, however, these time periods lack power to detect statistically significant differences – in other words, while there are differences, there are not sufficient responses to demonstrate significance.

Figure 1. Patient Quality of Life - 95% Confidence Interval Coefficient Plot

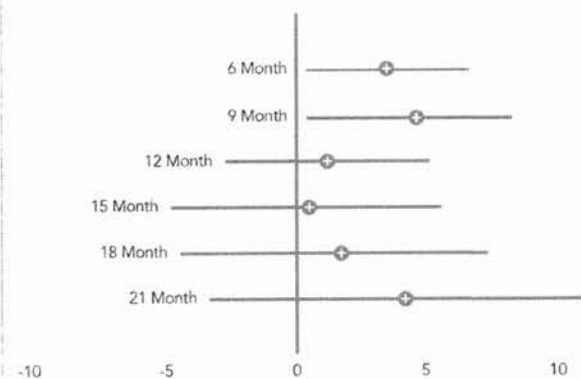
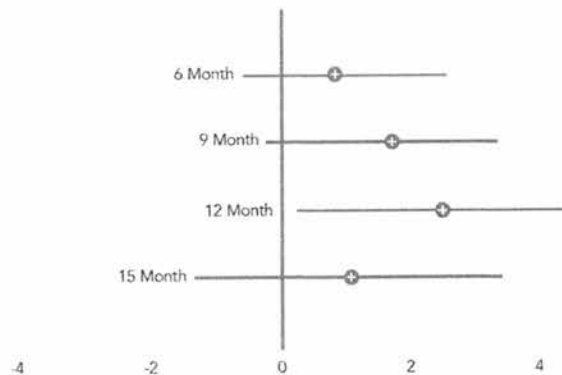


Figure 2. Patient Care Experience - 95% Confidence Interval Coefficient Plot



Annotation of Figures in Appendix A

Sample Characteristics

We have completed enrollment in the LifeCourse research study with 902 patients enrolled. Looking across patients receiving LifeCourse and comparison patients, we find that ethnicity, gender, marital status, and educational attainment are similar for both groups. LifeCourse intervention patients were enrolled from the community setting and from long-term care facility, yielding differences in the proportions of patients with dementia. The intervention group is also older on average than the comparison patients, suggesting that improvements in utilization and quality of life are especially significant.

Table A1. Patient Characteristics

	Intervention (n = 450)	Usual Care (n = 452)	P-Value
Age (mean $\pm$ sd)	78.1 $\pm$ 12.0	74.3 $\pm$ 12.5	<0.001
Comorbidity (mean $\pm$ sd)	4.5 $\pm$ 2.2	4.6 $\pm$ 1.9	0.280
Female	51%	51%	0.843
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Unknown	3%	2%	
Primary Diagnosis			<0.001
Heart failure	57%	69%	
Dementia	27%	14%	
Cancer	16%	17%	

Quality of Life

When examining quality of life more deeply at the 9 month period, we find that the difference between the starting **total quality of life** value (baseline) for LifeCourse patients and the quality of life at 9 months of enrollment is statistically significantly better than this difference for comparison patients. In other words, total quality of life is better over time for LifeCourse patients as compared to usual care patients. When we examine quality of life components or domains, we find that at 9 months, the palliative domain for LifeCourse patients is significantly better than for usual care patients. Further, all quality of life domains reveal improved performance for LifeCourse patients as compared to usual care patients.

Social?
Support

Table A2. QOL baseline adjusted 9 month change score models (total and domains)

	Intv.	Comp.	Beta	95% CI	P-Value	Adj. R2 (%)
Total	188	168	4.27	0.32, 8.22	0.034	7.6
Physical	188	166	0.73	-0.22, 1.69	0.132	14.8
Emotional	186	166	0.49	-0.32, 1.29	0.233	16.1
Social	184	165	0.40	-0.47, 1.26	0.365	15.4
Functional	188	168	0.49	-0.53, 1.50	0.344	9.8
Palliative	188	168	2.35	0.61, 4.08	0.008	10.3

Care Experience

When examining care experience at the 9 month period, we find that the difference between the starting **total care experience** value (baseline) for LifeCourse patients and the care experience at 9 months of enrollment is statistically significantly better than this difference for comparison patients. In other words, total care experience is better over time for LifeCourse patients as compared to usual care patients. When we examine care experience components or domains, we find that at 9 months, the **care team** and **goals** domains for LifeCourse patients are statistically significantly better than for usual care patients. The communication domain also reveals improved performance for LifeCourse patients as compared to usual care patients.

Table A3. Care Experience baseline adjusted 9 month change score models (total and domains)

	Intv.	Comp.	Beta	95% CI	P-Value	Adj. R2 (%)
Total	125	123	1.55	-0.23, 3.33	0.087	21.7
Care Team	163	163	1.18	0.08, 2.28	0.035	24.8
Communication	153	143	0.26	-0.20, 0.72	0.262	29.8
Goals	147	159	0.38	0.03, 0.74	0.033	30.4

Utilization

When we examine utilization data for LifeCourse patients, we find that the number of emergency department (ED) visits, the number of inpatient days, and the likelihood of intensive care unit (ICU) stays are statistically significantly lower for LifeCourse patients than usual care patients. For ED visits, LifeCourse patients have a 16% lower likelihood of having ED visits than usual care patients. For inpatient days, LifeCourse patients have 37% fewer inpatient days than comparison patients. And finally, for ICU stays, LifeCourse patients have 57% fewer stays than usual care patients.

Table A4. Utilization regression models comparing LifeCourse to usual care

Outcome	Incidence Rate Ratio for Treatment	95% Confidence Interval	P-Value
ED Visits	0.84	0.71, 0.99	0.036
Inpatient Days	0.73	0.61, 0.88	0.001
ICU Stays	0.43	0.24, 0.75	0.003

Zero-inflated negative binomial regression models testing whether participation in LifeCourse resulted in decreased utilization on three outcomes, ED visits, inpatient days, and ICU stays. Models were adjusted for prior utilization patterns, death during follow-up, primary diagnosis, level of education, baseline location, and variable follow-up time.

In examining hospice utilization, we find that LifeCourse patients are more likely than usual care patients to enroll in hospice and this trend holds for all conditions – heart failure, cancer, and dementia. More importantly, we find that the median length of stay (i.e., number of days enrolled in hospice) is statistically significantly higher for LifeCourse patients than for usual care patients. In fact, LifeCourse patients have 11 more days, on average, in hospice than usual care patients. Given that hospice care provides supportive, best-in-class care for patients at the very end of life, this is precisely the outcome we are seeking with the LifeCourse intervention.

Table A5. Hospice utilization prior to death.

	U.S. (N=2.6M)	Allina Health (N=55,276)	LifeCourse (N=173)	Usual Care (N=81)	P-Value
Overall, %	42.8	17.3	48.6	43.2	0.426
Heart Failure		24.9	44.4	38.9	0.514
Cancer		32.8	58.8	56.5	0.863
Dementia		26.3	49.0	25.0	0.613
LOS, median days	18.7	18.0	27.5	17.0	0.041

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

SATISFACTION

The vast majority of LifeCourse patients and key friend & family would recommend LifeCourse to others.

Figure A1. Patient Response: Would you recommend LifeCourse?

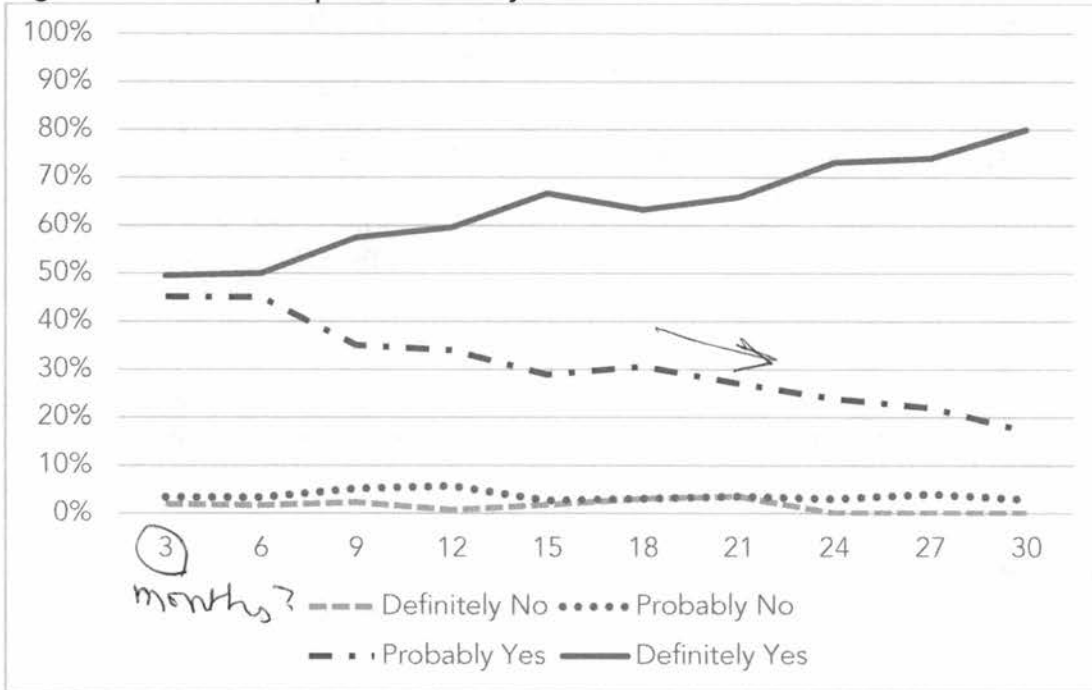
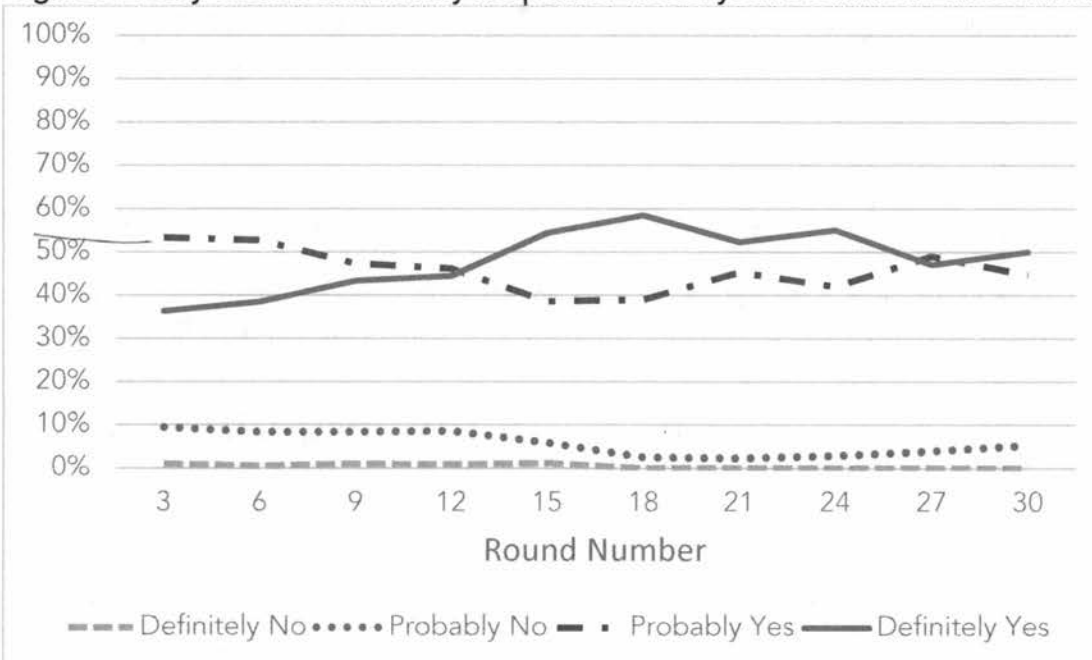


Figure A2. Key Friends and Family Response: Would you recommend LifeCourse?



Overview

In 2015 and 2016, the LifeCourse team has published one article in a top research journal, and has 15 additional papers under review. Research findings have been presented at more than 30 conferences and annual research meetings across the country hosted by organizations such as AcademyHealth, Gerontological Society of America, and American Academy of Hospice and Palliative Medicine. Our team also presents work throughout Minnesota at conferences hosted by the University of Minnesota and Minnesota Network of Hospice and Palliative Care. Additionally, our research findings have appeared in three webinars, and received press coverage in two media outlets. LifeCourse has also been featured in online MinnPost articles and a series of documentaries that have aired multiple times on Twin Cities Public Television.

Published Papers

Schellinger S, Cain CL, Shibrowski K, Elumba D, Rosenberg E. Building New Teams for Late Life Care: Lessons From LifeCourse. *American Journal of Hospice & Palliative Care*. 2016;33(6):561-567

Under Peer Review

Anderson EW, Frazer MS, Schellinger S, Roberts J, Radel K, Elumba D, Britt H. Building Late Life Supportive Care for Serious Illness: Implementing a Systematic Approach. *Family Medicine*.

Anderson EW, Frazer MS, Schellinger S. Combining Best Practices and Patient, Caregiver, and Healthcare Provider Perspectives for Late Life Supportive Care: LifeCourse. *BMC Health Affairs*.

Anderson EW, Schellinger S, Frazer MS. Expanding the Palliative Care Domains to Meet the Needs of a Community-Based Supportive Care Model. *Journal of Palliative Medicine*.

Anderson EW, White KM, Frazer MS, Taborda-Whitt C, "This is What Family Does": The Individual and Family Experience of Caring for Serious Illness. *Social Sciences and Medicine*.

Britt H, Shippee N, Shippee T, Fernstrom K, Jones A, Shipley A. Baseline Participant and Comparison Characteristics and Evaluation Framework for Understanding the Effect of a Late Life Supportive Care. *Contemporary Clinical Trials*.

Cain CL, Frazer MS. Lay Health Care Works and Interprofessional Collaboration. *Academic Medicine*.

Cain CL, Frazer MS, Kilaberia R. Identity Work as Invisible Work Within Attempts to Transform Healthcare. *Human Relations*.

Cain CL, Schellinger S, Frazer MS, Roberts J, Sutter L, Kilaberia R, Kaasovic J, Bassett K, White K, Anderson EW. Improving Late Life Care: Key Ingredients Delivered by Lay Health Care Workers. *Journal of Palliative Medicine*.

Cain CL, Taborda-Whitt C, Frazer MS, Schellinger S, White K, Kaasovic J, Nelson B, Chant A. A Mixed Methods Study of Emotional Exhaustion within an Innovative Health Care Team. *Journal of Interprofessional Care*.

Fernstrom K, Shippee ND, Jones A, Britt H. Development and Validation of a New Patient Experience Tool in Patients with Serious Illness. *BMC Palliative Care*.

Mobley P, Borson S, Fernstrom K, Sadak T, Mink P, Britt H. Managing Your Loved One's Health in Action: A Descriptive Look Using Baseline LifeCourse Caregivers. *PLOS 1*.

Schellinger S, Anderson EW, Frazer MS, Cain C. Patient Self Defined Goals: Essentials of Person-Centered Care for Serious Illness. *Journal of General Internal Medicine*.

Shippee ND, Shippee T, Mobley P, Fernstrom K, Britt H. Effect of a Whole Person Model of Care on Patient Experience with Complex Chronic Illness in Late Life. *Journal of Palliative Medicine*.

Shippee T, Shippee ND, Fernstrom K, Mobley P, Frazer MS, Jou, J., Britt H. Quality of Life for Late Life Patients: Mixed Methods Evaluation of a Whole-Person Approach for Patients with Advanced Chronic Illness. *Journal of Applied Gerontology*.

Taborda-Whitt C, Cain CL, Frazer MS. Navigating the Boundaries of Innovative Health Care. *Contexts*.

Book Chapter

Novelli, B., & Koutsoumpas, T. (2015). In B. Workman (Ed.), *A Roadmap for Success: Transforming Advanced Illness Care in America* (pp. 87-88): Coalition to Transform Advanced Care (C-TAC).

2015 & 2016 Conference Presentations

Anderson EW. Upstream Adventures: Early Results of a Late Life Supportive Care Trial. Presentation at Minnesota Network of Hospice and Palliative Care; Bloomington, MN. April 2015.

Anderson EW, Schellinger S, Shippee T, Shippee ND, Britt H. Reinventing Late Life Care: Evidence for a Longitudinal, Whole Person Approach for Patients with Chronic Illnesses and Their Caregivers. Symposium presented at Gerontological Society of America Annual Research Meeting; November 12-14, 2015; Orlando, Florida.

Anderson EW. Improving Care for Persons Late in Life, in Office Practice and Community. Learning lab presented at Institute for Healthcare Improvement: 17th Annual Summit on Improving Patient Care in the Office Practice and the Community; March 20-22, 2016; Orlando, Florida.

Anderson EW, Schellinger S. Upstream Adventures - Initial Results from a Clinical Trial of Early Palliative Care, Delivered in the Community by Trained Lay Persons. Paper presented at

American Academy of Hospice and Palliative Medicine Annual Assembly; March 9-12, 2016; Chicago, Illinois.

Anderson EW, Greenberg P. LifeCourse - Brief Explanation of Preliminary Findings and the LifeCourse Intervention. Presentation at Minnesota Gerontological Society's 40th Annual Conference: AS WE AGE: Trends. Transitions. Triumphs.; April 22, 2016; Brooklyn Center, Minnesota.

Anderson EW, Schellinger S, Frazer MS. Understanding the Lives of Caregivers: Opening the Door to Important Conversations. Roundtable discussion presented at Collaborative Family Healthcare Association 18th Annual Conference: Celebrating the Many Faces and Places of Integration October 13-15, 2016; Charlotte, North Carolina.

Anderson EW, Schellinger S, Frazer MS. Family Domain Analysis. Symposium presented at Gerontological Society of America Annual Research Meeting: "New Lens on Aging"; November 16-20, 2016; New Orleans, Louisiana.

Anugwom V. Strengthening Cultural Sensitivity of a Late-Life Supportive Care Approach. Breakout session presented at Connecting to Transform Communities; November 16-17, 2015; Minneapolis, Minnesota.

? Cain CL, Frazer MS, Schellinger S, White KM. Team Members' Wellbeing in the Development of a Supportive Care Program for Adults with Chronic Illness. Poster presented at AcademyHealth 2015 Annual Research Meeting; June 14-16, 2015; Minneapolis, Minnesota.

Cain CL, Frazer MS. Repeated Group Interviews: Supporting and Empowering Staff during Transformation. Poster presented at AcademyHealth 2016 Annual Research Meeting; June 27, 2016; Boston, Massachusetts.

Fernstrom K, Prenevost R, Tong T, Britt H. Innovative Late Life Care Model Decreased Resource Utilization and Total Cost of Care. Poster presented at AcademyHealth Annual Research Meeting; June 14-16, 2015; Minneapolis, Minnesota.

Fernstrom K, Prenevost R, Tong T, Britt H. Innovative Late Life Care Model Decreased Resource Utilization and Total Cost of Care. Poster presented at Gerontological Society of America Annual Research Meeting; November 18-22, 2015; Orlando, Florida.

Fernstrom K, Shippee ND, Shippee T, Cain CL, Jones A, Britt H. Development and Validation of a New Patient-centered Experience Tool in Patients with Serious Illness. Poster presented at AcademyHealth 2016 Annual Research Meeting; June 27, 2016; Boston, Massachusetts.

Frazer MS, Chant AO. The Experiences of Interdisciplinary Team Members in a Newly Formed Late Life Supportive Care Approach. Poster presented at Collaborative Family Healthcare Association 17th Annual Conference; October 15-17, 2015; Portland, Oregon.

Frazer MS, Mobley P. Quality of Life among Patients with Serious Illness in Late Life: A Mixed-methods Analysis. Poster presented at Gerontological Society of America Annual Research Meeting; November 16-20, 2016; New Orleans, Louisiana.

Schellinger, S. "What Matters at the End-of-Life? Honor, Respect and Support Goals and Preferences for Serious Illness. Minnesota Network for Hospice and Palliative Care; April 2015; Bloomington, Minnesota.

Schellinger S, Anderson EW. Delivery on What Matters Most in Late Life. Presentation at Institute for Clinical Systems Improvement - Connecting to Transform Communities: Stakeholders in Health & Wellness; May 4-6, 2015; St. Paul, Minnesota.

Schellinger S, Anderson EW, Frazer MS, Cain CL. What Matters at End of Life: Early Results Related to Goals for Complex Chronic Illness Care. Poster presented at AcademyHealth Annual Research Meeting; June 14-16, 2015; Minneapolis, Minnesota.

Schellinger S, Anderson EW, Frazer MS, Cain CL. What Matters at End of Life: Early Results Related to Goals for Complex Chronic Illness Care. Poster presented at Gerontological Society of America Annual Research Meeting; November 12-14, 2015; Orlando, Florida.

Schellinger S, Curran S. An Innovative Approach to Operationalizing the Domains of Palliative Care. Presentation at Minnesota Network of Hospice & Palliative Care: Care, Connection & Renewal; April 10-12, 2016; Bloomington, Minnesota.

Schellinger S, Blomberg J. Late Life Care: Maintaining a Sense of Well-Being, Meaning and Purpose. Presentation at University of Minnesota Nursing: Caring for a Person with Memory Loss; June 4, 2016; Minneapolis, Minnesota.

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Shippee ND, Shippee T, Fernstrom K, Cain CL, Jones A, Britt H. Patient and Caregiver Experience with Care: Early Results from the LifeCourse Intervention. Poster presented at AcademyHealth Annual Research Meeting; June 14-16, 2015; Minneapolis, Minnesota.

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Schmickle, S. Late-in-life Care: Fragmentation and Complexity for the Chronically Ill, 03/18/2014.

Schmickle, S. Minnesota's 'Health Care Homes' Aim to Fill Gaps in Support for Late-in-Life Patients, 03/19/2014.

Harvey, K. How Do Shuttling Snowbirds Handle their Health Care?, 03/31/2014.

Albright, S. Late-in-life Care: Your Experience, Insights, and Advice, 04/16/2014.

Perry, S. Late-in-life Health Needs: Are We Ready?: A Q&A with Dr. Steve Miles, 06/12/2014.

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Fitzgerald, J. Late-in-life: To Live at Home, Rural Seniors Need Food, Socialization, Support, 06/23/2014.

Schmickle, S. Late-in-life Health Care: Initiatives Aim to Cut Costs While Increasing Quality, 08/04/2014.

Beal, D. Transportation for the Aging Poses Mounting Challenge in Twin Cities, 08/04/2014.

Cronin, M. Minnesota Responds to Rural Doctor Shortage with Teams, Training, Telemedicine, 08/11/2014.

Perry, S. Late-in-life care: The Stressful, Complicated World of Surrogate Decision-Makers, 08/20/2014.

Cronin, M. The Big Late-in-Life Move: Assisted Living is Becoming a Rite of Passage, 08/22/2014.

Schmickle, S. Late-in-life: As U.S. 'Spends More and Gets Less,' the Dutch Offer Myriad Health and Social Supports, 10/30/2014.

Schmickle, S. Late-in-life: Innovations Focus on Care Coordination and Tailored Support, 11/17/2014.

Goetzman, A. Late-in-Life: Unpaid Caregiving Ranges from Shoveling the Walk to Working 24/7, 12/22/2014.

Perry, S. Family Caregivers Often Asked to Perform Medical Tasks with Little or No Training, 12/23/2014.

TV/ Radio Broadcast

Twin Cities Public Television - Late Life Series

Living With Chronic Illness. TPT aired 26 times between June 2014 and Jan 2016.

Beyond the Doctor. TPT aired 26 times between Sept 2014 and Jan 2016.

Meaning & Legacy. TPT aired 27 times between Oct 2014 and Jan 2016.

Language of Health. TPT aired 27 times between Nov 2014 and Jan 2016.

Redefining Care. TPT aired 35 times between March 2015 and Feb 2016.

Cancer In Between. TPT aired 32 times between April 2015 and Jan 2016.

Facing Dementia. TPT aired 22 times between June 2015 and April 2016.

Exploring Possibilities. TPT will air 18 times between June 2015 and Sept 2016.

Heart & Soul. TPT aired 14 times between Sept 2015 and Jan 2016.

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The Private Client Reserve of U.S. Bank

INVESTMENT POLICY STATEMENT

For

Robina Foundation

Prepared by

Jerry Anderson, Senior Vice President
Jon Gennaro, Senior Portfolio Manager
(With consultation of Mike Sullivan, Indigo Consulting, Inc.)

August 2015



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I. Foundation Mandate and Investment Management

A. Foundation Mandate

The Robina Foundation ("the foundation") was created out of the of James H. Binger Estate on June 9, 2004 and under the bylaws of the foundation, it was established primarily to provide for the following non-profit institutions: (a) Abbott Northwestern Hospital; (b) the Council on Foreign Relations; (c) the University of Minnesota Law School; and (d) Yale University. When making distributions in support of the foundation's charitable objectives, the board is asked to consider the following principles: (a) encouragement of innovation and creativity; (b) emphasis on forward-thinking projects and initiatives; (c) emphasis on major projects and initiatives; and (d) methods of proceeding. James H. Binger believed that the board would be able to achieve the foundation's charitable goals within approximately 20 years of his death (November 3, 2004), the year 2024.

The Robina board of directors ("the board") has named U.S. Bank ("the manager") as their agent to provide investment management and certain administrative services to the foundation. The directors also hired Michael Sullivan ("the consultant") as investment consultant to assist with the development of investment strategy. After consultation with the board, the manager and consultant developed an investment plan to distribute all of the foundation assets to the beneficiaries as directed by the board by 2025, just slightly beyond the time horizon set forth by the founder. That investment policy was approved in August of 2011.

The board is implementing this 2015 investment policy for the following reasons: (1) Since 2008, the board has made distributions that averaged \$11,720,000/year, including an \$18,000.0000 gift to Yale University in 2012; (2) this revised investment strategy is based upon a target date of 12/31/2022; and (3) the interest rate on U.S. Treasury obligations remain far below long-term historical averages.

This investment policy statement was developed with deliberate consideration of the standards set forth in the Prudent Investor Act ("the Act"). Essentially, this Act requires that the board invest and manage the foundation portfolio as a prudent investor would, by considering the purposes, terms, distribution requirements and other circumstances of the foundation. In satisfying this standard, the board shall exercise reasonable care, skill and caution.

B. Investment Management

Investment Strategy

The investment strategy is designed to fulfill the unique philanthropic vision of James H. Binger by maximizing the distributions to the named non-profit organizations and other charities over the expected remaining 8 year life of the foundation, without taking excessive risk. The strategy is based on a portfolio segregation concept that aligns distribution objectives and time horizon with the investment risks of the portfolio.

The foundation's portfolio includes three distinct investment pools: (1) cash and cash equivalents; (2) fixed income; and (3) equity and market risk portfolio. The first pool will fund the foundation's current year distribution and operating expenses over a rolling one year investment horizon. As a result, investment risks will be minimized through cash and cash equivalent investments. The second pool is also designed to meet distribution and operating expense needs beyond the next year, on a rolling four year basis. Given the short to medium term horizon and need for capital stability, this pool will be conservatively managed through a diversified portfolio of fixed income securities, including investment grade, high yield, and alternative strategies. The final pool will be managed for medium to longer term distribution objectives and is expected to deliver modest growth to the collective foundation portfolio and be invested in a diversified equity portfolio, including alternative strategies.

Management of the three investment pools will be dynamic and integrated as assets are completely distributed over the 8 year expected remaining term of the foundation. As time passes and the investment horizon dissipates, risk tolerance will also decline and investment risk exposures in the portfolio will be reduced. These changes will be reflected in the foundation's overall asset allocation plan which (in 2015) is characterized as conservatively balanced. As the foundation approaches expected final distribution and termination at or near the end of 2022, the equity component will gradually be reduced until in 2018, the fixed income and cash equivalent components are expected to comprise the entire portfolio.

From a rebalancing perspective, the three pool design provides flexibility in terms of managing market risks and smoothing the impact of volatility on the foundation's portfolio value and associated distributions. During years with normal market performance, components of the equity portfolio will be strategically liquidated to make grants and pay operating expenses of the foundation. In such years, cash from maturing bonds will be reinvested in the fixed income portfolio. However, in years when the market portfolio has significantly declined in value and/or is subject to higher than normal market volatility, grants and operating expenses may be made from the fixed income portfolio - if deemed prudent given market conditions. In severe markets, the manager and consultant may recommend no re-allocations from the equity portfolio in order to allow additional time for recovery in asset values.

Investment Philosophy

Capital Markets – Over long time horizons, capital markets are generally efficient and economic developments are the primary determinants of long-term investment returns. However, over shorter time periods, markets may be influenced by investor psychology and exogenous factors (e.g., natural disasters, wars, political upheaval).

Asset Allocation – Asset allocation is the single largest contributor to long-term investment returns. Because it is very difficult to predict with any certainty the short-term return of a given asset class, more effort will be devoted to managing the long-term ("strategic") allocation, than the short-term ("tactical") allocation of the portfolio. Given the foundation's finite investment horizon and the natural decline in risk appetite over time, the foundation's strategic allocation plan will be adjusted accordingly.

Portfolio Construction – Efficient markets imply that active management has a low probability to add value after management expenses and other costs. More efficient markets call for passive styles of investments. Efficiency varies by market and where attractive opportunities to add value through active management exist, active styles should be employed.

Market Timing – Market timing involves moving in and out of various asset classes (e.g., stocks and cash). Such attempts at timing typically decrease the likelihood of achieving the return objective. Thus the portfolio will generally remain fully invested in a manner consistent with the target strategic asset allocation for the foundation.

Tax Efficiency – Given that the foundation is expected to be subject only to relatively low excise taxes on its net investment income, tax efficiency of investments will not be a major consideration.

II. Investment Objectives

A. Investment Return

Investment Objective - Across all three investment pools including cash equivalents, the fixed income and market portfolios, the collective investment objective in 2015 can be described as conservative balanced managed for modest longer term growth of capital with modest current income. This objective is expected to change to all fixed income in 2018 and all cash equivalents (zero volatility) in 2021.

Annual Return Expectations – The return expectations for the current 2015 investment allocation are based upon risk premiums for the respective asset classes above the current risk free rate over a ten year market cycle. As the investment strategy approaches foundation approaches final target date of 12/31/2022, the annual aggregate return is expected to gradually decrease as a larger portion of the total portfolio will be invested in the fixed income and cash equivalent portfolios vs. the market portfolio. For the portfolio as allocated in 2015, the target pre-tax annualized return is 4.5%, as set forth in the summary provided at Section VI (page 9). By comparison, the actual annualized return for the three years ending 12/31/2014 (since the current strategy was implemented) was 7.54%.

B. Risk

Investment Risk Tolerance – As stated above, the board has a conservative balanced investment objective for the foundation in 2015 which will evolve into an all fixed income allocation in 2018. The board has below average risk tolerance, consistent with the foundation's 8-year time horizon, expected distributions and the board's desire to maximize such distributions without taking on a very high level of risk. As the investment horizon dissipates, risk tolerance will also decline and investment risk exposures in the portfolio will be reduced.

Portfolio Volatility – As of 2015, the board is aware of and comfortable with the moderate volatility associated with a conservative balanced investment objective for the foundation portfolio. Although, the plan is to reduce the portfolio risk during the remaining term of the foundation, more volatile equity markets and/or rising interest rates could result in a higher standard deviation going forward. Consequently, our expected going forward standard deviation is 5.5% (Section VI - page 9), which the manager believes represents reasonable risk in exchange for modest appreciation potential during the expected term of the foundation. By comparison, the actual standard deviation for the three years ending 12/31/2015 (since the current investment strategy was implemented) was 4.29%.

III. Investment Constraints

A. Investment Horizon

As explained in Section I above, the foundation is expected to continue for approximately 8 years until 2022 or until the foundation assets are depleted by distributions made consistent with its charitable mission.

B. Liquidity Requirements

Distribution Funding – The foundation will target one year cash reserve for distributions and operating expenses in the cash pool on a rolling one year basis. Beyond initial funding, the cash pool will be funded from the periodic and strategic liquidation of investments in the fixed income and equity components of the portfolio. It is anticipated that beneficiary distributions will range between \$10 million to \$14 million annually and that other cash needs for operating expenses and excise taxes will total approximately 2% of foundation assets annually.

The board has discretion to distribute foundation income and/or principal to the primary beneficiaries, but may also make distributions to other non-profit organizations consistent with the mission of the foundation. As a private foundation, it is required to distribute annually five percent of the foundation's net investment assets. It is anticipated that the \$10 million to \$14 million of targeted annual distributions will be substantially higher than those required by federal tax law.

Illiquid Investments - The board recognizes that some alternative strategies which are appropriate for the foundation have liquidity restrictions. However, the board does not want the foundation to make investments with expected lock up periods of more than one year. In 2015, the foundation portfolio does include private equity funds (managed by Flag & Pfingsten) transferred into the portfolio from the estate of Mr. Binger. Although these funds have undefined time horizons, they are expected to be fully liquidated within 6 years. Further, at this time such funds may be liquidated (if at all) only at deep discounts from their estimated fair market value. Consequently, the foundation is retaining the private equity funds until either maturity or a liquidation option that provides more adequate recovery of fair market value is available.

C. Legal & Regulatory

As noted in Section I above, the foundation is a Minnesota non-profit corporation governed by an independent board of directors. Investment activity is subject to the standards set forth in the Prudent Investor Act. Essentially, this Act requires that the board invest and manage the foundation portfolio as a prudent investor would, by considering the purposes, terms, distribution requirements and other circumstances of the foundation. In satisfying this standard, the board shall exercise reasonable care, skill and caution.

D. Taxes

The foundation is a Section 501(c)(3) non-profit corporation taxed as a private foundation for federal and state income tax purposes. Consequently, the foundation is subject to excise taxes on its net investment income and may be subject to additional taxes for failure to make minimum required distributions, for self-dealing transactions or other restricted activities. Such additional taxes are not expected to have a material impact on the portfolio or the investment strategy.

IV. Other Investment Guidelines

A. Strategic Portfolio Allocation

Section VI (at page 9) of this policy statement summarizes the target strategic asset allocation, together with the permissible allocation ranges for each asset class. The allocation is intended to achieve the board's long-term investment objectives for the foundation that are set forth in Sections I, II and III above.

B. Asset Class Considerations and Portfolio Construction

1. **Cash** – Cash reserves will be maintained to support operating expenses and near term distributions.
2. **Fixed Income** – These investments are intended to provide some current income and/or reduce portfolio volatility. Such investments may include corporate, U.S. government, foreign and high yield bonds, invested in separately managed accounts, mutual funds or exchange traded funds.
3. **Alternative Fixed Income Strategies** – We will engage absolute return and long/short fixed income managers with established high quality personnel, consistent and competitive risk-adjusted returns and stability of management style.
4. **Equity** - For actively managed equities (stocks) we will seek separately managed accounts or mutual funds with consistent, competitive risk-adjusted returns and stability of management style. For some equity components we may use exchange traded funds.
5. **Alternative Equity** – We will engage long/short equity managers with established high quality personnel, consistent and competitive risk-adjusted returns and stability of management style.
6. **Real estate** – We will engage active commercial real estate managers with established high quality personnel, consistent and competitive risk-adjusted returns and stability of management style. Such investments may include private placement or publicly traded funds. The manager is including real estate in the equity component of the portfolio.
7. **Commodities** – We will invest in commodity strategies intended to gain broad exposure to different types of commodities while managing the volatility of this asset class. Given the volatility of this asset class and the relatively short investment time horizon, the manager does not expect to include commodities in the portfolio unless there are major changes to the board's objectives and/or market conditions.

V. Performance Evaluation

A. Frequency

The portfolio performance shall be reviewed quarterly, while the investment policy, asset allocation and overall investment strategy shall be reviewed annually.

B. Performance Data

The quarterly reports shall include market value and trailing investment returns for each major component of the portfolio. The respective manager's performance shall be compared to relevant benchmark indices and a suitable peer universe. For some alternative investment strategies, reporting of investment performance may substantially lag that provided by long only investment solutions.

C. Manager Performance

Generally managers shall be given sufficient time (typically a full market cycle) to determine whether they meet the expectations established by the board and U.S. Bank as investment advisor. However, managers who substantially under perform their benchmarks or their peers for a full year may be placed under review if there is no reasonable explanation for the underperformance.

VI. Asset Allocation Summary

Total Foundation Assets ⁽¹⁾

74,000,000

Absolute Return Objective

4.5% Annually ⁽⁴⁾

Annual Standard Deviation ⁽²⁾

5.5% Annually ⁽⁵⁾

Investment Horizon ⁽³⁾

8 Years

Asset Class	Strategic Asset Allocation		
	Min	Target	Max
Cash or Cash Equivalents			
Money Market or Short Fixed Income		10%	
Total Cash	10%	10%	100%
Fixed Income			
Core Fixed Income		25%	
Floating Rate Bonds		10%	
High Yield Bonds		3%	
Foreign Bonds		2%	
Hedged Fixed Income		10%	
Total Fixed Income	30%	50%	80%
Equity			
U.S. Large Cap Equity		12%	
U.S. Mid Cap Equity		3%	
U.S. Small Cap Equity		2%	
Developed Foreign		8%	
Emerging Foreign		3%	
Private Equity		3%	
Hedged Equity		5%	
Real Estate		4%	
Total Equity	0%	40%	60%
Portfolio Total		100%	

Notes:

- ⁽¹⁾ The estimated total foundation portfolio of \$78 million includes all three primary investment pools: (a) short-term cash reserves; (b) fixed income portfolio; and (c) the equity market portfolio. Please note that the asset allocation, absolute return, standard deviation and time horizon parameters summarized on this page reflect only the diversified market component of the total foundation portfolio.
- ⁽²⁾ Standard deviation is a common measure of risk and represents the variability of returns around a mean (average) outcome. The higher the level of standard deviation, the more variability there is in the band of possible investment outcomes. Using this statistic as a measure of risk, two-thirds of the time the annual investment returns from the above asset allocation will be the absolute return target, plus or minus the standard deviation.

- (3) The eight year time horizon reflects the expectation that the diversified market portfolio will be depleted four years before the expected termination of the foundation in 2022.
- (4) As the foundation approaches anticipated termination in 2022, the expected return will decline as the portfolio is re-allocated toward fixed income and cash.
- (5) As the foundation approaches anticipated termination in 2022, the expected standard deviation will decline as the portfolio is re-allocated toward fixed income and cash.

VII. Board & U.S. Bank Approval

The current Board of Directors of the Robina Foundation and U.S. Bank (as investment agent) hereby approve of this investment policy statement, which we understand is based upon the objectives of the foundation set forth in its bylaws and relevant fiduciary investment standards.

Signed: _____

Kathleen A. Blatz

Printed Name/Title: _____

Kathleen Blatz, Chair

Dated: _____

September 1, 2015

Signed: _____

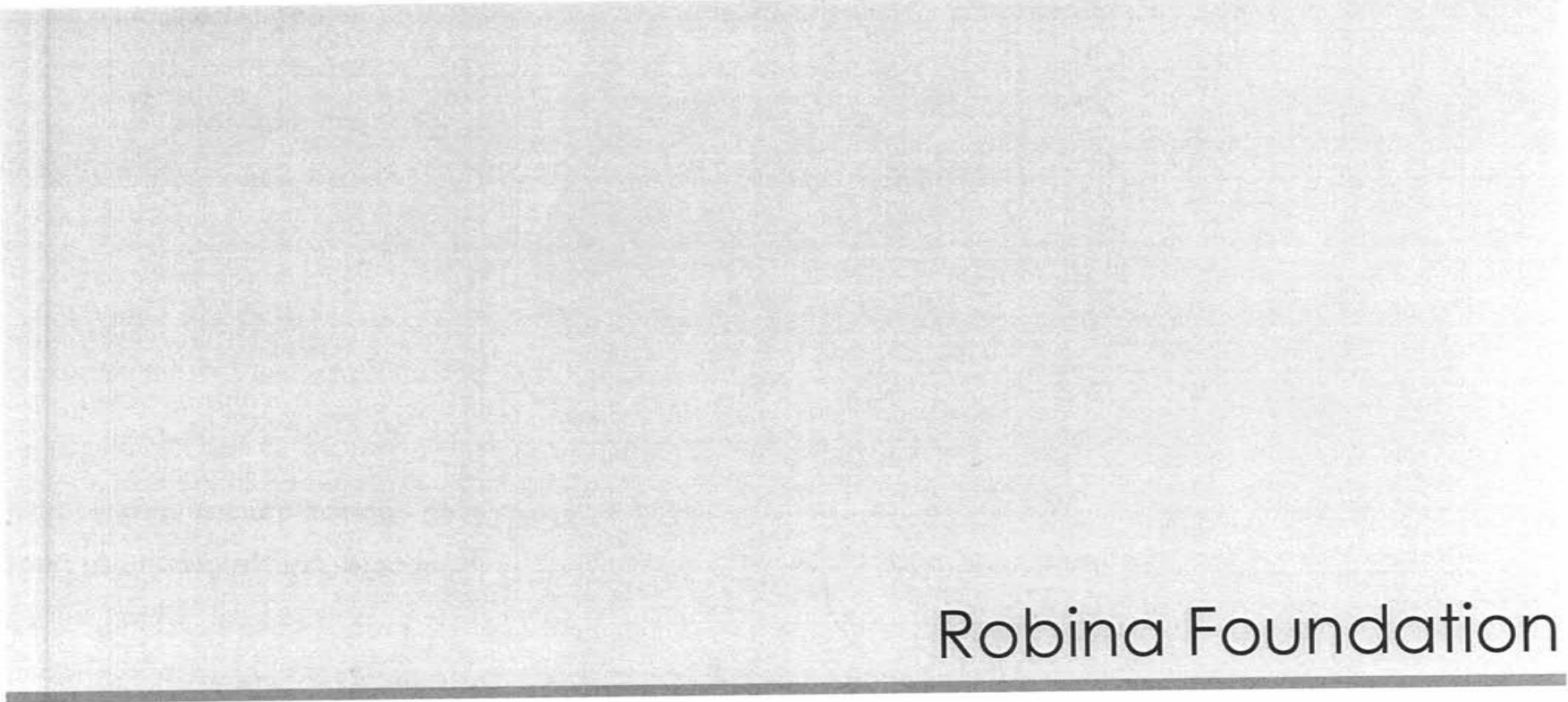
Jerry Anderson

Printed Name/Title: _____

Jerry Anderson, Senior Vice President

Dated: _____

September 10, 2016



Robina Foundation

Quarterly Financial Report - Q2, 2016

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

June 30, 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 \$63,437,327 on June 30, 2016.
2. Through the second quarter, fund performance of 2.34% was higher than the benchmark of 1.50%. Our performance exceeded the benchmark on an annualized basis for the 1 time period and fell below the benchmark for the 3 year period.

	3 Month	1 Year	3 Year	5 Year	From Inception
Portfolio	2.34	-1.19	3.15	3.78	3.27
Benchmark	1.50	-1.53	3.33		

Robina Foundation

3. Grants for the second quarter were \$1,000,000. Combined with a market return of \$1,579,474 and operating expenses of \$156,359, our total assets increased by \$423,115 during the second quarter.

	Q1	Q2	Q3	Q4	YTD
Beginning Balance:	\$68,168,845	\$63,014,212			\$68,168,845
Plus Earnings:	(\$107,258)	\$1,579,474			\$1,472,216
Less Grants:	(\$4,930,520)	(\$1,000,000)			(\$5,930,520)
Less Expenses:	(\$116,855)	(\$156,359)			(\$273,214)
Ending Balance:	\$63,014,212	\$63,437,327			\$63,437,327

4. Observations:

- * • The data is dated since much has occurred in the market in July and August.
 - US Bank will provide up-to-date data at the Board Meeting.
- * • In the second quarter, we have increased Fixed Assets by \$19,909,000 by selling Equities and Risk Assets. More divestment occurred in July and August.

Robina Foundation

Executive Financial Summary

	2015	2016		
	Qtr4	Qtr1	Qtr2	Qtr3
Cash	\$1,769,178	\$560,983	\$37,759,744	
Bonds	\$21,990,104	\$21,636,326	\$4,290,980	
Risk Assets	\$44,409,562	\$40,816,903	\$21,386,603	
Equities	\$24,968,438	\$24,567,339	\$4,727,563	
→ Other	\$19,441,125	\$16,249,564	\$16,659,040	
Grand Total	\$68,168,845	\$63,014,212	\$63,437,327	

Robina Foundation

Sources of Capital

	2015	2016			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
USBank Investments					
Cash					
USBank Cash/MM	\$1,584,752	\$393,412	\$37,648,524		
Bonds					
Global Bond Funds - Loomis Sayles	\$6,109,130	\$6,063,829	\$0		
USBank Credit Fund-Mainstay	\$6,067,218	\$6,128,297	\$0		
US Corporate Issues	\$3,971,227	\$5,733,473	\$3,026,925		
Non-US Corporate Issues	\$1,264,088	\$1,264,913	\$1,264,055		
NuVeen High Income Bond FD CL I	\$2,242,891	\$0	\$0		
Global Bond Funds - T Rowe Price Intl	\$1,433,170	\$1,545,814	\$0		
Bond Fund					
Oppenheimer Senior Floating Rate	\$902,381	\$900,000	\$0		
Bonds Total	\$21,990,104	\$21,636,326	\$4,290,980		

Robina Foundation

	2015	2016			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Equities					
US and Non-US					
Stock Funds	\$19,512,387	\$19,551,985	\$0		
Hedge					
Pointer Offshore Ltd ¹	\$4,220,841	\$3,841,047	\$3,935,952		
Private Equity					
Flag Venture Partners III LP	\$301,305	\$301,305	\$245,485		
Flag Venture Partners IV LP	\$597,488	\$536,586	\$423,158		
Pfingsten Partners III LP	\$336,416	\$336,416	\$122,968		
Private Equity Total ²	\$1,235,209	\$1,174,307	\$791,611		
Equities Total	\$24,968,438	\$24,567,339	\$4,727,563		

¹ Pointer will be sold by 06/30/2017

² Three PE Funds will be reduced as follows:

	2016	2017	2018
Flag III	245	0	0
Flag IV	453	0	0
Pfingston	123	123	123
Total	792	123	123

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	\$3,374,093		
GCA Credit Opportunities Offshore	\$4,874,083	\$4,956,011	\$5,082,095		
Marathon Credit Opportunity Fund Ltd	\$3,169,015	\$0	\$0		
Bond Hedge Funds Total	\$11,382,049	\$8,190,488	\$8,456,189		
Real Estate					
IDR Core Equity Re Strategy 2010	\$8,059,076	\$8,059,076	\$8,202,852		
Other Bonds, Real Estate, and Comm. Total³	\$19,441,125	\$16,249,564	\$16,659,040		
USBank Investments Total	\$67,984,419	\$62,846,641	\$63,326,107		

³ Expected Cash Conversion (Dec 31)

	2016	2017	2018
Gam	3,350	0	0
GCA	2,700	0	0
IDR	5,500	0	0

Robina Foundation

Asset Summary

	2015	2016			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
USBank Investments	\$67,984,419	\$62,846,641	\$63,326,107		
Robina Checking Account	\$184,426	\$167,571	\$111,220		
Grand Total	\$68,168,845	\$63,014,212	\$63,437,327		

Robina Foundation

Asset Allocation Report: 06/30/2016

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
USBank Cash/MM	\$37,648,524	59%		
USBank Checking	\$111,220	0%		
Cash Total	\$37,759,744	60%	\$3,171,866	5%
Fixed Income				
Bonds	\$4,290,980	7%		
Hedge Funds	\$8,456,189	13%		
Fixed Income Total	\$12,747,169	20%	\$38,062,396	60%
Risk Assets				
USBank Hedged and Private Equities	\$4,727,563	7%		
USBank Real Estate	\$8,202,852	13%		
Risk Assets Total	\$12,930,414	20%	\$22,203,064	35%
Grand Total	\$63,437,327	100%	\$63,437,327	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

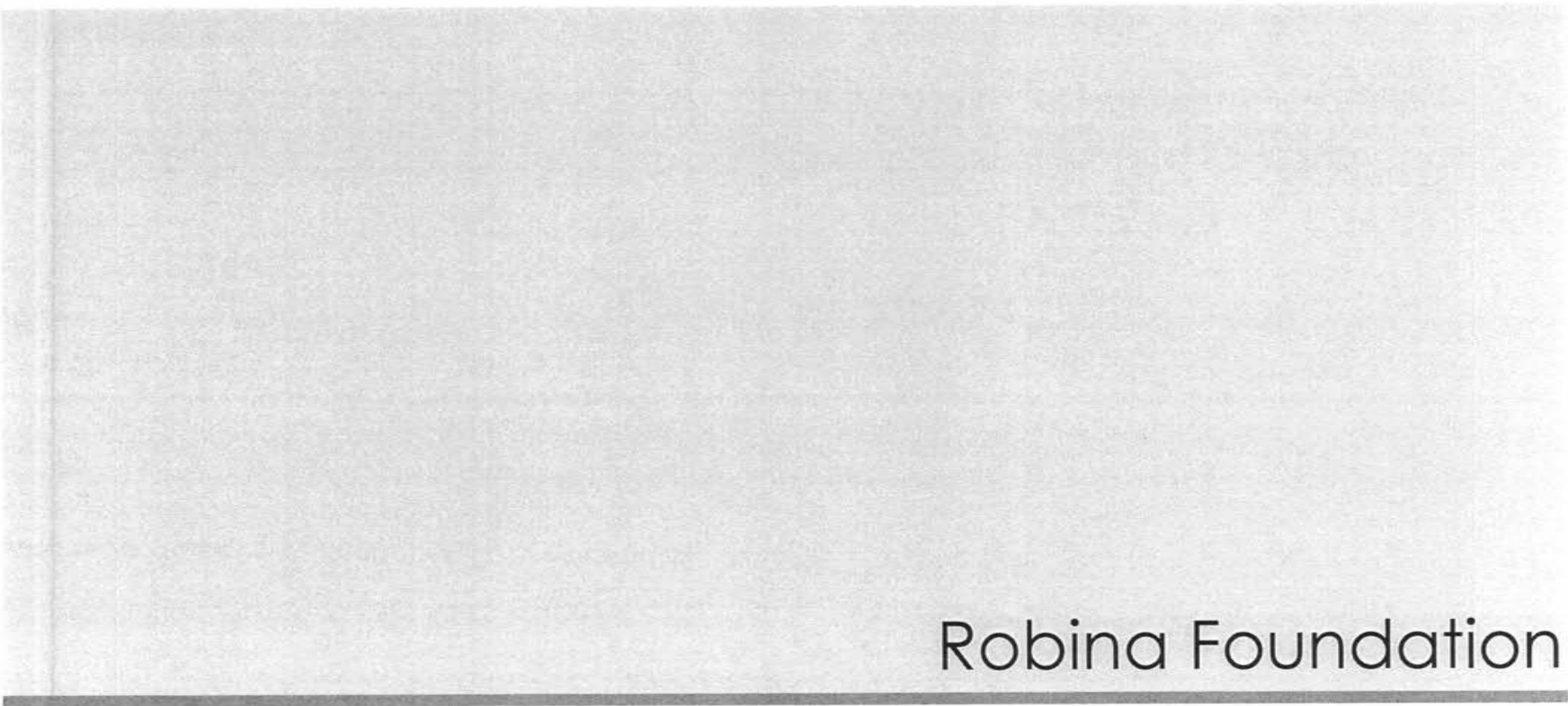
Long Term History and Projections

Grants Paid and Committed	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									\$500,000
ArtPlace Initiative										\$500,000
Revitalizing Communities through Arts and Culture										\$130,575
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
Outstanding Commitments					\$8,362,977	\$4,843,847	\$3,364,397	\$1,491,663	\$1,050,688	\$19,113,572
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	\$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	\$51,855,971	\$52,054,586	\$52,683,817	
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%	

USBank Performance Report - 06/30/2016

Selected Period Performance ROBINA FOUNDATION MGMT AGY Period Ending: 06/30/2016

Sector	Market Value	3 Months	Year to Date (6 Months)	1 Year	3 Years	5 Years	Inception to Date (109 Months)
Total Portfolio Gross of Fees	63,429,142						
Total Managed Portfolio	54,434,679	2.34	2.97	-1.19	3.15	3.78	3.27
<i>Robina Custom Benchmark</i>		<i>1.50</i>	<i>1.57</i>	<i>-1.53</i>	<i>3.33</i>		
Domestic Equity	49,034	3.14	4.89	3.27	11.18	11.24	
<i>Wilshire 5000 Index</i>		<i>2.84</i>	<i>3.69</i>	<i>1.64</i>	<i>10.71</i>	<i>11.36</i>	<i>5.87</i>
Hedged Equity	3,935,952	2.22	-6.29	-6.08	4.77	4.10	
<i>HFRI Equity Hedge Index</i>		<i>1.58</i>	<i>-.16</i>	<i>-4.78</i>	<i>3.13</i>	<i>2.31</i>	<i>1.83</i>
Developed Foreign	0	3.38	.63	-6.14	3.29	2.08	
<i>MSCI EAFE Index (Net)</i>		<i>-1.46</i>	<i>-4.42</i>	<i>-10.16</i>	<i>2.06</i>	<i>1.68</i>	<i>-.89</i>
Emerging Foreign	0	1.10	5.22	-13.01	-3.32	-2.22	
<i>MSCI EM Free Index (USD)</i>		<i>.66</i>	<i>6.41</i>	<i>-12.06</i>	<i>-1.56</i>	<i>-3.78</i>	<i>.25</i>
Domestic Fixed	3,067,051	2.28	3.95	-.05	1.86	2.13	
<i>BARC 1-3 Yr Gov/Cr</i>		<i>.67</i>	<i>1.65</i>	<i>1.59</i>	<i>1.22</i>	<i>1.10</i>	<i>2.54</i>
Hedged Fixed Income	5,756,189	1.71	2.76	-.87	1.93	3.34	
<i>HFRI Rel Val (Tot)</i>		<i>2.80</i>	<i>2.32</i>	<i>-.57</i>	<i>3.33</i>	<i>4.08</i>	<i>4.47</i>
Foreign Fixed Income	1,276,839	2.03	6.78	6.20	2.01	1.27	
Total Cash Equivalents	37,649,615	.02	.06	.16	.19	.19	.73
Pending Cash	2,700,000	.00	.00	.00	.00	.00	
<i>Citigroup 3 Mo T-Bill Index</i>		<i>.07</i>	<i>.12</i>	<i>.14</i>	<i>.07</i>	<i>.06</i>	<i>.55</i>
Non-Mgd Equity	8,202,852	.00	.00	5.99	11.39		
Non-Mgd Other	791,611	-2.06	-3.07	-24.89	-18.90		



Robina Foundation

Alternative Outlook Model C-10

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

August 2016

Robina Foundation

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Robina Foundation

Executive Summary

Three models (Base, Alt A, Alt B) were presented in Spring 2016. This is an additional model, Alt C, which reflects the current asset allocation of our portfolio. This model is driven by the conversion of Robina's assets to liquid, low-fixed fixed income securities, which allows the Robina Board to time funding based solely on programmatic needs rather than the liquidity of assets.

Assumptions

- 1) Earnings rate drops to 2.5% through 2022.
- 2) Portfolio will be 90% in liquid, low-risk Fixed Income securities by 12/31/2016, 95% by 12/31/2017, and 100% by 12/31/2018.
- 3) Operating costs consist of:
 - a) \$589,156 for rent, board and staff costs, legal and accounting fees, and taxes. For purposes of this model, this cost is held steady through 2022, although it may decline as a result of changes in operations.
 - b) \$210,279 for investment management fees in 2016 (35 bps). Expected to decline to 25 bps in 2017, and 15 bps thereafter. *Negotiate down*
- 4) Model Alt C includes the following new grants:
 - a) Council on Foreign Relations: \$6,320,000
 - (1) Six Franklin Williams Internships: \$1,320,000 in 2016
 - (2) The Council at 100 Campaign: \$1,666,667 in 2016, 2017, and 2018
 - b) Yale Law School: Human Rights Fellowship Initiative: \$14,000,000
 - (1) Silk Chair: \$3,000,000 in 2016
 - (2) Robina HR Endowment: \$10,000,000. Two grant scenarios - either:
 - (i) \$10,000,000 on day one, or (ii) \$10,000,000 spread over 3 years
 - (3) \$1,000,000 in 2019 if matched by an additional \$1,000,000 raised by Yale Law School
 - c) University of Minnesota Law School: Center for New Americans: \$25,000,000 in 2017

Robina Foundation

Revenue "Gap" - University of Minnesota Robina Center for New Americans

The revenue "gap" is defined as the difference in earned revenue, per fiscal year of grant recipient, compared to full payment on July 1, 2017.

1. In recent years, Robina has funded the operation of the program for each of the following U of M fiscal years:

Fiscal Year Ending	Amount
06/30/2015	\$1,022,587
06/30/2016	\$1,039,869
06/30/2017	\$1,057,361

2. There is only one grant scenario that will not result in a gap - the full \$25,000,000 is paid and becomes revenue of the grantee on 07/01/2017, assuming earnings of 5% each year and payout of 4.5%:

Fiscal Year Ending	Amount
06/30/2018	\$1,250,000
06/30/2019	\$1,256,520
06/30/2020	\$1,262,813

5%
#s

3. Therefore, annual revenues on the endowment will exceed current program costs from the first year (2018) and thereafter, so there is no revenue gap.

Robina Foundation

University of Minnesota Robina Center for New Americans UMF Fund 20043 Forecast - U OF M SOURCE DOCUMENT

Fiscal Year Ending	Principal	Contribution	5% Mkt Gain	4.5% Spendable	Support for Center
6/30/2017		\$25,000,000			
6/30/2018	\$25,125,000		\$1,250,000	\$1,125,000	(\$1,125,000)
6/30/2019	\$25,256,250		\$1,256,250	\$1,130,625	(\$1,125,000)
6/30/2020	\$25,394,063		\$1,262,813	\$1,136,531	(\$1,125,000)
6/30/2021	\$25,538,766		\$1,269,703	\$1,142,733	(\$1,125,000)
6/30/2022	\$25,690,704		\$1,276,938	\$1,149,244	(\$1,125,000)
6/30/2023	\$25,832,196		\$1,284,535	\$1,143,043	(\$1,143,043)
6/30/2024	\$25,974,398		\$1,291,610	\$1,149,408	(\$1,149,408)
6/30/2025	\$26,117,247		\$1,298,720	\$1,155,871	(\$1,155,871)
6/30/2026	\$26,260,729		\$1,305,862	\$1,162,380	(\$1,162,380)
6/30/2027	\$26,404,888		\$1,313,036	\$1,168,877	(\$1,168,877)
6/30/2028	\$26,549,828		\$1,320,244	\$1,175,305	(\$1,175,305)
6/30/2029	\$26,695,555		\$1,327,491	\$1,181,764	(\$1,181,764)
6/30/2030	\$26,842,079		\$1,334,778	\$1,188,254	(\$1,188,254)
6/30/2031	\$26,989,405		\$1,342,104	\$1,194,778	(\$1,194,778)
6/30/2032	\$27,137,539		\$1,349,470	\$1,201,336	(\$1,201,336)
6/30/2033	\$27,286,487		\$1,356,877	\$1,207,930	(\$1,207,930)
6/30/2034	\$27,436,252		\$1,364,324	\$1,214,560	(\$1,214,560)

Assumptions:

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

Robina Foundation

Revenue "Gap" - Yale Law School Human Rights Endowment

Annual revenue (hypothetical 5% return), adjusted by revenue recognition "phase-in", if \$10,000,000 grant is:

Fiscal Year Ending	Paid in Full (\$10,000,000) on July 1	Paid in annual installments of \$3,333,333 on July 1	Revenue "Gap"
6/30/2017	\$0	\$0	\$0
6/30/2018	\$500,000	\$166,667	\$333,333
6/30/2019	\$500,000	\$333,333	\$166,667
6/30/2020	\$500,000	\$500,000	\$0
Total Revenue "Gap"			\$500,000

Note: This does not include the funding shortfall created by the lagging cash receipts of the \$5,000,000 pledge of the Matching Rights Fund, which is:

Fiscal Year Ending	
6/30/2018	\$300,000
6/30/2019	\$250,000
6/30/2020	\$100,000
6/30/2021	\$50,000

Robina Foundation

Yale Law School Endowment Income and Payment Scenarios - YLS SOURCE DOCUMENT

	FY 2017 Income	FY 2018 Income	FY 2019 Income	FY 2020 Income	FY 2021 Income	FY 2022 Income
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 2017-2021 (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, 2017-2021 (\$2M/year)	\$0	\$100,000	\$200,000	\$300,000	\$400,000	\$500,000
- If paid over 3 years, 2017-2019 (\$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 \$1M, raised by 2019	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000
Robina added \$1M, 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
<i>Difference between endowment income and \$1M annual budget</i>	<i>\$888,000- \$925,000</i>	<i>\$300,000 - \$700,000</i>	<i>\$250,000 - \$550,000</i>	<i>\$100,000 - \$300,000</i>	<i>\$50,000 - \$150,000</i>	<i>\$0</i>

Robina Foundation

Executive Financial Summary

Base Model

University of Minnesota payment of \$25M on July 1 2017 and Yale University Law School payment of \$10M on the same date

	2016	2017	2018	2019	2020	2021	2022
Starting Value	\$68,168,845	\$51,780,134	\$12,512,184	\$8,852,667	\$5,979,886	\$4,480,569	\$3,996,707
Revenues	\$1,704,221	\$1,294,503	\$312,805	\$221,317	\$149,497	\$112,014	\$99,918
Expenses	-\$799,435	-\$718,606	-\$607,924	-\$602,435	-\$598,126	-\$595,877	-\$595,151
Grants	-\$17,293,497	-\$39,843,847	-\$3,364,397	-\$2,491,663	-\$1,050,688	\$0	\$0
Ending Value	\$51,780,134	\$12,512,184	\$8,852,667	\$5,979,886	\$4,480,569	\$3,996,707	\$3,501,473

Alternate Model

University of Minnesota payment of \$25M on July 1 2017, Yale University Law School payment of \$10M spread over 3 years (2017-2019), and funding of Yale University Law School Revenue "Gap"

	2016	2017	2018	2019	2020	2021	2022
Starting Value	\$68,168,845	\$51,780,134	\$19,178,851	\$12,009,334	\$5,710,734	\$4,205,093	\$3,714,756
Revenues	\$1,704,221	\$1,294,503	\$479,471	\$300,233	\$142,768	\$105,127	\$92,869
Expenses	-\$799,435	-\$718,606	-\$617,924	-\$607,170	-\$597,722	-\$595,464	-\$594,728
Grants	-\$17,293,497	-\$33,177,180	-\$7,031,063	-\$5,991,663	-\$1,050,688	\$0	\$0
Ending Value	\$51,780,134	\$19,178,851	\$12,009,334	\$5,710,734	\$4,205,093	\$3,714,756	\$3,212,897

Long Term Projections - Model Alt C-10 (Base)

	2015	2016	2017	2018	2019	2020	Grand Total
	Actual	Budget	Budget	Budget	Budget	Budget	2015-2020
Allina Health System/Abbott Northwestern	\$3,990,000	\$2,500,000	\$800,000				\$7,290,000
Life Course/Late Life Supportive Care	\$3,990,000	\$2,500,000	\$800,000				\$7,290,000
Council on Foreign Relations	\$3,510,402	\$5,259,220	\$1,666,667	\$1,666,667			\$12,102,956
Expanded Diversity Initiative in Foreign Policy	\$446,117	\$157,889					\$604,006
International Institutions and Global Governance (IIGG) Phase II	\$2,074,424	\$2,114,664					\$4,189,088
Expanded Diversity Initiative in Foreign Policy - Additional Activities	\$141,263						\$141,263
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	\$4,745,354	\$5,151,097	\$26,891,168	\$1,315,688	\$1,318,188	\$1,050,688	\$40,472,183
Institute on Criminal Law and Justice	\$1,771,752	\$1,639,451					\$3,411,203
Public Interest Scholars	\$813,736	\$1,074,188	\$726,688	\$1,074,188	\$1,076,688	\$809,188	\$5,574,676
Support Scholarships	\$250,000	\$250,000					\$500,000
Sentencing Law Program Enhancements (CL&CJ)	\$869,997	\$896,097	\$922,980				\$2,689,074
Center for New Americans	\$1,039,869	\$1,057,361	\$25,000,000				\$27,097,230
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
Revenue "Gap" Amount			\$0	\$0	\$0	\$0	\$0
Yale University	\$1,000,000	\$4,383,180	\$10,486,012	\$382,042	\$1,173,475	\$0	\$17,424,709
Yale Law School: Human Rights Fellowship Initiative Phase II	\$1,000,000	\$1,000,000					\$2,000,000
Gilder Lehrman Center		\$383,180	\$486,012	\$382,042	\$173,475		\$1,424,709
Binger Chair		\$3,000,000					\$3,000,000
Robina HR Endowment			\$10,000,000				\$10,000,000
Yale Law School					\$1,000,000		\$1,000,000
Revenue "Gap" Amount			\$0	\$0	\$0	\$0	\$0
Grand Total	\$13,245,756	\$17,293,497	\$39,843,847	\$3,364,397	\$2,491,663	\$1,050,688	\$77,289,848

Financial Outlook	2015	2016	2017	2018	2019	2020	2021	2022
Beginning Year Net Assets	\$82,796,457	\$68,168,845	\$51,780,134	\$12,512,184	\$8,852,667	\$5,979,886	\$4,480,569	\$3,996,707
Plus Revenues	-\$777,910	\$1,704,221	\$1,294,503	\$312,805	\$221,317	\$149,497	\$112,014	\$99,918
Less Expenses	-\$603,946	-\$799,435	-\$718,606	-\$607,924	-\$602,435	-\$598,126	-\$595,877	-\$595,151
Operating Expenses		-\$589,156	-\$589,156	-\$589,156	-\$589,156	-\$589,156	-\$589,156	-\$589,156
Investment Management		-\$210,279	-\$129,450	-\$18,768	-\$13,279	-\$8,970	-\$6,721	-\$5,995
Less Grants Paid	-\$13,245,756	-\$17,293,497	-\$39,843,847	-\$3,364,397	-\$2,491,663	-\$1,050,688	\$0	\$0
Year End Net Assets	\$68,168,845	\$51,780,134	\$12,512,184	\$8,852,667	\$5,979,886	\$4,480,569	\$3,996,707	\$3,501,473
Return Assumptions		2016	2017	2018	2019	2020	2021	2022
Asset Allocation								
Market Portfolio		10.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fixed Income		90.0%	95.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Total Portfolio Expected Return		2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

Long Term Projections - Model Alt C-10 (Alternate)

	2015	2016	2017	2018	2019	2020	Grand Total
	Actual	Budget	Budget	Budget	Budget	Budget	2015-2020
Allina Health System/Abbott Northwestern	\$3,990,000	\$2,500,000	\$800,000				\$7,290,000
Life Course/Late Life Supportive Care	\$3,990,000	\$2,500,000	\$800,000				\$7,290,000
Council on Foreign Relations	\$3,510,402	\$5,259,220	\$1,666,667	\$1,666,667			\$12,102,956
Expanded Diversity Initiative in Foreign Policy	\$446,117	\$157,889					\$604,006
International Institutions and Global Governance (IIGG) Phase II	\$2,074,424	\$2,114,664					\$4,189,088
Expanded Diversity Initiative in Foreign Policy - Additional Activities	\$141,263						\$141,263
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	\$4,745,354	\$5,151,097	\$26,891,168	\$1,315,688	\$1,318,188	\$1,050,688	\$40,472,183
Institute on Criminal Law and Justice	\$1,771,752	\$1,639,451					\$3,411,203
Public Interest Scholars	\$813,736	\$1,074,188	\$726,688	\$1,074,188	\$1,076,688	\$809,188	\$5,574,676
Support Scholarships	\$250,000	\$250,000					\$500,000
Sentencing Law Program Enhancements (CL&CJ)	\$869,997	\$896,097	\$922,980				\$2,689,074
Center for New Americans	\$1,039,869	\$1,057,361	\$25,000,000				\$27,097,230
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
Revenue "Gap" Amount			\$0	\$0	\$0	\$0	\$0
Yale University	\$1,000,000	\$4,383,180	\$3,819,345	\$4,048,708	\$4,673,475	\$0	\$17,924,709
Yale Law School: Human Rights Fellowship Initiative Phase II	\$1,000,000	\$1,000,000					\$2,000,000
Gilder Lehrman Center		\$383,180	\$486,012	\$382,042	\$173,475		\$1,424,709
Binger Chair		\$3,000,000					\$3,000,000
Robina HR Endowment			\$3,333,333	\$3,333,333	\$3,333,333		\$10,000,000
Yale Law School					\$1,000,000		\$1,000,000
Revenue "Gap" Amount			\$0	\$333,333	\$166,667	\$0	\$500,000
Grand Total	\$13,245,756	\$17,293,497	\$33,177,180	\$7,031,063	\$5,991,663	\$1,050,688	\$77,789,848

	2015	2016	2017	2018	2019	2020	2021	2022
Financial Outlook								
Beginning Year Net Assets	\$82,796,457	\$68,168,845	\$51,780,134	\$19,178,851	\$12,009,334	\$5,710,734	\$4,205,093	\$3,714,756
Plus Revenues	-\$777,910	\$1,704,221	\$1,294,503	\$479,471	\$300,233	\$142,768	\$105,127	\$92,869
Less Expenses	-\$603,946	-\$799,435	-\$718,606	-\$617,924	-\$607,170	-\$597,722	-\$595,464	-\$594,728
Operating Expenses		-\$589,156	-\$589,156	-\$589,156	-\$589,156	-\$589,156	-\$589,156	-\$589,156
Investment Management		-\$210,279	-\$129,450	-\$28,768	-\$18,014	-\$8,566	-\$6,308	-\$5,572
Less Grants Paid	-\$13,245,756	-\$17,293,497	-\$33,177,180	-\$7,031,063	-\$5,991,663	-\$1,050,688	\$0	\$0
Year End Net Assets	\$68,168,845	\$51,780,134	\$19,178,851	\$12,009,334	\$5,710,734	\$4,205,093	\$3,714,756	\$3,212,897
Return Assumptions		2016	2017	2018	2019	2020	2021	2022
Asset Allocation								
Market Portfolio		10.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fixed Income		90.0%	95.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Total Portfolio Expected Return		2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

Robina Foundation

What If...?

We paid U of M and Yale earlier (now) rather than July 1, 2017, but a reduced grant amount? Say, \$23,000,000 for the U of M, and \$9,000,000 for Yale (*note: these figures are totally arbitrary*).

Then...

- U of M

- $\$23,000,000 \times .05 \times 10 \text{ months} = \$957,950$ additional revenue for September 1, 2016 to June 30, 2017
- Current revenue forecast is $\$25,000,000 \times .05 = \$1,250,000$, but annual spending is only \$1,057,361
- 2017 ○ $\$23,957,950 \times .05 = \$1,197,897$ expected earnings
- $\$1,197,897 \text{ expected earnings} - \$1,057,361 \text{ expected spending} = \$140,536 \text{ excess funding}$

- Yale

- $\$9,000,000 \times .05 \times 10 \text{ months} = \$373,500$ additional revenue for September 1, 2016 to June 30, 2017
- Current revenue forecast is $\$10,000,000 \times .05 = \$500,000$, the same as annual spending
- $\$9,373,500 \times .05 = \$468,775$ expected earnings
- $\$468,775 \text{ expected earnings} - \$500,000 \text{ expected spending} = \$31,225 \text{ funding shortfall}$

**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
06/30/16	63,437,327	102,991,315	19,113,571 (1)

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

\$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*;

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	\$111,220	
USbank Investment	62,846,641	63,326,107	
Total	\$63,014,212	\$63,437,327	


[VISION + LEADERSHIP \(/NEWS/VISION-LEADERSHIP/\)](#)

Garry Jenkins named new U of M Law School Dean

May 12, 2016



An experienced, collaborative leader, Garry W. Jenkins will be the next dean of the University of Minnesota Law School, effective July 31, 2016, and pending approval by the Board of Regents in June.

Jenkins comes to Minnesota from The Ohio State University where he served as associate dean for academic affairs and the John C. Elam/Vorys Sater Professor of Law at the Moritz College of Law.

"Garry brings to the Law School extensive experience as a scholar of law and philanthropy, administrator at a public law school, and a foundation executive," said Karen Hanson, executive vice president and provost. "His breadth of experience, strategic acumen, and collaborative leadership style will position the Law School for well for the future."

As dean, Jenkins will be chief executive officer and chief academic officer of the Law School, which is ranked as one of the top public law schools in the country. He will provide strategic and intellectual leadership and administrative oversight for the school and work to maintain and enhance the school's stature. Jenkins will also collaborate with other deans to advance the broader educational mission of the University.

"I am honored and thrilled to have been chosen by Provost Hanson to serve as dean," Jenkins said. "I have long admired the Law School, and am eagerly looking forward to

working with its extraordinary faculty, staff, students, and alumni. For over 128 years, the University of Minnesota Law School has provided a superior legal education with a

<http://discover.umn.edu/news/vision-leadership/garry-jenkins-named-new-u-m-law-school-dean>



Garry W. Jenkins will be the next dean of the University of Minnesota Law School, effective July 31, 2016, and pending approval by the Board of Regents in June.

Photo Credit: The Ohio State University

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rigorous blend of theory and practice, and has a proven track record of producing outstanding lawyers and leaders. I am so grateful for this opportunity, and I am excited to see what we can achieve together."

A specialist in law and philanthropy, corporate governance, and leadership studies, Jenkins co-founded the Program on Law and Leadership, a multifaceted education and development initiative to advance the theory and practice of leadership among lawyers. Prior to joining the Ohio State faculty in 2004, Jenkins was chief operating officer and general counsel of the Goldman Sachs Foundation—responsible for domestic and international grant-making programs, communications, finance, legal affairs, and investment management for one of the country's largest corporate foundations. Earlier, he was an attorney with the New York law firm of Simpson Thacher & Bartlett, where he counseled public charities and private foundations as well as private investment funds.

As associate dean of the Ohio State law school, he had primary oversight of academic programs and policy, curriculum, communications, and other key areas and collaborated to help shape and implement a strategic plan, advance fundraising, and support diversity and inclusion. An energetic, creative, and collaborative leader and consensus builder, Jenkins worked as part of an entrepreneurial team to advance the school in the increasingly challenging environment for law schools and public higher education. He also led the law school's efforts to implement significant curricular reforms and innovations, develop new co-curricular programs, and revitalize branding.

"During his twelve years at Moritz, and eight years as an associate dean, Garry has made an indelible impact on Ohio State," said Alan C. Michaels, dean and Edwin M. Cooperman Chair in Law at Ohio State. "His leadership, creativity, and counsel in his administrative role have been of the highest order, and our community has been privileged to benefit from his talent and dedication. The College's influential Program on Law and Leadership, our robust and consistently refreshed curriculum, and our strong external communications team are just some of the areas that would not have reached current heights without Garry's leadership. At the same time, Garry has established himself as a leading scholar in the rapidly changing field of nonprofits and philanthropy. With his passion for excellence in research and teaching and his great judgment, he will make an outstanding dean. All of us at the College of Law wish him the very best in his new position, and I personally look forward to working with him as a Big Ten colleague."

Jenkins earned his J.D. from Harvard University Law School, where he was editor-in-chief of the Harvard Civil Rights-Civil Liberties Law Review, and he went on to clerk for Judge Timothy Lewis on the U.S. Court of Appeals for the Third Circuit. He also earned an M.P.P. from the Kennedy School of Government at Harvard University, and his B.A. is in political science, from Haverford College. He currently sits on the governing boards of Haverford College and the American Civil Liberties Union of Ohio as well as the advisory board of the National Center on Philanthropy and Law at New York University School of Law.

Law School Professor Joan Howland and Humphrey School of Public Affairs Dean Eric Schwartz co-chaired the national search to replace David Wippman, who will be the next president of Hamilton College (New York).

YOU MIGHT ALSO LIKE

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[U of M Prof. Mark Kappelhoff Appointed Judge in Minnesota's 4th District \(/news/business-law/prof-mark-kappelhoff-appointed-judge-minnesotas-fourth-district\)](#)

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August 16, 2016

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

Dear Kathleen and Penny,

I am pleased to present our year three report on the Center for New Americans.

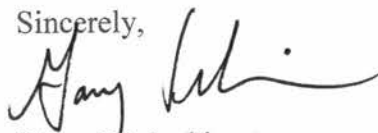
The report has three parts. Part 1 is a broad overview of our progress. Part 2 highlights how the Center and our partners responded to the recent Central American refugee crisis and related trends in immigration enforcement, then details the progress of the Federal Litigation Clinic, the Detainee Rights Clinic, and our Outreach and Education Program. Part 3 discusses how political developments and the Central American refugee crisis will likely continue to shape our work, and summarizes some goals and new initiatives for the coming year.

The report includes four appendices with supplemental information about Center personnel, press coverage and publicity about our work, a summary of outreach activities, and the budget summary.

We hope that you will agree that the Center's unique collaborative model continues to yield results surpassing our expectations. We met or exceeded virtually all of our year three benchmarks. Working together with our partners we have achieved transformative changes in the law affecting thousands of immigrants and refugees. We have also transformed the lives of many students, and we could not be prouder of them. Our shared accomplishments have attracted wide attention again, including coverage in the *The New Yorker*, and we are well on our way to creating the finest immigration clinical program in the country.

With the support of the foundation and our partners the Center will continue to build upon remarkable achievements we have made in our first three years. We look forward to discussing the report with you and the rest of the board when we meet on August 30th.

Sincerely,



Garry W. Jenkins
Dean and William S. Pattee Professor of Law



Center for New Americans ANNUAL REPORT – YEAR THREE

PART 1 | OVERVIEW

The Center for New Americans is proud to report another year of outstanding progress. Together with our law firm and non-profit partners, we again drove transformative change in U.S. law benefitting thousands of immigrants and refugees. We gave our students life-changing educational opportunities only available at this Law School.

We exceeded virtually all benchmarks for progress set out in our pilot proposal.

- **Building the Center.** The Federal Litigation and Detainee Rights Clinics completed a second full academic year. We developed more externships and won faculty approval for the Law School's new immigration law concentration. To date, the Center has quintupled the number of immigration-related experiential learning opportunities offered, from 10 to 50.
- **Federal Immigration Litigation.** Law students led impact litigation to expand asylum for Central Americans, restore proportionality to our deportation laws, and end the unconstitutional detention of immigrants. With our partners we handled 26 matters before federal courts, completed 14 cases, and succeeded in 9 (57%).
- **Detainee Rights.** Together we expanded representation to immigrant detainees in 48 bond hearings and won relief in 30 (63%). We provided merits representation in 36 matters, completed 27, and succeeded in 17 (63%). Our students gave over 200 detainees legal screenings, advice, and high-quality educational materials.
- **Education and Outreach.** We further widened our network of university, community and national allies. Center faculty, students, and partners trained over 800 lawyers to provide pro bono service to immigrants, and together we educated over 2000 noncitizens about their legal rights.

Over 40 lawyers from our partner organizations helped the Center represent immigrants in year three. The law-firm partners—Faegre Baker Daniels; Dorsey & Whitney; and Robins Kaplan—have contributed over 4,500 pro bono hours to Center matters since our launch, a matching investment that now exceeds \$1.7 million.

PART 2 | DETAILS OF PROGRESS

PERSISTING TREND: THE CENTRAL AMERICAN REFUGEE CRISIS

The Central American refugee crisis intensified in year three and continues to reshape our near-term priorities.

As related in prior reports, the Department of Homeland Security (DHS) has detained tens of thousands of Central American families and unaccompanied children as they arrive at our southern border. The Obama administration made deporting them a top enforcement priority when the surge peaked in 2014. Thousands were later released on bond or to family members. Hundreds relocated to Minnesota but were kept on a fast-moving “priority docket” at our already overburdened immigration court. Indigent Central Americans inundated our non-profit partners with calls for help.

We adapted and joined our partners to deploy a collaborative pro bono project that coordinates free screenings for all Central Americans at their first immigration court hearing. A year ago the project had provided merits representation to over 100 individuals with the strongest cases. The number of Central Americans DHS apprehended at the border dipped somewhat in 2015, but it has spiked again in 2016. In year three, our joint project screened hundreds more people, gave merits representation to 191, completed 45 of the merits cases and won relief in 41 (91%).

Most Central Americans we screen face special obstacles related to language, culture, past trauma, and age, making it difficult for them to win relief in immigration court without counsel. The court is under pressure to complete cases fast, it lacks reliable interpreters in indigenous languages, and the legal tests Central Americans must satisfy to win gang or gender-related asylum claims are notoriously difficult even for lawyers to understand. Also, the local immigration court lost one of its three judges to retirement four months ago and no replacement has been named yet. Together, these problems deprive many Central Americans—especially unaccompanied children—of due process in their hearings.

* [We anticipate that the Central American representation project will be needed for at least another year and probably longer absent a major change in federal policy. To keep the project going in years three and four of our pilot we told our non-profit partners they may again redirect some resources Robina provided for representing detainees to help Central Americans.

Meanwhile, changes to DHS enforcement priorities continue to at least temporarily reduce the number of immigrants detained in Minnesota. When the administration prioritized deporting Central Americans in 2014, it also ordered DHS to focus its other enforcement resources more narrowly on immigrants with significant criminal records. While DHS detains fewer in Minnesota right now,

those in custody have more challenging cases due to criminal convictions. The Detainee Rights Clinic is well suited to handle harder cases, but they are more time and resource intensive. Overall, the Center and our partners are still expanding representation for detainees in Minnesota, but the rate of that progress remains somewhat lower than our original benchmarks given the competing demands of the Central American docket and DHS's altered enforcement priorities.

FEDERAL IMMIGRATION LITIGATION CLINIC

The Center for New Americans seeks to transform our immigration laws through collaborative impact litigation in federal courts. In year three we coordinated with local partners and national allies to protect more Central American refugees. We followed our Supreme Court victory in *Mellouli v. Lynch* (the 2015 case that reached the U.S. Supreme Court) with new cases aimed to restore proportionality to U.S. deportation statutes. Our first *habeas corpus* victory drew national media attention to flaws in the immigration detention system, and served as the foundation for a larger-scale effort to end arbitrary incarceration of refugees.

Federal Immigration Litigation Clinic | Progress on benchmarks

Year Three Benchmarks	Status
Set litigation priorities with partners	Completed. Our advisory committee kept 5 priorities for year three: • Expanding asylum protection for victims of persecution • Protecting the rights and liberty of noncitizens in deportation proceedings • Securing the rights of immigrant and refugee children • Countering arbitrary agency action and delays • Protecting family unity
Increase annual number of appellate and district court matters handled from baseline of 8 to 24	Exceeded. The Center and our partners handled 26 litigation matters, completed 14, and succeeded in 8 (57%): • 1 case at U.S. Supreme Court ▪ 1 win (via settlement with U.S. Solicitor General) • 5 petitions for rehearing at U.S. Courts of Appeals: ▪ 2 wins / 1 pending / 2 losses • 11 petitions for review in U.S. Courts of Appeals: ▪ 1 win / 8 pending / 2 losses ▪ 4 with amicus support • 3 cases in U.S. District Courts: ▪ 1 win / 1 pending (with partial win) / 1 draw • 4 cases at Board of Immigration Appeals (BIA): ▪ 2 wins / 1 pending / 1 loss • 4 amicus curiae briefs: ▪ 2 at U.S. Courts of Appeals / 1 at BIA / 1 at MN Sup. Court ▪ 1 win / 2 pending / 1 loss

Enroll 12-16 students in clinic or with partner organizations	Completed. The clinic completed its second full year in 2015-16. We enrolled eight students and six student directors. In addition we had two full-time summer student directors, for an overall total of 16. Student reviews were enthusiastic. All six of our 2L students from 2015-16 applied to return as 3L student directors in 2016-17, and the clinic is fully enrolled for 2016-17 with a waiting list.
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Federal Immigration Litigation Clinic | Year-three highlights and results

- Comprehensive advocacy for Central American refugees. As the Central American refugee crisis intensified we stepped up our responses at all levels. We continued to convene monthly calls of the Asylum Litigation Working Group, a national network of leading asylum advocates from law clinics and NGOs. Here are just some examples of our work.
 - Locally, students led by MMLA attorney Rebecca Scholtz and teaching fellow Julia Decker addressed systemic due process problems at our immigration court. We documented consistent deficiencies in the court's conduct of deportation hearings, including poor interpretation for Guatemalan asylum seekers who speak indigenous languages. We delivered our findings to the Office of the Chief Immigration Judge in Washington D.C. with a request for reform. In March our students led a best-practices forum that taught over 30 local pro bono lawyers strategies to address interpretation problems and how to develop a robust record of due process violations in immigration court that our clinic may use in later impact appeals.
 - In coordination with the ACLU, our students served as observers at the local immigration court to document the deportation hearings of unaccompanied Central American children who do not have lawyers. Our students' reports were the basis for a declaration the ACLU used in its nationwide class action lawsuit demanding appointed counsel for all unaccompanied children.
 - In April, law student Anne Dutton ('16) argued the most watched asylum appeal in the nation before a three-judge panel of the Ninth Circuit in Seattle. (Appendix B, 7). Our case challenges a U.S. policy that denies asylum to most victims of gang persecution, even young children recruited into gangs by extreme violence. National allies from Harvard, UNLV, and Karen Musalo's Center for Gender and Refugee Studies in San Francisco supported us with amicus briefs. A decision is expected soon.
 - At the Eighth Circuit, clinic students Kristen Hathaway ('17), Shannon Jankowski ('17), and Anton Brown ('16), briefed the asylum appeal of a Honduran woman who was sexually and physically abused by her domestic partner when she was a pregnant minor. We ask the Eighth Circuit to apply the landmark Board of Immigration Appeals precedent, *Matter of A-R-C-G-*, that we helped win in 2014. *A-R-C-G-* was the first national precedent to recognize domestic violence as a basis for asylum, and we argue the case should cover more Central American women like our client. Students will argue the appeal sometime this fall, most likely at a special oral argument session the Eighth Circuit will hold at the Law School on October 20, 2016.

- Collaborative impact litigation for detained immigrants. Last year students with the Detainee Rights and Federal Litigation clinics joined Dorsey & Whitney to stop the deportation of former child soldier Nelson Kargbo. DHS conceded Nelson would likely be tortured in his birth country, Sierra Leone, and the immigration judge ordered he ~~could not~~ could not be sent there. Nelson had no status in any other country, yet DHS said it would continue to detain him. ACLU then joined our team to challenge the DHS policy in our first habeas corpus suit in U.S. District Court. Last October, the Court found Nelson's individual detention unjustified and DHS quickly freed him after over two-years in immigration custody. We waged a successful local media campaign that resulted in a December *New Yorker* article about Nelson's case. (Appendix B, 12-14). However, DHS continued to detain similarly situated refugees. In April we filed the Center's first class action lawsuit asking the District Court to end the practice. (Appendix B, 15-16). DHS released our lead clients and others detainees in order to moot out our lawsuit, but the ACLU and Dorsey are committed to bringing new litigation with the Center until the DHS policy is stopped once and for all.

- Restoring fairness to criminal-deportation laws. Another priority is to roll back the federal government's overreaching interpretations of criminal-deportation statutes. In October we cemented our victory in *Mellouli v. Lynch* by forcing the government to settle an extraordinary second-round appeal that had returned the case to the U.S. Supreme Court. This increased the impact of our initial win by forcing the government to apply the broadest interpretation of *Mellouli* to all immigrants with minor drug convictions nationwide. It also cleared the way for Moones Mellouli to finally return to the United States in March. (Appendix B, 17-25). Similarly, clinic students are now coordinating the Eighth Circuit appeals of three long-term immigrants who were each ordered deported for state criminal convictions an immigration judge ruled "crimes of violence" under federal law. We argue the federal law is unconstitutional and misapplied to many state crimes that encompass non-violent conduct. For example, the client in our lead case was a refugee and U.S. resident for over 30 years but suffers from mental illness. He pleaded guilty to burglary in Minnesota after reentering an unoccupied apartment, without any violence, using his old key, and intending to gather his own belonging following eviction. The National Immigration Project in Boston is supporting us as amicus curiae.

DETAINEE RIGHTS CLINIC

The Detainee Rights Clinic defends indigent noncitizens in immigration court after they are incarcerated by the DHS. Law students work with our partners to increase representation, expand earlier access to legal advice, and advocate for better conditions on behalf of immigrant detainees.

Detainee Rights Clinic | Progress on benchmarks

Year Three Benchmarks	Status
Increase number of detainees represented in bond hearings to 50	Substantial progress. The Center and its partners represented clients in a collective total of 48 bond hearings, and achieved a positive outcome in 30 (63%) by winning a substantial bond reduction or release of the client either with or without supervision.
Increase number of detainees who receive merits representation to 60	Substantial progress. The Center and our partners provided merits representation to detained immigrants in Minnesota in a total of 37 matters, completed 27, and succeeded in 17 (63%). In addition to the above merits representation in Minnesota, Center faculty and law students also helped 14 Central American families detained in Dilley, Texas. Of the 14 families, 7 won relief (50%), 1 lost, and 6 matters are still pending.
Enroll 12-16 students in clinic or with partner organizations	Completed. The clinic completed its second full year in 2015-16. During the academic year we enrolled five new students, three student directors, and supervised five students in special detention-related externships with our partner, the Immigrant Law Center of Minnesota, and the National Immigrant Justice Center in Chicago. In addition, we had two full-time summer student directors, for an overall total of 15. Student reviews were enthusiastic. Three of our four 2L students from 2015-16 will return as 3L student directors in 2016-17, and the clinic is fully enrolled for 2016-17 with a waiting list. Linus Chan won the Law School's Stanley V. Kinyon Clinical Teacher of the Year Award for 2015-16.

Detainee Rights Clinic | Year-three highlights and results

- Enhanced detainee screening, legal advice, and pro se materials. The Center further developed the Legal Orientation Program (LOP), which gave know-your-rights presentations, early screenings, and high-quality educational materials to detainees on-site at county jails. For the second year, Linus Chan also coordinated our state-wide detention project that enlists partners and other law school clinics to screen detainees each week at the time of initial immigration court hearings. Through these programs the Center's students served well over 200 detainees in year three. Our students also built a new database that tracks rates of representation, case duration and outcomes, as well as the nationality and specific criminal convictions of all detainees we will screen in year 4.

- **Focused advocacy for detained Central Americans.** In January, adjunct clinical professor Rebecca Scholtz of Mid-Minnesota Legal Aid and teaching fellow Kate Evans supervised Nadia Anguiano-Wehde ('17), John Bruning ('17), Andrea Crumrine ('16), Alexandra De Leon ('16), and Mary Georgevich ('18) on a week-long public service trip to the federal government's largest family detention facility in Dilley, Texas. The team provided representation to 14 Central American families seeking asylum (more than 120 individuals). The team filed emergency motions to halt the imminent deportation of several families arrested by DHS in high-profile raids across the country. Separately, Linus Chan and a team of attorneys from Dorsey & Whitney developed a proposal for amendments to federal asylum rules that would give thousands of Central American refugees a right to apply for asylum in a non-adversarial setting. The American Bar Association submitted the proposal to the Obama administration as one option to reduce inhumane detention and immigration court backlogs.
- **Investigating DHS's detainee risk assessment program.** In February, Dorsey & Whitney joined Center faculty and a leading immigration scholar at the University of Maryland in our first Freedom of Information Act lawsuit. The suit in U.S. District Court demands that the DHS provide us records it has thus far refused to make public regarding a risk-assessment computer program the agency uses to automate immigration custody and bond decisions. Similar risk assessment tools in other contexts have proven error-ridden, and this raises serious due process concerns. The litigation is ongoing and has already forced the DHS to make significant initial disclosures that our team is studying. We are planning eventual publications that will analyze the program and call public attention to it.

EDUCATION AND OUTREACH PROGRAM

The Education and Outreach Program teaches noncitizens about their legal rights and informs the wider community about issues of immigration policy. The Program also trains lawyers to provide high-quality pro bono services to New Americans. In year three Deepinder Mayell, Kjerstin Yager, and Center faculty grew our network of university, community, and national allies. The Center engaged students, partners, and allies in a numerous successful initiatives.

Education and Outreach Program | Progress on benchmarks

Year Three Benchmarks	Status
Fully establish network of University and Community allies	Completed. Examples of our many <u>allies</u> include: <i>defenition?</i> Law School – Institute on Metropolitan Opportunity, Human Rights Center, Minnesota Justice Foundation, Asylum Law Project, Tax Clinic, Child Advocacy Clinic, Civil Clinic, Career Center, Robina Institute. University-wide – School of Social Work, College of Liberal Arts, Humphrey School of Public Affairs, Immigration History and Resource Center, Medical School (forensic psychiatry), Community-University Health Center, Center for Integrative Leadership, Office of Student Engagement, Student Learning Center, Urban Research Outreach and Engagement Center, Latin American Studies Dept., History Dept., Chicano Studies Dept. Community – African Development Center, Somali Success School, Karen Org. of MN, ISAIAH, NAVIGATE MN, Greater Minneapolis Council of Churches, International Institute of Minnesota, Lutheran Immigration and Refugee Service, Interfaith Immigration Coalition, Metro Behavior Health Center, Minnesota Coalition Against Sexual Assault, Minneapolis Public Schools Adult Education Program, Catholic Charities, Parents in Community Action, and the Tubman Center, Comunidades Latinas Unidas En Servicio (CLUES), Consulate of Mexico, Oromo Community of Minnesota, Karen Organization of Minnesota, Confederation of Somali Community in Minnesota.
Fully implement educational and outreach programs and materials for noncitizens	Completed. With Deepinder Mayell's arrival and Kjerstin Yager's promotion, we expanded the Center's capacity to place students in <u>immigration externships</u> with partners and allies. Our three screening and education programs for detained immigrants and Central American refugees engaged law students in service to nearly 400 individuals, while our Translation and Interpretation Project (TIPs) served immigrants over <u>115</u> times. Frank DiPietro's new joint fellowship with the Center and the Tax Clinic brought <u>tax-related education to over 1000 people in various immigrant communities</u>. In all, our education and outreach work reached over 2000 people. (See appendix C for additional details).
Fully implement educational and outreach programs and materials for pro bono lawyers	Completed. The Center and our partners organized and co-hosted multiple events for lawyers at the Law School on asylum law, criminal-detention issues, and other topics. Together with off-site events we again educated more than 800 lawyers and law students for public service to immigrants. (See appendix C for additional details)

Education and Outreach Program | Year-three highlights and initiatives

- **New student-led immigration law conference.** In year three the Center launched a new full-day, student-taught immigration law conference to educate area lawyers about the latest developments in asylum law, deportation litigation, and other topics. The topics are drawn from the students' own clinical work representing Center clients, and students distill their developed expertise into practice advisories for the Center's website. This April there were over 90 registrants for the first conference, titled *Developments in Immigration Law: Crimmigration and Asylum*. Courses included: Navigating DUI Convictions and Immigration Effects; The Impact of *Mellouli* on Minnesota Drug Crimes; Criminal Dispositions and Immigration Consequences; Combating Prolonged Detention; and Articulating Challenging Particular Social Groups in Asylum. Materials from the event are available at: <http://www1.law.umn.edu/newamericans/resources.html>
- **Flexible immigration externships.** Deepinder Mayell and Center Faculty developed new and more flexible immigration externships that will target the immediate needs of our partners as they emerge each year and allow us to integrate the work of externs into the ongoing work of our three clinics. For example, this year the Detainee Rights Clinic recruited three students to carry out special joint research projects related to DHS detention practices, in coordination with the National Immigrant Justice Center in Chicago. Similar externships will be facilitated through a new field placement course in 2016-17 and will be an important component of the Law School's new Immigration Law Concentration. (Appendix B, 30-31).
- **Translation and Interpretation Project (TIPs).** We promoted Kjerstin Yager to a new coordinator position that will primarily support the Education and Outreach Program. Kjerstin now works closely with Deepinder on community outreach, particularly in Spanish-speaking communities, and she continues to manage TIPs. In year three, 125 TIPs volunteers fluent in 15 languages provided essential interpretation and document translation services to our clinics, partners, and other community allies over 115 times.

PART 3 | THE YEAR AHEAD

There is deep uncertainty about the near-term direction of U.S. immigration policy. Political gridlock has kept major immigration legislation out of reach and the current presidential race only further polarizes the debate. Donald Trump pledges policies so harmful to immigrants and refugees that his election would require serious reevaluation of our litigation priorities. Hillary Clinton promises to introduce comprehensive reform legislation in the first 100 days of her administration, including a pathway to citizenship for millions of undocumented immigrants. Meanwhile, control of the Senate and the composition of the House are hard to predict. Depending on the results and political fallout of the elections,

it is possible a Clinton administration would have an early window of opportunity to get reform through Congress, but gridlock could persist as it did in the wake of the 2012 presidential race.

If Clinton is elected we might also see renewed struggle over executive actions similar to the DAPA and expanded DACA programs derailed by the U.S. Supreme Court in *Texas v. United States*. Secretary Clinton says she supports even broader executive actions in the absence of legislation. Mr. Trump had vowed to repeal the smaller DACA program that is still in place for undocumented youth.

The Central American Refugee crisis will continue to be acute unless there is a major shift in policy following the elections. This seems doubtful, however, at least in the very near-term. Even if Secretary Clinton is elected and can pass comprehensive reform legislation, the time and political coalitions she will need to accomplish the task could again work against Central Americans as was the case in 2013 and 2014.

In this environment of uncertainty the Center and its partners will pursue our present litigation priorities in the courts, seek non-adversarial policy solutions where feasible, and maintain our near-term focus on protecting Central American refugees at the local and national levels. Our attention to the Central American crisis here in Minnesota will continue to divert some resources originally intended for representing detained immigrants in year four.

* The Detainee Rights Clinic will still lead our partners in expanding bond and merits representation, if at a somewhat slower rate, and we have developed other ways to help more detainees in year four. This fall the Center is launching a new pro se assistance program with the cooperation of DHS and the immigration court. For the first time, DHS will bring detainees from county jails to the immigration court building where law students and interpreters with the TIPs program will hold extended sessions with them to help fill out applications for relief before their hearings. We have also created enhanced pro se materials including evidence packets documenting current human rights conditions in over 15 countries that detainees can submit at their asylum merits hearings. In addition, Linus Chan is deepening his collaboration with the Community-University Health Center and our medical school's forensic psychiatry program in order to give more detainees access to psychiatric evaluations for use in court, and mental health assistance if they are released.

With respect to advocacy beyond the courtroom, we plan a new initiative in year four that could improve state policies for the undocumented. With new funding from the University, the Center and the Humphrey School of Public Affairs will bring two of Minnesota's leading immigrant rights advocates onto campus as visiting researchers in 2016-17. John Keller, from the Immigrant Law Center of Minnesota, and Juventino Meza Rodriguez, from NAVIGATE MN, will join our faculty and students in researching and developing immigration-related public policy proposals at the state level. This fall our research will focus on both

legislative and administrative proposals that could restore access to drivers' licenses for undocumented immigrants in Minnesota. The Center has already helped ILCM lay groundwork for a possible administrative solution, through meetings with the Minnesota Department of Public Safety, and legal research on the administrative leeway the Department and Governor Dayton have in this area.

We also look forward in year four to implementing the Law School's new immigration law concentration. The Center faculty, led by Steve Meili, will develop new courses on immigration law topics this academic year into next, to complement the many experiential learning opportunities the Center has created. (Appendix B, 30-31).

Deepinder Mayell and Kjerstin Yager, in her new position, bring important additional capacity for outreach in year four. They will give the Center deeper and more constant connection to a number of organizations in immigrant and refugee communities we serve. We are especially mindful of the fear many noncitizens are experiencing in this political season. Deepinder has spoken eloquently about this. (Appendix B, 28-29). He and Kjerstin are planning an event at the Law School on October 13th that we see as one step toward restoring civility and a spirit of welcome in our public discourse about immigration. More details to follow very soon.

We are profoundly grateful to Robina for the opportunity the pilot grant has given us to build the Center and engage our partners. Together we have transformed immigration law, the lives of countless immigrants, and the lives of our students too. The progress we have made so far is extraordinary and it proves the unique potential of our model to win even greater change in the years ahead.

APPENDICES

- Appendix A - people – CNA faculty and staff biographies**
- Appendix B - selected press and publicity**
- Appendix C - selected education and outreach activities**
- Appendix D - budget**

APPENDIX A

CENTER FOR NEW AMERICANS: PEOPLE

We continued to build the Center for New Americans in year three. New personnel and internal transitions have brought us close to full capacity as we enter year four.

In January, we hired Deepinder Singh Mayell as the new director of our Education and Outreach Program (following Nancy Cook's retirement). In June we made two related adjustments to meet rapid growth in demand for our outreach and clinical services. First, we promoted Kjerstin Yager (formerly Kjerstin Sanden) to a new coordinator position that will primarily support the Education and Outreach Program. Kjerstin now works closely with Deepinder on community outreach, particularly in Spanish-speaking communities, she continues to manage our Translation and Interpretation Project (TIPs), and she will also provide administrative assistance to Benjamin on special projects related to long-range planning and grant writing. Second, we hired Elizabeth Coffield, who is also fluent in Spanish, to fill the administrative coordinator position that Kjerstin previously held. Elizabeth provides day-to-day administrative support to all three of the Center's clinics.

In June, Kate Evans completed her successful teaching fellowship. We are proud that Kate's collaborative work with our students and partners helped her land a tenure-track clinical teaching position at the University of Idaho College of Law. Kate is now applying the experiences she gained at the Center to the task of developing an immigration clinic in a region with a fast-growing immigrant population, but limited *pro bono* legal services.

As Kate left for Idaho, we welcomed our newest teaching fellow, Regina Jefferies. Regina is an experienced immigration lawyer who practiced several years near the U.S./Mexico border in Arizona. She has a law degree from Arizona State University and studied international human rights at Oxford. In her first year at the Center, Regina will primarily assist Linus with the Detainee Rights Clinic while pursuing a number of scholarly projects.

Teaching fellow Julia Decker ('14) completed a successful first year supervising students in both the Federal Litigation and Immigration and Human Rights Clinics. She led much of our collaborative work with partners on behalf of Central American refugees before the Minnesota immigration court and argued her first federal appeal before the Eighth Circuit.

With funding from the American Bar Association, Frank DiPietro ('14) completed the first year of his special joint teaching fellowship with the Tax Clinic and the Center for New Americans. Frank and his students educated hundreds of immigrants about their rights and responsibilities under U.S. tax laws.

In year three we hired new adjunct faculty from our partner law firms and non-profits to help teach our clinics, and we will bring more adjunct faculty aboard in year four. Also, the Center and the Humphrey School of Public Affairs have secured new funding that will bring two of Minnesota's leading immigration advocates to campus to conduct immigration policy research in collaboration with faculty and students at both schools.

Center Faculty and Staff

Benjamin Casper ('97), Center Director and Director, Federal Immigration Litigation Clinic
Benjamin joined the faculty in July 2013. Previously he was in private practice and directed the Immigrant Law Center of Minnesota's impact litigation project. Benjamin has 19 years of experience representing clients before administrative and federal courts. He graduated from Carleton College and the University of Minnesota Law School.

Recent publications and works in progress:

- *Eighth Circuit Immigration Litigation Practice Manual: Essential Materials and Practice Guidance for Pro-Bono Counsel*. With the Immigrant Law Center of Minnesota (2016).
- *Matter of M-E-V-G- and the BIA's Confounding Legal Standard for "Membership in a Particular Social Group,"* 14-06 Immigr. Briefings 1 (June 2014) (co-authored with Kate Evans, Julia Decker, and Hayley Steptoe).

Linus Chan, Director, Detainee Rights Clinic

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

Recent publications and works in progress:

- *Reviewing Mathis v. United States*, with Kelley Keefer ('17), *crimmigration.com* (July 2016).
- *Categorical Approach Returns to Supreme Court: Mathis v. U.S.*, with Nicholas Anderson ('16), *crimmigration.com* (January 2016).
- *The Right to Travel: Breaking Down the Thousand Petty Fortresses of State Self-Deportation Laws*, 34 *Pace Law Review* 814 (2014).
- *A Survey of Minnesota Public Defenders: Padilla v. Kentucky* (work in progress).
- *The True Punitive Goals of Detention in the Immigration System* (work in progress).

Stephen Meili, Director, Immigration and Human Rights Clinic

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

Recent publications and works in progress:

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

Deepinder Mayell, Director, Education and Outreach Program

Deepinder came to the Center in January 2016. Before that he was director of the Refugee and Immigrant Program at The Advocates for Human Rights, one of the Center's non-profit partners. Deepinder helped develop the original proposal to create the Center for New Americans, and is a talented writer, community organizer, and lawyer. Deepinder leads the Center's education and outreach initiatives, developed with our law firm and non-profit partners. He is also expanding the number of immigration-related externships we offer to law students and will help implement the Law School's new immigration law concentration. Deepinder graduated from Boston College and Brooklyn Law School.

Recent publications and works in progress:

- *A Practitioner's Best-Practices Toolkit for Overcoming Bias in the Adjudication of Somali Immigration Cases*. With Robins Kaplan, LLP, The Advocates for Human Rights, and the Immigration and Human Rights Clinic (work in progress).
- *My run-in with hate speech at a Minnesota Vikings game*, Op-ed, *Star Tribune*, December 10, 2015.
- *Yes, we can—and must—help the kids at the border*, Commentary, *Star Tribune*, July 24, 2014.

Kjerstin Yager, Education and Outreach Coordinator

Kjerstin Yager joined the Center in 2014 and is currently the program coordinator for the Education and Outreach Program. She is a graduate of Concordia College and previously worked in Argentina for a human rights organization serving immigrants and refugees. Kjerstin facilitates education and outreach programming, organizes legal education events, and helps develop communication materials and resources. She founded and now directs the Center's volunteer Translation and Interpretation Program (TIPs), which provides the Center's clinics and partners with essential services in more than 15 foreign languages. Kjerstin was the Center's first administrative coordinator from January 2014 to June 2016.

Recent publications and works in progress:

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

Julia Decker ('14), Teaching Fellow

Julia returned to the Center as a teaching fellow in June 2015. Previously, she was a Robina Public Interest Fellow at the Immigrant Law Center of Minnesota where she represented clients in a range of immigration matters and helped the Center litigate *Mellouli v. Lynch* at the U.S. Supreme Court. Julia is 2014 graduate of the Law School where she won the Clinical Legal Education Association's Outstanding Student Director Award for her work with the Federal Immigration Litigation Clinic. She earned her B.A. at Occidental College.

Recent publications and works in progress:

- *Perfect Immigrants Redux: The Legacy of Intercountry Adoption in Termination of Noncitizens' Parental Rights* (work in progress).
- *Matter of M-E-V-G- and the BIA's Confounding Legal Standard for "Membership in a Particular Social Group,"* 14-06 Immigr. Briefings 1 (June 2014) (co-authored with Benjamin Casper, Kate Evans, and Hayley Steptoe).

Regina Jefferies, Teaching Fellow

Regina arrived at Center to begin her teaching fellowship in June 2016. She has over a decade of experience representing clients before the Department of Homeland Security and immigration courts, as well as federal district and appellate courts. Prior to joining the Center, Regina was an immigration attorney in private practice in Arizona. She graduated from Arizona State University School of Law, earned a Master of Studies at Oxford in international human rights law, and completed her B.A. at George Washington University. Jefferies will co-teach the Detainee Rights Clinic this year with Linus.

Recent publications and works in progress:

- *Safe Harbor: Advancing Legal Protections for Transgender Asylum Seekers in Immigration Detention* (work in progress).
- *Immigration Defense: Case Discussions and Strategies for Representing Clients in Removal Proceedings* (practitioner sourcebook, work in progress).
- *One of These Things Is Not Like the Other: An Analysis of Marriage Under the Immigration and Nationality Act*, 3 Law Journal for Social Justice (Fall 2012).

Kate Evans, Teaching Fellow

Kate joined the Center in October 2013, completed her teaching fellowship in July 2016, and has accepted a tenure-track position as director of the immigration clinic at the University of Idaho College of Law. Before her teaching fellowship, Kate was in a private immigration practice and served as an adjunct clinical professor at the University of St. Thomas. Kate also clerked for the Honorable Diana E. Murphy, Circuit Judge, United States Court of Appeals for the Eighth Circuit, as well as the Honorable Harriet Lansing and the Honorable Thomas Kalitowski of the Minnesota Court of Appeals. Kate received a B.A. from Brown University and her J.D. from NYU School of Law, where she won awards for public service and outstanding performance in the immigration clinic. Her research interests center on asylum law and the intersection of criminal and immigration law.

Recent publications and works in progress:

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

Frank DiPietro ('14), Teaching Fellow

Frank joined the Center in June 2015. His two year teaching fellowship is funded by the American Bar Association Section of Taxation and jointly sponsored by the Center and the Law School's Tax Clinic. Frank supervises Tax Clinic students and has worked with the Center's partners to educate hundreds of immigrants about how to avoid common tax pitfalls that can jeopardize future eligibility for permanent immigration status or U.S. citizenship. Last year, Frank argued and won an important case for a Somali client of the Tax Clinic at the U.S. Court of Appeals for the Eighth Circuit.

Recent publications and works in progress:

- *Unintended Discrimination: IRS Medicaid Waiver Pronouncement Harms Low-Income Taxpayers* (work in progress).
- *IRC Section 6013(b)(2): A Pitfall for Unwary* (with Kathryn Sedo), Minnesota State Bar Association Tax Section News, Volume 18, No. 03, (Fall 2014).

Elizabeth Coffield, Administrative Coordinator

Liz Coffield joined the Center for New Americans in July 2016 after graduating from Macalester College with a degree in Hispanic studies. Before formally joining the Center, Liz was a volunteer Spanish translator with its Translation and Interpretation Program; she has also translated for The Advocates for Human Rights. As administrative coordinator, Liz supports the all three of the Center's clinics and trains law students in clinic procedures.

Adjunct Faculty**Kirsten Schubert, Partner, Dorsey & Whitney**

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

Rebecca Scholtz, Staff Attorney, Mid-Minnesota Legal Aid

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

Sally Silk, Counsel, Robins Kaplan LLP

Sally served as an adjunct professor with the Federal Immigration Litigation Clinic during the 2015-16 academic year, while an attorney with Robins Kaplan. Sally has won numerous awards for her pro bono advocacy on behalf of immigrants and refugees. She has co-counseled a number of cases with the Center and our other partners, including our recent U.S. Supreme Court appeal in *Goromou v. Holder*.

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

Michele taught the Center's Immigration Education and Outreach externship course in 2014-15 and 2015-16. Michele is a 1996 graduate of the Law School. She is responsible for policy advocacy and community and coalition engagement around The Advocates' priority issues, including human trafficking and refugee and immigrant rights.

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

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

Visiting Policy Researchers (Law School and Humphrey School of Public Affairs)

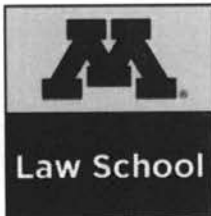
With new funding from the University, the Center for New Americans and the Humphrey School of Public Affairs will bring two of Minnesota's leading immigrant rights advocates onto campus as visiting researchers in 2016-17. John Keller, from the Immigrant Law Center of Minnesota, and Juventino Meza Rodriguez, from NAVIGATE MN, will join our faculty and students in researching and developing immigration-related public policy proposals at the state level. This fall our research will focus on both legislative and administrative proposals that could restore access to drivers' licenses for undocumented immigrants in Minnesota.

John Keller, Executive Director, Immigrant Law Center of Minnesota

John is a leading advocate for immigrants' rights across Minnesota and the nation. He is a former adjunct clinical professor at the Law School and in 2008 founded ILCM's impact litigation project, a cornerstone for the eventual proposal to create the Center for New Americans. John has co-counseled many cases with the Center and our partners, including *Mellouli v. Holder*, and he serves on our advisory committee.

Juventino Meza Rodríguez, NAVIGATE MN

Juve is a co-founder of NAVIGATE MN, a non-profit that assists students in accessing higher education and scholarships regardless of their immigration status. Among many other projects, Juve was a key proponent of the Minnesota Dream Act passed by the state legislature and adopted by the University of Minnesota in 2013. This law gives undocumented Minnesota residents equal access to in-state tuition rates, placing college within reach for thousands. Juve's advocacy earned him Mexico's International Othli award for 2013, honoring his extraordinary public service to Mexican citizens living abroad, as well as the 2013 "Immigrant of Distinction" award from the Minnesota/Dakotas chapter of the American Immigration Lawyers Association.



Note: at the time of this report, the appeal Anne Dutton argued in April remains pending before the Ninth Circuit. A decision could come at any time in the coming weeks or months.

Anne Dutton ('16) Argues High-Stakes Asylum Case Before 9th Circuit Court of Appeals

APRIL 14, 2016

On April 6, Anne Dutton ('16) presented oral argument before a three-judge panel of the U.S. Court of Appeals for the 9th Circuit in *Wilfredo Garay-Reyes v. Loretta E. Lynch, U.S. Attorney General*. The case has attracted national attention, and its outcome could affect thousands of asylum seekers fleeing gang-related persecution in Central America.

Dutton, a student with the Center for New Americans' Federal Immigration Litigation Clinic, argued on behalf of Wilfredo Garay-Reyes, who was nearly killed after defecting from one of El Salvador's most notorious gangs at age 17. The argument took place in Seattle.

Dutton and classmate Zachary Albin ('16) led briefing in the appeal, which seeks to overturn a controversial U.S. policy that bars asylum to most victims of gang-related persecution, even young children who are violently recruited into gangs. The case has drawn national attention and supporting amicus curiae briefs from Harvard University, the American Immigration Lawyers Association, UC Hastings College of the Law, and others.

Professor Benjamin Casper, who teaches the Federal Immigration Litigation Clinic, praised his students for spearheading the complex litigation. "Anne and Zachary have been extraordinary advocates, both for their client and in the larger effort to protect the human rights of refugees from Central America," he said. Casper adds that the months Dutton spent practicing for the argument paid off. "Anne argued her first case, on a national stage, with the skill and poise of a seasoned lawyer. It was truly inspiring to watch."

A decision in the case is expected in the coming months. Video of the argument is available [here](#).



Anne Dutton ('16)



Zachary Albin ('16)



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

JANUARY 12, 2016

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

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



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

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

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

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

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

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

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



February 04, 2016, 04:30 pm

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

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

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

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

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

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

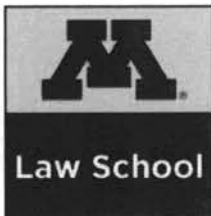
We arrived in Dilley on January 3, as news of the raids was reported across the country. We soon learned from CARA staff that the families picked up in the raids were being transported to the detention facility in Dilley before deportation.

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



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Immigration and Human Rights Clinic Helps Salvadoran Woman Gain Asylum

SEPTEMBER 1, 2015

The Law School's Immigration and Human Rights Clinic recently helped a Salvadoran woman gain asylum in the United States.

The client came to the United States in 2012 to escape her abusive husband, who had physically, sexually, and psychologically abused her for many years in El Salvador. He struck her on numerous occasions, using tree branches, ropes, and belts. He also beat their children, and frequently threatened his wife's life.

The Immigration and Human Rights Clinic represented the client throughout her asylum claim. Student attorneys Eleanor Lewis ('14) and David Solis ('13) and student director Claudia Vincze-Turcean ('13) prepared the client's asylum application, then represented her at her individual asylum hearing in March 2013.

In February 2014, the Board of Immigration Appeals (BIA) issued two decisions, *Matter of M-E-V-G-* and *Matter of W-G-R-*, that expounded upon the legal standard for an applicant seeking asylum based on "membership in a particular social group." With the assistance of student attorney Eleanor Lewis, supervising attorney Professor Stephen Meili, and Emily Good ('03), an adjunct professor at the Law School, the Immigration and Human Rights Clinic drafted and submitted a supplemental brief to the Bloomington Immigration Court explaining how those BIA decisions supported the client's eligibility for asylum based on her particular social group: married women from El Salvador who are unable to leave the relationship.

In August 2014, the BIA published a decision (*Matter of A-R-C-G-*) recognizing the viability of asylum claims made by victims of domestic violence. Student attorney So Yeon Woo ('16), under the supervision of Professors Meili and Good and teaching fellow Kate Evans, drafted and submitted another supplemental brief in support of the client's application for asylum and successfully negotiated agreement by the government to jointly seek the Immigration Court's approval of the client's asylum application. On April 2, 2015, the Immigration Court agreed and granted asylum.

As an asylee, the client is finally able to begin the process of reuniting with her children, who remained in El Salvador for years while she waited for a decision on her asylum application. The Immigration and Human Rights Clinic is assisting in their reunification by petitioning for the client's children to come to the United States.



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

DECEMBER 4, 2015

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

The article details Kargbo's persecution at the hands of a rebel group that forced him to serve as child soldier, his journey to the United States as a refugee at the age of 15, and his struggles with mental illness stemming from his past persecution. Kargbo built a life in Minnesota and was a primary caretaker of his U.S. citizen children, but in 2013 U.S. Immigration and Customs Enforcement (ICE) agents took him into custody and tried to deport him back to Sierra Leone based on three misdemeanor convictions from seven to nine years earlier.

Kargbo had served a total of only 14 days in jail for these offenses, but ICE detained him for more than two years; some of this time was spent in solitary confinement, which exacerbated his mental illness.

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

"Working on this case has given me a taste of what it feels like to fight for



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

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

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

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

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

The New Yorker article is available [here](#).

Nelson Kargbo’s case also attracted heavy television and print news coverage in Minnesota that was extraordinary for its nuanced treatment of a non-citizen in federal immigration detention, and the impact of detention on individual immigrants and their families. [This segment on KSTP 5 Eyewitness News](#) was representative of the coverage of Nelson’s release.

A REPORTER AT LARGE
DECEMBER 7, 2015 ISSUE

THE REFUGEE DILEMMA

What do we owe those we take in?

BY RACHEL AVIV

The Full New Yorker article is available [here](#).

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

ILLUSTRATION BY KEITH NEGLEY

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





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Lawsuit challenges ICE's detention of immigrant at Sherburne County jail

The case challenges ICE's "blanket" policy for holding immigrants.

By Jenna Ross Star Tribune

APRIL 12, 2016 — 9:44PM

A 42-year-old refugee from the Democratic Republic of Congo is being wrongfully detained in a Sherburne County jail and should be released, according to a federal lawsuit filed this week.

Rushinga Muzaliwa, who has a criminal record, is stuck in jail despite having served time for his crimes and despite a judge's ruling in January that he should not be deported to his home country for fear he could be tortured.

The lawsuit filed Monday in U.S. District Court in Minnesota accuses U.S. Immigration and Customs Enforcement (ICE) of using a "blanket" policy meant for deportation proceedings to detain Muzaliwa and other immigrants even after it becomes "extremely unlikely" that they'd be removed from the country.

Muzaliwa, who has lived in the U.S. for the past six years, is the plaintiff in the lawsuit. A University of Minnesota law clinic and the American Civil Liberties Union (ACLU) of Minnesota are helping him challenge the detention.

"The practice of holding people in jail after they've been granted humanitarian protection is unconstitutional, and it's unjust," said Kirsten Schubert, a partner at the law firm Dorsey & Whitney and an adjunct professor with the University of Minnesota Law School's Center for New Americans. "It keeps them away from their families and communities for months without reason."

Shawn Neudauer, a spokesman for the ICE office in St. Paul, said that the agency "does not comment on pending litigation." The commander of the Sherburne County jail referred questions to ICE.



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MINNESOTA LAWYER



Attorneys of the Year: Mellouli v. Lynch Litigation Team

By: Mike Mosedale February 22, 2016

The routine deportation of noncitizens for minor drug crimes has long been criticized as one of the more absurd aspects of federal immigration policy. The same offenses that result in a hand slap for citizens become the legal justification for shattering dreams and splintering families when committed by a noncitizen.

Thanks to the struggles of a Tunisian deportee named Moones Mellouli — and the legal team that championed his cause all the way to the U.S. Supreme Court — the law is now a little less heartless and a lot more clear.

A well-regarded math professor at the University of Missouri (and, at the time, lawful permanent resident), Mellouli was deported in 2012 following his conviction in state court in Kansas on one count of possession of drug paraphernalia. What was the paraphernalia that led the government to drop the hammer on the well-regarded math prof? His sock, actually.

Mellouli was deported because, following a traffic arrest in Kansas, he was found to have concealed several Adderall pills in his sock. Although he never admitted in court to illicit possession of the prescription stimulant, he did cop to the paraphernalia charge. That structured plea bargain — made possible by a Kansas law that allows virtually any receptacle to be considered drug paraphernalia — was aimed to avoid immigration consequences.

However, federal authorities took the position that since possession of a controlled substance is deportable offense, a drug paraphernalia conviction must be, too.



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

DECEMBER 7, 2015

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

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



Moones Mellouli

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

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

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

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

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

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

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

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

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

Local Collaboration Shapes National Policy: *Mellouli v. Lynch*

By Anna K. B. Finstrom

Anna Finstrom ('16) was a key member of the Mellouli litigation team during her third year of law school. The last page of this article includes Moones Mellouli's own account of his long-awaited return to the United States in March of 2016

Moones Mellouli, a U.S. permanent resident and a green card holder originally from Tunisia, was deported as a result of his guilty plea to misdemeanor possession of drug paraphernalia—namely, a sock, which contained several pills of what was alleged (but never found or proved) to be Adderall. Mellouli's unusual plea, which he made in 2010, was the result of Kansas's broad definition of paraphernalia and his lawyer's good effort to minimize the possible immigration consequences of the charges against him. Nonetheless, based on the paraphernalia plea and after successfully completing probation (he was not required to serve jail time as a part of his criminal case), Mellouli was apprehended by immigration agents in 2012. He was ordered deported by an immigration judge, whose decision was affirmed by the Board of Immigration Appeals.

Mellouli was deported while his case was pending on appeal to the Eighth Circuit. He had been working as an actuary and a mathematics instructor at the University of Missouri, and he was engaged to marry a U.S. citizen. His deportation, notably at a moment when North Africa and the Middle East were in great turmoil, meant his life in the United States was essentially over. He was to be banned for life. The Eighth Circuit denied his petition for review, affirming the government's decision to deport him. In his own words, "The day I got deported, I was devastated and overwhelmed. I have cried from sadness and bitterness about that day."

Last year, a team of Twin Cities lawyers (which included experts from private practice, the nonprofit community, and academia) helped to take Mellouli's case to the U.S. Supreme Court—and won. The Supreme Court held his deportation was unlawful. The prior decisions against him were reversed, and the precedential agency decision relied upon by the government in deporting him (which, coincidentally, originated at our local immigration court in Bloomington) was overturned.¹

*Mellouli v. Lynch*² is an important victory not only because of what was gained for Mellouli but also because of what was preserved for immigrants and their advocates nationwide. *Mellouli* safeguards three tools critical to the immigration lawyer or criminal defender with a noncitizen client: the categorical approach, which prevents immigration courts from re-adjudicating criminal matters; effective plea bargaining; and *Padilla*,³ which established the right to know and consider immigration consequences in criminal proceedings. Finally, *Mellouli* restores some proportionality to the immigration consequences resulting from minor drug convictions.

Overreaching Enforcement

Mellouli was apprehended and deported during one of the most aggressive immigration enforcement eras in recent times. Despite immigrant-friendly rhetoric, President Barack Obama has developed a harsh reputation as "deporter-in-chief."⁴ Under Obama, over two million deportations have been carried out, which is probably more than any other presidential administration in history.⁵ The Department of Homeland Security publicized 462,463 deportations in 2015 alone.⁶

The Obama administration's stated objective has been to strategically prioritize immigration enforcement resources, deporting "felons, not families;" "criminals, not children;" and "gang members, not a mom who's working hard to provide for her kids."⁷ While comprehensive immigration reform has stalled for years in Congress, the president has undoubtedly struggled to strike a balance between building political credibility with immigration opponents by demonstrating enforcement capacity and addressing the humanitarian pleas of immigrant advocates. Obama's 2012 announcement of a formalized deferred-action program for "Dreamers" (undocumented immigrants under age 30 who arrived as children, have no significant criminal record, and have either completed high school or are currently in school) has provided temporary deportation protection and work permits to over half a million approved applicants.⁸ A program offering similar protections to other undocumented immigrants, including the parents of Dreamers, has been tied up in federal courts since late 2014.⁹

Moones Mellouli no doubt suffered the consequences of the administration's push to demonstrate enforcement capacity. The government took a hardline position, imposing a bitterly disproportionate punishment on someone who had spent years navigating the long road to citizenship. Although the government's position was ultimately untenable, the political motivation to defend it was strong.

The Supreme Court

Having lost at the local immigration court, the federal Board of Immigration Appeals, and the Eighth Circuit—and having been



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Video of this WCCO news segment, which aired March 10, 2016, and features an interview with Linus Chan, is available [here](#)

Good Question: How Are Undocumented Immigrants Counted?

March 10, 2016 10:27 PM By Heather Brown

MINNEAPOLIS (WCCO) — Americans heard vastly different plans for undocumented immigrants in the United States throughout this political campaign.

Some candidates have said they want to deport only terrorists and criminals, while others say they want to force everyone living in the U.S. illegally to leave.

Despite the candidate's disagreements, they seem to agree on one thing: the number of undocumented U.S. immigrants is around 11 million.

But how is that population counted? And who are they?

"It's actually a really difficult number to come about," said Linus Chan, a clinical professor of immigration law at the University of Minnesota. "At one point it was nine million, others say it's 12 million and it really depends on how you sample and look at the population."

Chan says researchers use statistical sampling and interviews. The Pew Research Center wrote an article specifically about counting this population.

"Basically, then, our estimate of unauthorized immigrants living in the country is the total number of immigrants living in the country minus the number of immigrants living here legally," said Jeffrey Passel, a senior demographer with the Pew Research Center.

The Migration Policy Institute says the largest group is from Mexico (56 percent), followed by Guatemala (6 percent), El Salvador (4 percent), Honduras (3 percent) and China (3 percent).



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COMMENTARY

Education and Outreach Director Deepinder Mayell wrote this commentary three weeks before joining the Center. It was the Star Tribune's most read commentary piece of 2015. It triggered national media coverage and needed public dialogue about the humane treatment of refugees. The Vikings soon adopted new policies and employee training for all stadium personnel.

My run-in with hate speech at a Minnesota Vikings game

It was wrong — but what's worse, it worked. I was, and remain, deeply unsettled by the experience.

By Deepinder Mayell

DECEMBER 10, 2015 — 10:07AM

It was my first Minnesota Vikings game and my first NFL game. I am not new to football, though. As an undergrad at Boston College, I went to many Eagles games, and I played junior varsity football. I knew what to expect on the field. I was excited, and, as I found my seat, I thought about bringing my family to a game in the new stadium.

What I didn't expect was for a man to push aside other people and point his finger in my face, demanding to know if I was a refugee. He needed to make sure I wasn't a refugee, he said. There was anger in his face and vehemence in his accusation.

I was stunned. He didn't know anything about me. We were complete strangers. But somewhere in his mind, all he saw was a terrorist, based on nothing more than the color of my skin. He was white, and I wasn't. He didn't see anything else.

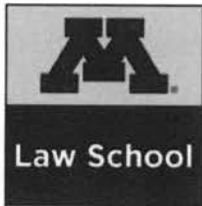
He didn't know that I have lived in Minnesota for the past four years, that I was born and raised in New York and that the words "Never Forget" may mean more to me than to him. He didn't know that when I went home and my children jumped on top of me and asked "How was the game?" that I'd be holding back tears as I told them about racism instead of touchdowns. He didn't know that I am an attorney and the director of the Refugee and Immigrant Program at the Advocates for Human Rights.

It was also abundantly clear that he didn't know about refugees, dignity or freedom. He didn't know that if he were speaking to a refugee, he'd be speaking to someone who feared persecution due to their race, religion, nationality, political opinion or social group. He didn't know that many refugees are victims of some of the worst human-rights abuses occurring on the planet, ranging from being sold into sexual slavery to being killed in mass executions. He didn't know that being a refugee is a badge of resilience and honor, not danger.



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With the leadership of Professor Steve Meili (below), the Center for New Americans faculty has developed the Law School's new Immigration Law Concentration, to be implemented over the 2016-17 and 2017-18 academic years.



IMMIGRATION LAW CONCENTRATION

Program Highlights

- Comprehensive curriculum with a wide variety of classroom courses that build knowledge of immigration law, and three different clinics that allow students to advocate for and interact with clients in numerous aspects of immigration law practice.
- One of the strongest immigration law faculties in the country, with professors who combine international prominence, significant scholarship, and extensive practice experience.
- Clinics conducted through the Center for New Americans, the only program of its kind in the U.S., which works with nonprofit immigration legal services and large firm partners to provide direct legal services and information to immigrants and refugees, conduct impact federal litigation, and improve immigration laws in the U.S.
- Strong array of clinical and experiential opportunities that range from a focus on detainee rights to asylum law to federal immigration litigation and community outreach and education.
- Writing opportunities with the *Minnesota Law Review*, *Minnesota Journal of International Law*, and *Law and Inequality*.
- Access to professors conducting cutting-edge immigration-related research throughout the University of Minnesota, including the right to travel, the impact of human rights treaties on asylum adjudication, the constitutionalization of human rights law, and novel interpretations of the Immigration and Nationality Act.
- Opportunities to participate in high-profile immigration and detainee rights litigation with our partners at the law firms of Faegre Baker Daniels, Robins Kaplan, and Dorsey & Whitney and nonprofit organizations such as the ACLU, Advocates for Human Rights, Immigrant Law Center of Minnesota, and Mid-Minnesota Legal Aid

How does this work?
Apply?
press and publicity

Study Opportunities

- Required courses: Immigration Law, one of the three relevant clinics, and immigration outreach externship or field placement.
- Recommended courses include refugee and asylum law, criminal law and immigration, human trafficking, civil rights, and many other elective courses.

Practical Opportunities

- Students can participate in four clinics: Detainee Rights Clinic; Federal Immigration Litigation Clinic; Immigration and Human Rights Law Clinic.
- Students can participate in an outreach and education externship or an immigration law field placement.

Employment Opportunities

- The vibrant Twin Cities legal community offers opportunities for part-time work during the school year and full-time summer employment with governmental agencies, law firms, and nonprofit organizations. Prospective employers from around the country recruit from the Law School to interview students for summer and permanent positions, and the Career Center provides regular notice of employment opportunities, fellowships, and other scholarly opportunities.
- With one of the largest populations of immigrants in the U.S., the Twin Cities metropolitan area contains four immigration detention facilities and a U.S. Immigration Court. The Immigration Law concentration affords students numerous opportunities to advocate for immigrants in these venues.
- Prospective employers from around the country recruit from the Law School to interview students for summer and permanent positions, and the Career Center provides regular notice of employment opportunities, fellowships, and other scholarly opportunities.

Student-Led Opportunities

Voices for Immigration Student Association, Asylum Law Project, Amnesty International—Law And Policy, International Law Society, Latino Law Students Association, Muslim Law Students Association, Asian Pacific American Law Student Association (APALSA), and South Asian Law Students Association (SALSA)

APPENDIX C

CENTER FOR NEW AMERICANS SELECT EDUCATION AND OUTREACH ACTIVITIES – YEAR 3

COMMUNITY EDUCATION AND OUTREACH

October 1, 2015

Film Screening and Immigration Forum: *ABRAZOS*

Parkway Theater, Minneapolis, MN

The Center sponsored a screening of the film *ABRAZOS* followed by a community forum on U.S. immigration policy and Central American migration with Director Luis Argueta. *ABRAZOS* documents the transformational journey of a group of U.S. citizen children who travel 3,000 miles, from Worthington, Minnesota to Guatemala, to meet their grandparents for the first time. After being separated for nearly two decades, the families are able to share stories, strengthen traditions and begin to reconstruct their cultural identities. The event was open to the public and 40 people attended.

October 24, 2015

Immigrant America: New Immigration Histories from 1965 to 2015

University of Minnesota

Ben Casper was invited to chair a panel on immigration advocacy at an interdisciplinary conference organized by University's Immigration History Research Center, marking the 50th anniversary of the 1965 Immigration and Nationality Act. 175 academics from across the country attended the conference. Ben's session was attended by 40 scholars.

November 9, 2015

Film Screening and Panel Discussion: *ELLIS*

University of Minnesota

The Center, the Immigrant History Research Center, and The Advocates co-hosted the local premiere of the film *Ellis*, starring Robert DeNiro, at the Elmer Anderson Library. Ben Casper, IHRC director Erika Lee, and The Advocates' Michele Garnett McKenzie led a panel discussion of current immigration policy following the film. University Provost Karen Hanson introduced the film and panel to an audience of 45.

January 2016

Asylum Law Project – winter break public service trip

Seattle, WA

Over winter break, Linus Chan supervised five first-year student volunteers with the Asylum Law Project on a week-long trip to Seattle where they volunteered with a local non-profit organization, the Northwest Immigrant Rights Project, and assisted detained asylum seekers at the SEA/TAC federal immigration detention center. The team helped 10 detainees prepare for their cases.

January 2016

CARA Family Detention Pro Bono Project – winter break public service trip

Dilley, TX

Adjunct clinical professor Rebecca Scholtz of Mid-Minnesota Legal Aid and teaching fellow Kate Evans supervised five law students on a week-long public service trip to the federal government's largest family detention facility in Dilley, Texas. The team provided urgent representation to 14 Central American families (more than 120 individuals) seeking asylum, including emergency stay motions to prevent the imminent deportation of multiple families arrested by DHS in high-profile raids in Texas, Georgia and other states. Students and supervisors also provided screening, advice and case preparation for 100 additional detained Central American asylum seekers fleeing severe violence in their home countries.

May 6, 2016

Presentation: Society for the Study of Psychiatry and Culture

Minneapolis, MN

Linus Chan and clinic student Nick Hittler ('16), along with Dr. Chinmoy Gulrajani of the University of Minnesota Law School and Dr. Jerome Kroll of the Community-University Health Care Center, discussed their collaborative work on behalf of detained clients of the Detainee Rights Clinic with an audience of 10 psychiatrists. The panel discussed how their collaboration serves immigration detainees who suffer mental illnesses, including those related to past persecution, who often need both forensic psychiatric evaluations during their immigration court hearings and ongoing mental health treatment after they are released.

2015-2016 / year-round

Translation and Interpretation Project (TIPs)

University of Minnesota Law School

TIPs director Kjerstin Yager managed a project of over 125 volunteer interpreters fluent in 18 languages from across the university and wider community. TIPs provided interpretation and translation services in response to more than 115 requests for help from the Center's clinics, our partners, and other community allies during year 3.

2015-2016 / year-round

Central American Family and Unaccompanied Children Representation Project

Immigration Court, Fort Snelling, MN

For the second year, the Center, its partners and other area law clinics responded together to the Central American refugee crisis in Minnesota. Center faculty and students gave free legal screenings and information to unrepresented families and children prior to their first appearance at the Fort Snelling immigration court. The project screened several hundred individuals during the Center's third year and provided merits representation to 191.

2015-2016 / year-round

Legal Orientation Program (LOP) - Sherburne, Carver and Freeborn County Jails

The Detainee Rights Clinic operated the Legal Orientation Program (LOP) for a second year. Center faculty and students made periodic visits to three county jails where the Department of Homeland Security detains immigrants in in deportation proceedings. The

program gave on-site know-your-rights presentations, screenings, and high-quality educational materials to over 100 detainees during the year.

2015-2016 / year-round

Minnesota Detention Project

Immigration Court, Fort Snelling, MN

The Minnesota Detention Project is a collaboration of the Center, our non-profit partners, and area law clinics. Each week volunteer lawyers and law students provide unrepresented immigrant detainees free legal screenings, information, and referrals at their initial appearance in the detained immigration court, serving hundreds each year. Linus Chan coordinated the overall project for the second year. Law students from all three Center clinics who took part screened and advised over 120 detainees.

2015-2016 / year-round

Center for New Americans/Tax Clinic - Tax Outreach and Education

Teaching fellow Frank DiPietro and students from the Tax Clinic held 45 separate events reaching 1160 people through this joint outreach project of the Center and the Tax Clinic, funded by the American Bar Association. The events were divided between direct education for immigrants and outreach to professional organizations within immigrant communities. Frank made educational presentations to immigrants through existing ESL and other educational programs run by the Hennepin County Public Library System, the Somali Success School, Progress Valley Substance Abuse Center, and Easter Seals. Frank and his students explained U.S. tax procedures and common pitfalls when filing returns, then answered individual tax questions and provided referrals for additional services. Outreach to professional organizations included the African Development Community, Karen Organization of Minnesota, Pangea Care, and the Oficina del Ministerio Latino of the Archdiocese of St. Paul and Minneapolis. At these events, Frank introduced the Center for New Americans and the Tax Clinic, and educated his audience about free tax assistance programs available to low income immigrants.

EDUCATION AND OUTREACH FOR LAWYERS AND LAW STUDENTS

August 31, 2015

Hubert H. Humphrey Human Rights Fellows Presentation

University of Minnesota Law School

Ben Casper addressed the Human Rights Center's 2015-16 Hubert H. Humphrey fellows. Ben spoke to the 11 international human rights lawyers at the outset of their year-long fellowships, describing the Center for New Americans and lecturing on U.S. asylum law.

September 24, 2015

Public Defender Training

Hennepin County Public Defender's Office, Minneapolis, MN

Linus Chan and Kate Evans trained over 30 public defenders and lawyers from the Minneapolis City Attorney's office about the immigration consequences of various Minnesota crimes and how to structure pleas and other criminal dispositions for noncitizen defendants that can avoid deportation.

October 2, 2015

**American Immigration Lawyers Association, Fall National Conference
Minneapolis, MN**

Kate was an invited panelist at AILA's fall conference and spoke at a session attended by over 125 lawyers from around the country about the implications of *Mellouli v. Lynch* for noncitizens in need of immigration waivers related to low-level state drug convictions.

October 22, 2015

**Book Presentation and Policy Discussion: *Immigration Outside the Law*
Dorsey & Whitney, Minneapolis, MN**

The Center, the Minnesota/Dakotas chapter of the American Immigration Lawyers Association, and the Center's partner law firm, Dorsey and Whitney, hosted UCLA immigration scholar Hiroshi Motomura for a discussion of his book, *Immigration Outside the Law*. Ben Casper introduced the event and a policy discussion attended by over 40 lawyers.

December 17, 2015

**American Immigration Lawyers Association, MN/Dakotas Chapter CLE
Minneapolis, MN**

Kate Evans co-led a seminar attended by 20 area lawyers about key immigration rulings of the Eighth Circuit Court of Appeals, including the U.S. Supreme Court's pending review of *Mathis v. United States* concerning the proper method for analyzing state criminal statutes in federal immigration proceedings.

February 9, 2016

**Forum on DHS Raids and Central American Refugee Crisis
University of Minnesota Law School**

The Center sponsored this educational forum attended by over 80 lawyers, law students, and members of the community. Students Nadia Anguiano-Wehde ('17), John Bruning ('17), Andrea Crumrine ('16), Alexandra De Leon ('16), and Mary Georgevich ('18) discussed their January public service trip to the DHS family detention center in Dilley, Texas, their work representing detained Central American asylum seekers, as well as the legal and historical roots of the refugee crisis.

March 3, 2016

**Crimmigration and Race Lecture
Denver, CO**

Linus Chan gave a joint lecture with professor Yolanda Vasquez on the intersection of immigration and criminal law and issues of race to a live audience of 30 at the University of Denver Sturm College of Law. The event was also live-streamed on line.

March 11, 2016

**Best Practices Forum: *Addressing Indigenous Language Issues in Immigration Court*
University of Minnesota Law School**

The Center hosted a forum to address language access challenges that confront families from Central America appearing before the local immigration court. Indigenous communities in Central America speak a variety of languages including several dialects of

Mam and Quiche. Center student, Mike DePrince ('16), along with adjunct clinical professor, Rebecca Scholtz, from Mid-Minnesota Legal Aid, and Whitney Drake, from The Advocates for Human Rights, educated approximately 40 attorneys about strategies to protect client rights and ensure hearing interpretation services are adequate.

March 18, 2016

**Lunch Roundtable with Hennepin County Public Defender Drug Crimes Team
Minneapolis, MN**

Detainee Rights Clinic students Nick Anderson ('16) and Kelley Keefer ('17) discussed their analysis of the immigration consequences of Minnesota's drug crimes under *Mellouli v. Lynch* with 20 public defenders. The session also featured strategies that could be used by defense counsel to minimize immigration consequences of criminal convictions.

April 1, 2016

**Immigration Conference - *Developments in Immigration Law: Crimmigration and Asylum*
University of Minnesota Law School**

The Center hosted a full-day, student led immigration law forum for area immigration practitioners. The conference included five advanced immigration sessions that were presented by Center for New American students. Courses included: Navigating DUI Convictions and Immigration Effects; The Impact of *Mellouli* on Minnesota Drug Crimes; Criminal Dispositions and Immigration Consequences; Combating Prolonged Detention; and Articulating Challenging Particular Social Groups in Asylum. The conference was attended by over 90 registrants. Materials from the event are available at: <http://www1.law.umn.edu/newamericans/resources.html>

May 2, 2016

**Association of American Law Schools, Clinical Conference
Baltimore, MD**

Kate Evans was a panelist at session titled *Reimagining Advocacy: Adapting Clinical Models to Meet Community Needs*, and focused her presentation on clinic partnerships with public defender offices, as well as student advocacy stemming from the Center's public service trip to Dilley, TX in January 2016. 20 clinical professors attended.

June 24, 2016

**American Immigration Lawyers Association, National Conference
Las Vegas, NV**

Teaching Fellow Kate Evans was invited as a featured speaker on a panel at the AILA national conference along with Dan Kesselbrenner of the National Immigration Project of the National Lawyers Guild. She addressed over 300 lawyers on topics of criminal convictions and deportation law related to the Center's litigation of *Mellouli v. Lynch*.

May 13, 2016

American Immigration Lawyers Association Upper Midwest Conference

Minneapolis, MN

Ben Casper and clinic student Nick Hittler ('16) addressed 30 area lawyers about the Center for New Americans and gave a presentation about trends in immigration law at the U.S. Court of Appeals for the Eighth Circuit.

2015-2016 / year-round

Somalia Project

The Center, led by Steve Meili and students in his Immigration and Human Rights Clinic, and Education and Outreach Director, Deepinder Mayell, continued a collaborative project with Robins Kaplan and The Advocates for Human Rights, and produced a best-practices toolkit for lawyers representing Somali refugees in deportation proceedings and other immigration contexts.

ROBINA CENTER FOR NEW AMERICANS
Income and expense statement for 7/1/2015 - 6/30/2016

	BUDGET	ACTUAL	FULLY STAFFED ANNUAL PROJECTION
Faculty (1)	476,984	356,538	409,483
Teaching Fellows	193,740	154,172	154,172
Student Clinic Directors	20,000	30,390	30,390
Education and Outreach Coordinator (1)			54,164
Administrative Specialist	77,055	49,514	49,514
Adjuncts	36,000	34,729	34,729
Total Compensation	803,779	625,343	732,452
Co-Partner: Immigrant Law Center of Minnesota (ILCM)	50,000	50,000	50,000
Co-Partner: Advocates for Human Rights (Advocates) (2)	50,000	80,000	80,000
Co-Partner: Mid-Minnesota Legal Assistance (MMLA)	50,000	50,000	50,000
Outreach/General Supplies/Operations	80,000	73,738	73,738
Space Renovations (3)	6,090	57,626	57,626
SUBTOTAL EXPENSES	1,039,869	936,707	1,043,816

(1) CNA's Director for Education & Outreach joined the Center in January 2016, six months into fiscal year 2016. An Education and Outreach Coordinator role was added in the last days of the fiscal year. The last column reflects amounts for staff compensation costs had all positions been filled for the entire fiscal year.

(2) Additional \$30,000 to continue and staff an outreach initiative over and above the original budget plan.

(3) Space renovations were delayed in FY 2014 and FY 2015 resulting in additional spending in FY 2016 above original budget projection.

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

Originally submitted February 8, 2016, Revised June 8, 2016

Background: Growing a stronger culture of engagement and giving

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

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

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

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

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

Potential for success

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

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

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

Pilot program components and need for funding

In order to pilot an ongoing class-based fundraising program and gauge its efficacy as a long term strategy for increasing annual giving (both money in the door and alumni giving

participation rates), the Law School is seeking \$450,000 to fund three major program components for a period of five years: staffing, events/programs, and communications. If the strategy proves successful, the added staff and programming costs would be absorbed within the Law School's Advancement office operating budget going forward.

Rather than launching a comprehensive all-class fundraising program, we would like to start by identifying and working with the 5 most promising classes, and then look for opportunities in years 3 and 4 to expand by an additional 2-5 classes. Initial pilot classes will be identified primarily by analyzing their existing giving profile as a whole, as well as through assessment and recruitment of specific class members willing and motivated to take the lead in peer-to-peer fundraising. Recruitment and training of volunteers will emphasize the continuing nature of the commitments right from the beginning. Therefore, the focus of the program won't solely be on making a large fundraising push in milestone reunion years, but rather on building and strengthening the class's ongoing base of annual support. Success of this program will depend on our ability to identify, motivate and support volunteers who are willing to roll up their sleeves and engage in direct solicitation of their classmates, not merely sign onto an occasional appeal letter.

To build on the 3L class fundraising program already in place, and to develop a culture of giving and engagement as soon as students become alumni, we will select one of the more recent graduating classes to participate in the pilot program (either initially or in the growth phase of years 3-4). There may also be opportunities to foster friendly competitions or challenges between the 3L graduating class and classes participating in the pilot program. On this front, the Class Giving Officer will collaborate with our Alumni Relations and Annual Giving Officer charged with recent graduate engagement and programming.

Core Funding Needs:

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

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

*Funding for years 4 and 5 would be contingent upon the successful evaluation of the program conducted in year 3.

Decanal Support

If a volunteer driven program is to be successful, there must be a strong commitment from the Dean to spend the time needed to help cultivate and motivate the volunteers. Dean Jenkins begins his tenure as Dean on July 31. He is enthusiastic about this program, eager for it to succeed, and more than willing to devote the time needed to make it a success.

Alumni Support

It will also be important to engage the Law School's alumni leaders, especially the Board of Advisors and its Development sub-committee, in promoting and endorsing the new program. Initially the Development Committee will oversee the Class agent program and provide advice to the Class Giving Officer, with the possibility of creating a separate volunteer leadership board later if necessary. Development committee leaders may serve as agents or play an important role in helping identify and recruit class agent volunteers as well as assisting Law School staff in managing "quality control" of the class agent volunteers and stepping in when issues occur with a particular agent. Class agents who prove particularly successful may become members of the board, so the program should naturally provide a strong pipeline of talented and engaged alumni.

Proposed Pilot Timeline

- Year 1: (FY17) -
 - Hire and train Class Giving Officer to manage program (summer/fall 2016)
 - Conduct research/benchmarking of other similar programs at other law schools (fall/winter 2016-2017)
 - Conduct analysis of current Law School class giving and work to identify strong class agent prospects (fall/winter 2016-17)
 - Individual outreach and cultivation work to recruit volunteers in top 5 classes (winter/spring 2017)
 - Lay out detailed program and communications plans and set goals for FY18 (spring 2017)
 - Identify additional infrastructure needs and opportunities to leverage partnerships with UMF and within Law School advancement office (winter/spring 2017)
- Year 2: (FY18) – Public Launch of program
 - Official kick-off of program with 5 target classes (summer 2017), including possible class agent summit/events
 - Implement communications and program plan developed during year 1 (throughout year)
 - Determine program tweaks and opportunities for improvement in year 3.
- Year 3: (FY19)
 - Evaluate success of program in its first public year – (summer 2018)

- Implement communications and program plan, including any tweaks made based on the prior year. (Throughout the year)
- Determine program tweaks and opportunities for improvement in year 4 (ongoing)
- Based on experience managing program, assess the capacity for growth in class agent portfolio to expand beyond 5 classes (fall/winter 2018-19)
- Conduct analysis of other potential classes, begin recruiting volunteers in 3-5 additional classes. (winter/spring 2019)
- Prepare formal report to Robina Foundation regarding program status (spring 2019)
- Year 4: (FY20)
 - Evaluate success of program after 2 public years – (summer 2019)
 - Based on Year 3 analysis and volunteer recruitment work, formally expand program with up to 3-5 other classes in addition to continuing work with existing classes. (summer/fall 2019) Continue to implement and make adjustments as needed (ongoing)
- Year 5: (FY21)
 - Evaluate success of program after 3 public years (summer 2020)
 - Continue to implement program and make adjustments as needed
 - Prepare final report to Robina Foundation and to Law School leadership evaluating the efficacy of the program and prognosis for the future based on analysis of additional classes. Make recommendations regarding staffing and program structure in the future. (fall/winter 2020-21).
 - Law School Dean and Director of Advancement make determination of future staffing and program plans based on analysis and results (winter 2021).

Measuring success and long-term sustainability

The overall goal of the class agent pilot program is to be a driver of increased annual alumni giving in terms of both participation rates and dollars donated.

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

- Participation rates (number of alumni giving) per class
- Total commitments and gifts from the participating classes
- Total *Partners in Excellence* Annual Fund dollars raised (money in the door)
- Number of Lockhart Club (leadership annual giving society) donors overall, and especially within target classes
- Total alumni participation rates

- Increase of support (total commitments) from class agents before and after participating in the leadership role. (Are the class agent volunteers progressing to become leadership annual gift or major gift prospects/donors?)

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

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

Enclosures:

- **Class Giving Officer Position Description – *working draft, revised 5.26.16***
- **Tentative Pilot Program Budget**

University of Minnesota Law School
Class Giving Officer Position Description
Draft revised 6.08.16

The Class Giving Officer is responsible for:

- Program management, implementation, and evaluation for class agent fundraising pilot program;
- Supporting volunteer fundraisers in making peer-based asks both through individual one-on-one solicitation and through direct mail and other mass communication channels;
- Personally cultivating and soliciting increased gifts and commitments from volunteer agents and other select members of the pilot classes; and
- Qualifying prospects that have been identified but who have not received personal attention from the Law School in the past.

Appointment

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

Responsibilities

Class Agent Pilot Program and Volunteer Management – 85%

- Conduct benchmarking research of other similar programs at peer law schools and other institutions to formulate strategy for piloting class agent program in the Law School environment over the next five years.
- Conduct analysis of current Law School class giving, programs, and alumni culture to identify 5 priority classes to participate in the pilot program.
- Develop both annual and long-term plans and goals to pilot the program; manage execution and ongoing evaluation of the program; Make recommendations for improvement.
- Identify additional infrastructure needs, and opportunities to leverage partnerships with the U of MN Foundation (UMF) and within Law School to increase efficiency and program results.
- Create annual program progress reports and analysis for Law School leadership as well as the Robina Foundation, the program funder.
- Interface directly with UMF leaders, Law School Advancement colleagues, the Dean of the Law School, faculty, and other alumni leaders, to collaborate and involve them as needed in stewarding and motivating class agent volunteers and other aspects of the program.
- Identify, cultivate, and recruit successful class agent volunteers in the Twin Cities and around the country through personal meetings and conversations.
- Provide professional level support to some of the Law School's most engaged and important volunteer leaders: Work closely with these alumni leaders to set program goals, lead meetings, and manage execution of plans to enhance program fundraising and

alumni engagement. Prepare and provide regular reports, communications, and collateral materials to ensure volunteers' success.

- Staff and support class agent volunteers directly engaged in fundraising for major outright and planned gifts for the Law School;
- Together with Law School annual giving staff, integrate class agents and class-focused fundraising messages into overall direct mail program, and oversee the production and mailing of additional special class-based peer fundraising letters and communications.
- Lead planning and execution of volunteer training and stewardship programs and events for class agent volunteers to ensure that they are successful and feel that their service is valued.

Relationship Management and Individual Solicitation – 10%

- Serve as primary relationship manager for the majority of class agent volunteers and additional program prospects as directed.
- Meet personally with class agents and other program prospects to assess their giving potential, discuss their engagement, and to solicit increased gifts and commitments at the leadership annual or major gift level. As needed, refer qualified prospects to development officer colleagues.
- Follow up with correspondence, phone calls and additional visits as appropriate to close and to steward gifts. As needed, develop gift proposals, memoranda of agreement and other gift documentation.
- Join class agent volunteers on individual cultivation and solicitation meetings with their classmates as requested.
- Provide regular progress reports on both personal and volunteer-led prospect cultivation and solicitation, and complete and file thorough contact reports in Donor Management System (DMS) of all contacts in a timely manner.
- Travel regionally and nationally at a variety of donor-related and legal community events. Stand in for the Director of Advancement and Director of Alumni Relations/Annual Giving as needed, both internally and externally.

Other Duties - 5%

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

University of Minnesota Law School
Class Agent Pilot Program – Tentative 5-year Budget
Updated June 8, 2016

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

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

TOTAL, Years 1-3

\$267,000

Year 4*

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

Year 5*

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

TOTAL REQUESTED

\$450,000*

***Funding for years 4 and 5 contingent upon successful program evaluation conducted in year 3**

ROBINA FOUNDATION

TO: Robina Board of Directors

FROM: Penny Hunt

RE: August 2016 Board Meeting Grantmaking Discussion

I thought it would be helpful to provide a bit of background on the material that follows as well as the Board's previous discussions about potential new grants to set the stage for your consideration of Robina's grantmaking. This may be overkill, but this will be an important discussion, so I want to make sure you have all the information you need.

Discussions concerning grants to the Council on Foreign Relations, University of Minnesota Law School and Yale Law School took place at the February and May Board Meetings, so the following material relates to grants to those three Robina Grantees. The Board plans to discuss further grants to Abbott Northwestern / Allina to support *LifeCourse* after receipt of the results of the *LifeCourse* research study which ends on December 31.

Robina Foundation Grants Paid/Committed Chart and Bar Chart

The Grants Paid/Committed Chart, which is included in all Board Books, shows the various grants Robina has made to the four Robina Grantees, including the total paid to each institution. Note the information at the bottom of the Grants Paid/Committed Chart indicating that funding for Planning Grants is not included in the totals shown above. Planning Grants are included in the totals on the Bar Chart.

Guidelines for Final Grantmaking

During the May Board Meeting, Board Members expressed interest in creating guidelines to inform this round of grantmaking, which is expected to be the final round of major grants. Susan Berresford drafted this list to start the process of developing guidelines. Discussing the appropriate approach to this round of grantmaking should help the Board focus on funding opportunities that best meet Robina's mission and vision.

Council on Foreign Relations: Council at 100 Campaign

February Board Meeting:

The Board approved endowment of a Chair in Global Governance (\$5 M), perhaps named the Binger Chair, and endowment of up to six additional Franklin Williams interns (\$1.32M). These two grants are reflected on the Robina Foundation Grants Paid/Committed Chart.

General
Guidelines
in book 102

May Board Meeting:

The Board reviewed the April 29, 2016, memo from Suzanne Helm detailing the grants, including the funding gap, which results depend on the timing of Robina payments. The Board decided not to fill the funding gaps. I communicated that decision to Suzanne Helm.

For purposes of discussion, Mike Sullivan's "Alternative Outlook Model C" assumes payment of \$1.32 million for the Franklin Williams interns in 2016 and payment for the Chair in Global Governance (\$5 million) over three years beginning in 2016.

Items for Discussion / Board Action:

- Timing of Robina payments;
- Decision regarding naming of the chair;
- Timing and nature of the "Investiture Event" proposed by CFR.

University of Minnesota Center for New Americans

Robina's support of the Center for New Americans began in 2013. From the beginning Dean Wippman indicated that, assuming the CNA was successful, the U would propose endowment of the Center after three years of operation. Dean Wippman began endowment discussions last year. Funding under the original grant to the University will support the CNA through August 2017.

February Board Meeting:

The Board reviewed the Law School's summary of CNA's progress and intent to request an additional \$25 million to permanently endow the CNA. The Board expressed a willingness to consider a large gift at the appropriate time, but indicated that the change in deans necessitated a pause to learn the new dean's direction, focus, etc. If needed, Robina was prepared to provide annual support until the endowment decision was made. This could include additional annual funding in 2017. The Board broached the idea of requiring additional support for the CNA, perhaps to fill a gap in spendable funds due to the timing of the Robina payment.

May Board Meeting:

The Board reviewed Dean Wippman's May 5 letter that discusses endowment timing and the Operating Budget for the CNA. The Law School provided forecasts of payouts assuming a \$25 million endowment grant paid in 2017 and 2018.

For purposes of discussion, Mike Sullivan's "Alternative Outlook Model C" assumes payment of the Robina endowment in 2017.

Items for Discussion / Possible Action:

- \$25 million grant to endow the Center for New Americans;
- Timing of the endowment payment;
- Development of any conditions to be met for the endowment (e.g. outside funding to fill the gap).

Yale Law School

February Board Meeting:

The Board reviewed Yale Law School's proposal for endowment of the Robina Human Rights Fellowship Initiative, which included YLS's assessment of the current capacity of the Law School's alumni and friends to make financial commitments to the Human Rights Initiative. YLS proposed a \$15 million endowment consisting of \$10 million from Robina and \$5 million to be raised by the Law School within five years. (YLS's February proposal was \$5 million lower than YLS's request in November 2015 for \$15 million from Robina for a total endowment of \$20 million.)

The Board also discussed endowment of the position currently held by Jim Silk, which, according to YLS, requires \$3 million in endowment funding.

The Board's thinking at the February meeting:

- Willing to provide \$10 million to endow the Human Rights Fellowship Initiative, subject to YLS match of \$5 million.
- Willing to consider endowing a chair for the position currently held by Jim Silk, with payment to be made in 2016 to provide immediate budget relief in the Human Rights budget.
- Willing to provide an additional \$1 million to support Human Rights programming if YLS raises \$6 million.

These were the "key messages" I communicated to Tara Fitzpatrick following the meeting.

May Board Meeting:

Although grants to support endowment of the chair and the initiative were not formally approved, the Board expressed interest in providing \$3 million now to endow the chair to provide budget relief to the Human Rights budget and \$10 million for the Human Rights Initiative. Payment over several years was discussed.

The Board reviewed information from YLS describing a family foundation's willingness to fulfill Robina's match requirement by a \$5 million grant to support COAP loan repayment for recent YLS graduates working in human and civil rights, which is part of the budget for the Human Rights Fellowship Initiative. The Board agreed that this \$5 million grant fulfills the match requirement for a Robina endowment grant of \$10 million.

Possible scenarios for Robina's payment of grants to support the chair and the initiative are detailed in the "Endowment Income and Payment Scenarios" provided by Yale Law School.

Mike Sullivan's "Alternative Outlook Model C" assumes payment of \$3 million for the chair in 2016, payment of \$10 million over three years beginning in 2017 and payment of the additional \$1 million in 2019, assuming YLS fulfills the match requirement.

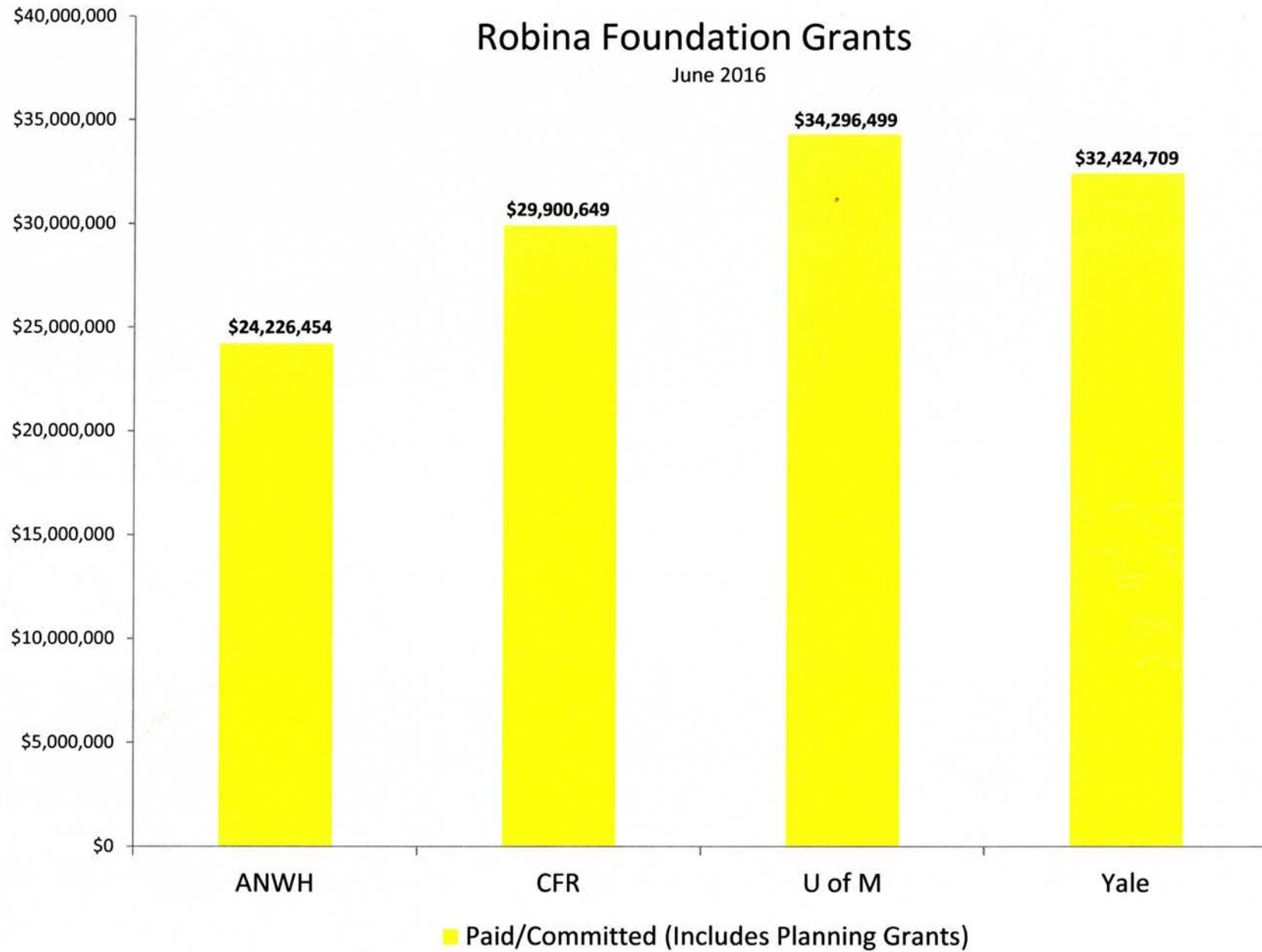
Items for Discussion / Possible Action

- \$3 million grant to support a clinical faculty chair in Human Rights;
- Consideration of naming of the chair;
- \$10 million grant to endow the Human Rights Fellowship Initiative;
- Timing of payment of the endowment grant;
- Confirmation of willingness to provide an additional \$1 million if YLS provides a match.

	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	51,855,971	52,054,586	52,683,817		
*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 - \$															

Robina Foundation Grants

June 2016



ROBINA FOUNDATION

Guiding Principles for Robina Grantmaking

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

The Robina Foundation will:

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

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

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

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

November 2014



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.

UNIVERSITY OF MINNESOTA

Twin Cities Campus

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The Law School*

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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 'DW', is written above the printed name.

David Wippman
Dean and William S. Pattee Professor of Law

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

	2017-18		
	Salary	Fringe	Total
<u>Faculty Directors</u>			
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
2017 Endowment Payment

Date	Principal	Contribution	5% Mkt Gain	4.5% Spendable	Support for Center
6/30/2016					-
6/30/2017		25,000,000			-
6/30/2018	25,125,000		1,250,000	1,125,000	(1,125,000)
6/30/2019	25,256,250		1,256,250	1,130,625	(1,125,000)
6/30/2020	25,394,063		1,262,813	1,136,531	(1,125,000)
6/30/2021	25,538,766		1,269,703	1,142,733	(1,125,000)
6/30/2022	25,690,704		1,276,938	1,149,244	(1,125,000)
6/30/2023	25,832,196		1,284,535	1,143,043	(1,143,043)
6/30/2024	25,974,398		1,291,610	1,149,408	(1,149,408)
6/30/2025	26,117,247		1,298,720	1,155,871	(1,155,871)
6/30/2026	26,260,729		1,305,862	1,162,380	(1,162,380)
6/30/2027	26,404,888		1,313,036	1,168,877	(1,168,877)
6/30/2028	26,549,828		1,320,244	1,175,305	(1,175,305)
6/30/2029	26,695,555		1,327,491	1,181,764	(1,181,764)
6/30/2030	26,842,079		1,334,778	1,188,254	(1,188,254)
6/30/2031	26,989,405		1,342,104	1,194,778	(1,194,778)
6/30/2032	27,137,539		1,349,470	1,201,336	(1,201,336)
6/30/2033	27,286,487		1,356,877	1,207,930	(1,207,930)
6/30/2034	27,436,252		1,364,324	1,214,560	(1,214,560)

Standard -
 5 yr. trailing average
 on prior yr. (6/30)
 Some guess on early
 yrs b/c the 5 yr.
 trailing average.

In deeper yrs. - use actual
 5 yr. trailing

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 2017 Endowment Payment

Date	Principal	Contribution	5% Mkt Gain	4.0% Spendable	Support for Center
			-		-
6/30/2016					-
6/30/2017		25,000,000			
6/30/2018	25,250,000		1,250,000	1,000,000	(1,000,000)
6/30/2019	25,512,500		1,262,500	1,010,000	(1,000,000)
6/30/2020	25,788,125		1,275,625	1,020,500	(1,000,000)
6/30/2021	26,077,531		1,289,406	1,031,525	(1,000,000)
6/30/2022	26,381,408		1,303,877	1,043,101	(1,000,000)
6/30/2023	26,668,402		1,319,070	1,032,077	(1,032,077)
6/30/2024	26,958,398		1,333,420	1,043,424	(1,043,424)
6/30/2025	27,251,327		1,347,920	1,054,991	(1,054,991)
6/30/2026	27,547,197		1,362,566	1,066,697	(1,066,697)
6/30/2027	27,846,103		1,377,360	1,078,454	(1,078,454)
6/30/2028	28,148,237		1,392,305	1,090,171	(1,090,171)
6/30/2029	28,453,638		1,407,412	1,102,010	(1,102,010)
6/30/2030	28,762,348		1,422,682	1,113,972	(1,113,972)
6/30/2031	29,074,405		1,438,117	1,126,060	(1,126,060)
6/30/2032	29,389,848		1,453,720	1,138,278	(1,138,278)
6/30/2033	29,708,712		1,469,492	1,150,628	(1,150,628)
6/30/2034	30,031,036		1,485,436	1,163,112	(1,163,112)

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 2018 Endowment Payment

Date	Principal	Contribution	5% Mkt Gain	4.5% Spendable	Support for Center
6/30/2016			-		-
6/30/2017					-
6/30/2018		25,000,000			
6/30/2019	25,125,000		1,250,000	1,125,000	(1,125,000)
6/30/2020	25,256,250		1,256,250	1,130,625	(1,125,000)
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6/30/2034	27,286,487		1,356,877	1,207,930	(1,207,930)

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 2018 Endowment Payment

Date	Principal	Contribution	5% Mkt Gain	4.0% Spendable	Support for Center
			-		-
6/30/2016					-
6/30/2017					
6/30/2018		25,000,000			
6/30/2019	25,250,000		1,250,000	1,000,000	(1,000,000)
6/30/2020	25,512,500		1,262,500	1,010,000	(1,000,000)
6/30/2021	25,788,125		1,275,625	1,020,500	(1,000,000)
6/30/2022	26,077,531		1,289,406	1,031,525	(1,000,000)
6/30/2023	26,381,408		1,303,877	1,043,101	(1,000,000)
6/30/2024	26,668,402		1,319,070	1,032,077	(1,032,077)
6/30/2025	26,958,398		1,333,420	1,043,424	(1,043,424)
6/30/2026	27,251,327		1,347,920	1,054,991	(1,054,991)
6/30/2027	27,547,197		1,362,566	1,066,697	(1,066,697)
6/30/2028	27,846,103		1,377,360	1,078,454	(1,078,454)
6/30/2029	28,148,237		1,392,305	1,090,171	(1,090,171)
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6/30/2034	29,708,712		1,469,492	1,150,628	(1,150,628)

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

From: Penny Hunt pennhunt@gmail.com
Subject: Yale Law School / "Budget Relief"
Date: July 7, 2016 at 1:19 PM
To: Steve Lewis s.r.lewisjr@comcast.net, Susan Berresford berresu43@gmail.com
Cc: Kathleen Blatz kathleenblatz@msn.com, Nancy Gilberg ngilberg@robinafoundation.org

Steve and Susan,

I'm following up on questions or comments the two of you made regarding whether Robina's grant to endow James Silk's chair would provide "budget relief" in YLS's human rights funding budget. I asked Tara Fitzpatrick for more detail on this subject and talked with her today.

Following is information she provided in an email, along with information in material from Dean Post that the board reviewed at the May board meeting.

Email information:

On the budget relief that the endowed faculty chair will provide: Jim Silk is currently paid out of the Schell Center for Human Rights' endowment income. Having a Robina endowed chair at \$3 million will free up Schell Center funds totaling @\$150,000/year, once the Binger Chair is fully funded. Schell Center income must be used to support Human Rights-related expenses. Since our donor's endowment will be dedicated to COAP for graduates working in human and civil rights, the savings to the Schell Center's budget resulting from the new chair will be redirected toward other activities our expendable Robina grants have been supporting, especially summer and post-graduate human rights fellowships, visiting lectureships, and human rights programming at YLS and for the broader Yale community, including the undergraduate special concentration.

From Dean Post:

Annual income that will be produced by Robina's endowment funding and that coming from YLS fundraising, once all pledges are fully paid:

Matching donor	\$5 million	= \$250,000 in income for COAP for human rights grads
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.)
<u>Robina Endowment</u>	<u>\$10 million</u>	<u>= \$500,000</u>
<u>Subtotal</u>	<u>\$18 million</u>	<u>= \$900,000</u>
Additional, YLS	\$1 million	= \$50,000 (still to be raised or dedicated from unrestricted endowment)
<u>Additional, Robina</u>	<u>\$1 million</u>	<u>= \$50,000 (match for final \$1 mil we raise)</u>
TOTAL	\$20 million	= \$1,000,000 annual income (the equivalent of current expendable gifts from Robina)

Tara recalls that Susan asked about "budget relief" when we were at Yale in January. She understood that we wanted confirmation that funds saved due to the chair endowment would continue to be used for human rights programming. The explanations above confirm that. Tara maintains that YLS needs \$20 M in endowment funding to maintain the human rights programming at its current level.

I believe I understand Yale's explanation, but I thought that the "budget relief" resulting from the \$3 million chair endowment would reduce the amount needed from Robina to endow the human rights programming we have been supporting with annual grants. Is that the wrong way to look at this?

I'm sorry I'm having such trouble understanding this! The Foundation hasn't taken formal action on the chair endowment or the program endowment, but will consider both at the August meeting. I

would appreciate your thoughts about this.

Warm regards,
Penny



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.)
<u>Robina Endowment</u>	<u>\$10 million</u>	<u>= \$500,000</u>
<u>Subtotal</u>	<u>\$18 million</u>	<u>= \$900,000</u>
 Additional, YLS	 \$1 million	 = \$50,000
<u>Additional, Robina</u>	<u>\$1 million</u>	<u>= \$50,000</u>
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.

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

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%

ROBINA FOUNDATION CURRENT LEAD DIRECTORS

Allina: Co-Lead Directors: Steve Schroeder and Marianne Short

Council on Foreign Relations: Co-Lead Directors: Gordy Aamoth and Steve Lewis

University of Minnesota Law School: Lead Director: Kathleen Blatz

University of Minnesota Center for New Americans: Lead Director: Susan Berresford

Yale Law School and Yale School of Drama: Lead Director: Peter Karoff

ROBINA FOUNDATION "LEAD DIRECTORS"

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

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

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

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

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

Assure efficient use of Board members' time.

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

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

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

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

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

Note:

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

03/10/10

Revised 11/13/14

Annual Board Meeting August 2016

ROBINA FOUNDATION

JOB DESCRIPTION DIRECTOR, ROBINA FOUNDATION

PURPOSE: To act as a voting member of the Board of Directors of the Robina Foundation, with full authority and responsibility to develop policies, procedures and regulations for the operation of the organization; to carry out the founder's intent as expressed in Robina Foundation Bylaws; to monitor Robina's finances, programs, and overall performance; and to provide the Executive Director with the resources to meet the needs of Robina and the community it serves.

Title: Director

Term: Three (3) year term, renewable, expiring at the Board of Director's Annual Meeting; Limit of four (4) three year terms

Attendance: Attend quarterly Board Meetings, retreats, and special events

Responsibilities:

- Establish policies for the operation of the Foundation
- Hire, support, and evaluate Robina Executive Director
- Monitor Foundation finances to assure finances are adequate
 - for current and long-term commitments
- Review and revise Investment Policy Statement
- Review and approve audit
- Assure management has appropriate policies to identify conflicts of
 - Interest and is diligently administering and enforcing Board policies
- Assure Foundation adherence to all applicable laws and regulations
- Fill Board vacancies
- Review and take action on grant requests
- Meet with grantees and listen to their priorities
- Monitor grantees for performance
- Read and be prepared to comment on information in the quarterly
 - Board Meeting books
- Provide candid and constructive criticism, advice, and comments

Board Members Can Expect:

- Staff support
- Meeting dates long in advance
- Board Books in advance of meetings
- A positive "Board culture" that allows Board Members to further
 - the mission, vision, and goals of the Robina Foundation

ROBINA FOUNDATION

DIRECTORS AND OFFICERS

August 31, 2016

CURRENT OFFICERS and EXECUTIVE DIRECTOR

- Chair – Kathleen Blatz (Term: 9/1/13 – 8/31/16)
- Vice Chair – Steve Schroeder (Term: 9/1/15 – 8/31/16)
- Treasurer – Steve Lewis (Term: 9/1/15 – 8/31/18)
- Secretary – Susan Berresford (Term: 9/1/15 – 8/31/18)
- Executive Director – Penny Hunt

ELECTION OF OFFICERS – Action

- Chair – Kathleen Blatz (Term: 9/1/16 – 8/31/17)
- Vice Chair – *Peter Karoff*

ELECTION OF DIRECTORS – Action

- Steve Lewis (Term: 9/1/16 – 8/31/19)
- Marianne Short (Term: 9/1/16 – 8/31/19)

Name/Office	1st Term	2 nd Term	3 rd Term	4 th Term
Gordon Aamoth	9/1/04 – 8/31/07	9/1/07 – 8/31/10	9/1/10 – 8/31/13	9/1/13 – 8/31/16
Susan Berresford Secretary	9/1/11 – 8/31/14 (1)	9/1/14 – 8/31/17		
Kathleen Blatz Chair	9/1/11 – 8/31/14 (2)	9/1/14 – 8/31/17		
Peter Karoff	12/1/06 – 8/31/09	9/1/09 – 8/31/12	9/1/12 – 8/31/15	9/1/15 – 8/31/18
Steve Lewis Treasurer	10/1/13 – 8/31/16	9/1/16 – 8/31/19		
Steven Schroeder Vice Chair	9/1/04 – 8/31/07	9/1/07 – 8/31/10	9/1/10 – 8/31/13	9/1/13 – 8/31/16
Marianne Short	10/1/13 – 8/31/16	9/1/16 – 8/31/19		

(1) Berresford served an initial partial term from 4/1/11 – 8/31/11.

(2) Blatz served an initial partial term from 2/24/10 – 8/31/11.

A resolution passed at the 2013 Annual Meeting limits board members to four (4) terms of three years each.

COUNCIL *on* FOREIGN RELATIONS

58 East 68th Street, New York, New York 10065
tel 212.434.9400 fax 212.434.9800 www.cfr.org

Carla A. Hills
Co-Chairman

Robert E. Rubin
Co-Chairman

David M. Rubenstein
Vice Chairman

Richard N. Haass
President

Board of Directors

John P. Abizaid

Zoë Baird

Alan S. Blinder

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Blair Effron

Laurence D. Fink

Stephen Friedman

Timothy F. Geithner

Richard N. Haass, *ex officio*

Stephen J. Hadley

Peter B. Henry

J. Tomilson Hill

Susan Hockfield

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James Manyika

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Jami Miscik

Janet A. Napolitano

Eduardo J. Padrón

John Paulson

Richard L. Plepler

Ruth Porat

Richard E. Salomon

James G. Stavridis

Margaret G. Warner

Vin Weber

Daniel H. Yergin

*Emeritus and Honorary
Directors*

Madeleine K. Albright

Martin S. Feldstein

Leslie H. Gelb

Maurice R. Greenberg

Peter G. Peterson

David Rockefeller

August 16, 2016

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

Dear Penny:

I am pleased to submit the annual progress report for the Council on Foreign Relations (CFR) International Institutions and Global Governance (IIGG) program. The reporting period is from July 1, 2015, to June 30, 2016.

The past year witnessed multiple new challenges for international cooperation, including the recent decision of British voters to leave the European Union, which represents an unprecedented rejection of a foundational pillar of global governance. These events testify to the importance of IIGG's groundbreaking work to identify policy options to improve cooperation on a wide range of issues, from strengthening the international humanitarian system to safeguarding the global commons.

Through CFR's Council of Councils (CoC) initiative, IIGG has developed a global platform for leading experts to analyze transnational challenges provide policy options to foreign policy communities throughout the world. During the review period, IIGG convened experts and senior policymakers from twenty-five countries at two productive conferences in Istanbul and New York. IIGG also produced the second edition of the Report Card on International Cooperation, a succinct, collective effort of CoC think tanks to assess the state of global governance.

IIGG also held groundbreaking events to identify strategies for strengthening international cooperation and understanding the opportunities and risks posed by shifts in the global distribution of power. Workshops on the global humanitarian regime and the World Health Organization assessed institutional failures to respond to fast-moving crises that cross national boundaries and proposed strategies to strengthen global responses.

IIGG's work throughout the year also assessed how emerging powers are exercising a larger voice in global governance. A workshop in Cape Town, South Africa, brought

together prominent scholars, business leaders, civil society representatives, and former government officials to explore South Africa's contributions to regional and world order and its vision for multilateral cooperation.

IIGG also hosted a timely workshop in Singapore, which convened experts and officials from the region, to assess the implications of competition between the United States and a rising China in Southeast Asia. Perhaps the most important insight from this meeting was that Sino-American competition extends well beyond disputes in the South China Sea, permeating trade and investment, regional security cooperation, and regional institutions.

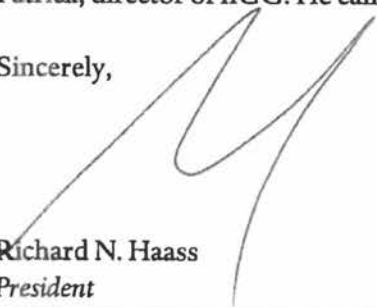
Over the past year, IIGG expanded its research agenda to address the potential for international cooperation in the global commons, areas like oceans and space that are beyond the ability of any one state to control. IIGG was pleased to welcome Esther Brimmer, professor of practice at the George Washington University's Elliott School of International Affairs and former U.S. assistant secretary of state for international organization affairs, as a CFR adjunct senior fellow to lead these efforts, focusing particularly on the high seas and outer space.

Finally, IIGG continued to disseminate its cutting-edge research on global governance via multiple formats to reach a variety of audiences, with the aim of improving understanding of obstacles to international cooperation and policy options to overcome them. IIGG's expanding social media presence, as well as the CoC Global Memo series and The Internationalist blog, have allowed us to deliver timely analyses on pressing global problems.

Four years into Phase II of the Robina grant, IIGG has strengthened its position as the leading source of expertise on effective global cooperation. IIGG's research, analysis, and convening power are an indispensable asset to policymakers seeking to cooperate effectively at home and abroad to address shared challenges.

If you have any questions or if you need additional information about this project report, please contact me or Stewart Patrick, director of IIGG. He can be reached at 202.509.8482 or spatrick@cfr.org.

Sincerely,



Richard N. Haass
President

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International Institutions and Global Governance Program Annual Report to the Robina Foundation

Executive Summary

The recent decision by British voters to leave the European Union, or Brexit, raises important questions about the resilience of global order, given Europe's historic role as a pillar of international security and prosperity. It also evinces growing popular reservations about international institutions, which often appear distant and insufficiently accountable. The result is a paradox: On the one hand, multiple transnational challenges like climate change and terrorism demonstrate the pressing need for international cooperation. On the other hand, citizens regard globalization as threatening and the instruments needed to manage it as placing unacceptable limits on their sovereignty. In this environment, the work of the International Institutions and Global Governance (IIGG) program at the Council on Foreign Relations (CFR) has never been more relevant.

Over the past year, IIGG leveraged its role as the leading source of analysis to provide policymakers and international institutions with creative and practical solutions to improve multilateral responses to pressing transnational challenges. To fulfill its mandate, IIGG focused its work on four intersecting themes: promoting global dialogue, advancing more effective international cooperation, responding to shifts in the multilateral architecture, and delivering leading research on global governance. This approach yielded dividends throughout the year. IIGG analysis and expertise informed high-level policy deliberations in the United States and abroad, on topics ranging from the global humanitarian system to U.S. strategy toward China.

CFR's premier international initiative, the Council of Councils (CoC), was the cornerstone of IIGG's work to promote global dialogue. This year the CoC launched the second edition of the Report Card on International Cooperation, the first succinct, collective effort by top think tanks to assess the state of global governance, at a live CFR meeting moderated by Marcus Mabry, managing editor of Twitter Moments. The Report Card has generated major media attention domestically and abroad and has raised the profile of the CoC network. IIGG also hosted the fifth annual CoC conference in New York and cosponsored the eighth regional conference in Istanbul, Turkey. IIGG continued to publish the CoC Global Memo series, which provides expert analysis on pressing global challenges and offers policymakers and multilateral institutions recommendations to strengthen international cooperation.

IIGG pursued its second priority, advancing more effective international cooperation, through innovative events involving representatives from governments, international institutions, think tanks, and academia. IIGG held workshops to diagnose the shortcomings of global regimes laid bare in two recent crises. The first identified gaps in the global humanitarian regime, which has failed to keep pace with the escalating number of refugees worldwide. Participants identified several priorities for reform, including linking development aid and humanitarian assistance and incorporating new donors and actors into response efforts. The second workshop assessed the current state of the World Health Organization, in the wake of its poor performance during the Ebola crisis of 2014. Participants identified concrete strategies for improving the WHO's performance, including narrowing the institution's agenda to focus on areas of its core competencies.

IIGG was also pleased to welcome Esther Brimmer, professor of practice at the George Washington University's Elliott School of International Affairs and former U.S. assistant secretary of state for international organization affairs, as a CFR adjunct senior fellow, to lead research on preserving cooperation in global commons, including outer space and the high seas. Under the leadership of Miles Kahler, senior fellow for global governance, IIGG also investigated how regional organizations are increasingly contributing to multilateral cooperation across an array of global challenges, ranging from peacebuilding to global finance.

Third, IIGG analyzed how the global multilateral architecture is adapting to the impact of emerging powers, which has placed strains on inherited international institutions. IIGG cohosted a workshop in Singapore with the Lowy Institute for International Policy (a CoC member) to assess how competition between the United States and an increasingly assertive China is influencing economic and security dynamics in Southeast Asia, and how countries in the region might moderate great power rivalry through multilateral rules and institutions. IIGG also published a Council Special Report, *Xi Jinping on the Global Stage: Chinese Foreign Policy Under a Powerful but Exposed Leader*, that proposed a new U.S. grand strategy toward China. In Cape Town, South Africa, IIGG cohosted a second workshop with the South African Institute of International Affairs (also a CoC member) to explore South Africa's contributions to regional and world order and its vision for the future of global governance.

Finally, IIGG produced groundbreaking research on global governance across a variety of formats to reach multiple audiences. Stewart Patrick, director of IIGG, provided in-depth analysis of trends in global governance in several major outlets. *The Internationalist* blog grew in popularity and Stewart received personal notes from senior U.S. government and international officials commending his analysis. IIGG also strengthened the standing of the Global Governance Monitor as a leading education tool on global governance with the launch of a tenth component covering the internet. IIGG's growing social media presence provided an accessible platform for IIGG analysis and enhanced the profile of the IIGG program and the CoC.

Next year, IIGG will focus its research and policy engagement in three areas. First, IIGG will produce written analyses to help update U.S. strategy toward multilateral institutions. Stewart Patrick will complete his book manuscript on the future of U.S. sovereignty in a global age. IIGG will also prepare a blog series on critical global governance challenges to inform the next U.S. administration. Second, IIGG will build on the momentum of the Council of Councils by hosting two conferences, in Germany in October and Washington, DC, in May, and launching the third edition of the Report Card on International Cooperation. IIGG will also pilot a CoC rapid response initiative, featuring reflections from CoC members after major global events. Finally, IIGG will conduct analysis and hold events to identify obstacles and innovations in global governance. As part of this work, IIGG will explore the lessons and ramifications of Brexit for both regional and global order. IIGG will also assess areas of global governance where gaps currently preclude effective cooperation, including on global biosecurity. In addition, IIGG will launch a study on innovations in global governance, including hybrid arrangements involving governments, the private sector, and civil society.

International Institutions and Global Governance Program Annual Report to the Robina Foundation

Project Director: Stewart M. Patrick, senior fellow and director of the International Institutions and Global Governance Program

Reporting Period: July 1, 2015—June 30, 2016

Report Due: August 16, 2016

The Council on Foreign Relations (CFR) is pleased to submit the eightth annual report of the International Institutions and Global Governance (IIGG) program. To accompany this narrative, we attach the financial statement for the current grant period, as well as two annexes summarizing the program's fiscal year (FY) 2016 research projects and our anticipated work plan for FY2017.

Outline the goals and objectives established in your grant proposal

The IIGG program analyzes the requirements for effective multilateral cooperation, conducts research on how to adapt international institutions to better tackle evolving twenty-first century challenges, and provides decision-makers with innovative and pragmatic solutions for managing the world's most pressing transnational problems. Over the past year, IIGG has focused its research, meetings, and publications on four intersecting themes: promoting global dialogue, advancing more effective international cooperation, responding to shifts in the multilateral architecture, and delivering cutting-edge research on global governance.

Provide a summary of your activities during the reporting period and how they relate to achievement of the ultimate goal/purpose of the program.

Promoting global dialogue

CFR's premier international initiative, the Council of Councils, continued to be a leading platform for global thought leaders to discuss the most pressing transnational challenges and devise strategies for improving multilateral cooperation. In FY16, IIGG cohosted the CoC eighth regional conference in Istanbul, Turkey, which convened the global CoC membership along with additional experts from the region. Participants discussed options for strengthening international cooperation in response to the global increase in refugees and migrants as well as the crisis in Ukraine. The conference also included a well-attended public event with a four-member CoC panel that was moderated by Itler Turan, professor of political science at Istanbul's Bilgi University, on the topic of "The Endgame in the Eurozone and Europe's Prospects as an Effective Global Actor." The event gave CoC members the opportunity to build relationships with senior Turkish political figures, including Ali Babacan, former deputy prime minister, minister of foreign affairs, and minister of economic affairs, as well as Özdem Sanberk, former ambassador and undersecretary of the ministry of foreign affairs. Both figures praised the CoC as a critical forum for developing strategies to advance global cooperation.

In May 2016, CFR hosted the CoC fifth annual conference in New York. The event brought together experts from twenty-one countries, including the leaders of eleven CoC institutes, for in-depth

discussions on how states and institutions can adapt to the shifting global order. A recurrent theme was the need for countries to increasingly compartmentalize their relations to allow for cooperation in areas of common interest across areas as diverse as economic governance, refugees and migration, internet governance, and the crisis in Syria. Ambassador Lamberto Zannier, secretary-general of the Organization for Security and Cooperation in Europe, provided a keynote address, sharing his thoughts about how the return of geopolitics had complicated the work of his organization. Several participants reaffirmed the value of CoC for informing their institutes' work, not least in providing a platform for ad hoc partnerships with other members. Members also expressed a desire to raise the profile of the CoC. In this regard, the Observer Research Foundation is planning to hold a CoC panel during their annual Raisina Dialogue, India's flagship conference on geopolitics that is cohosted with the Indian Ministry of External Affairs. Participants also remarked that this was the best CoC annual conference to date.

During the annual conference, CFR launched the second edition of the CoC Report Card on International Cooperation. To help policymakers around the world prioritize among the most pressing transnational challenges, IIGG surveyed CoC members and asked them to evaluate global governance across ten issues: the global economy, nuclear proliferation, climate change, development, global health, global trade, cyber governance, transnational terrorism, conflict between states, and internal violent conflict. Respondents were asked to give each issue a letter grade for international performance in addressing the particular challenge in 2015 and to rank the ten issues according to importance and opportunity for breakthrough in 2016. This year, the Report Card also graded overall international cooperation efforts, which respondents assessed earned a grade of B. In order to provide targeted recommendations for policymakers, CoC also provided policy prescriptions, which are included in both the print and online interactive versions of the Report Card.

The Report Card was launched during a live CFR general meeting featuring four CoC institution heads and moderated by Marcus Mabry, managing editor of Twitter Moments. The Report Card generated significant media attention both in the United States and internationally, including in the *Christian Science Monitor*, *Korea Times*, ReliefWeb, and the *Times Union*. By the close of FY16, the Report Card had generated over 42,250 online views. In addition, during FY16 the first edition of the Report Card received a Gold Davey award for outstanding multimedia education.

CFR continued to publish the CoC Global Memo series during FY16. These expert briefs analyze pressing global problems and opportunities and provide policymakers and multilateral institutions with recommendations for strengthening international cooperation. CoC experts analyzed a wide range of issues including refugees and migration, nuclear security, climate change, and global drug policy. In one notable memo, Steven Blockmans and Michael Emerson, from the Centre for European Policy Studies in Brussels, examined the likely consequences of a potential Brexit for both the United Kingdom and the EU. Other authors examined the prospects and achievements of major summits throughout FY16, including the Group of Seven and the BRICS group (Brazil, Russia, India, China, and South Africa). Stewart Patrick's December 2015 Global Memo identified the seven summits to watch in 2016, previewing major issues on the agendas of summits including the World Humanitarian Summit and the UN Conference on Housing and Sustainable Urban Development (Habitat III).

Finally, as addressed in more detail below, IIGG identified opportunities to partner with CoC member institutions on additional initiatives in FY16, further raising the profile of the network.

Advancing more effective international cooperation

Over the past year, IIGG organized innovative events and briefings to influence U.S. policy debates on international challenges and develop policy prescriptions to advance multilateral cooperation.

IIGG held workshops throughout the year that explored international cooperation on pressing matters of global governance. One workshop sought to diagnose the shortcomings of the global humanitarian regime exposed by the dramatic increase in refugees, many fleeing violent conflict, during 2015. Filippo Grandi, the UN high commissioner for refugees, provided the keynote address for the event, which also featured senior U.S. policymakers as well as leading voices from aid agencies, civil society, and academia. Participants identified priorities for reform, including distinguishing between migrants and refugees and incorporating new donors and actors into response efforts. Senior officials from the U.S. National Security Council, the U.S. State Department, the United Nations, and the United States Institute of Peace all commented that the gathering had informed their thinking about the (then) upcoming World Humanitarian Summit in May 2016, as well as President Obama's special UN session on refugees and migration scheduled for September 2016. *

A second workshop assessed the current state of the World Health Organization (WHO) in the wake of its belated response to the Ebola crisis in 2014. The outbreak laid bare the deficiencies of the organization, particularly when it comes to outbreak surveillance and emergency response, and also cast doubt on the organization's leadership within in an increasingly crowded and fragmented global health landscape. Jimmy Kolker, assistant secretary for global affairs at the U.S. Department of Health and Human Services and U.S. representative at the WHO, provided the keynote address. Participants identified strategies for strengthening the performance of the WHO, including narrowing the institution's agenda and concentrating energy and resources on its core competencies. Assistant Secretary Kolker expressed appreciation for the discussion's insights, particularly the participants' recommendations on the selection of the next WHO director-general. Another participant called the event "one of the best discussions I've participated in on this complex and vexing topic."

A third workshop on the relationship between global and regional organizations assessed how these two sets of institutions cooperate within five distinct areas: finance, trade, development, human rights, and peace operations. In each case, participants analyzed whether global and regional organizations are cooperating or competing, and whether better divisions of labor might be warranted. While the relationship between global and regional organizations varies by issue area, participants found that in many instances competition generally strengthened both the regional and global regimes. The question of the comparative advantages of global and regional organizations is of great interest to the U.S. government and international organizations, and officials from the State Department, the World Bank, and senior congressional committee staff members attended the gathering.

During FY16, IIGG was pleased to welcome Esther Brimmer, professor of practice at the George Washington University's Elliott School of International Affairs and former U.S. assistant secretary of state for international organization affairs, as an adjunct senior fellow for international institutions to

lead a roundtable series on preserving cooperation in global spaces. The series focused on cooperation in two areas of the global commons: outer space and the high seas. One meeting featured Frank Rose, U.S. assistant secretary of state for arms control, verification, and compliance, and focused on the challenges the United States faces in outer space, including an increasing amount of space debris and the lack of a code of conduct for outer space activities. Several participants followed up after the meeting to compliment IIGG on the quality of the discussion and to request additional information.

IIGG also continued to hold two roundtable series that brought together representatives from government, international institutions, civil society, and academia to develop strategies for improving global governance on issues ranging from nuclear security to migration. At one of these events, Ambassador Keith Harper, U.S. representative to the UN Human Rights Council (HRC) in Geneva, provided an overview of U.S. membership in that body. The discussion focused on the HRC's achievements while the United States was a member, which included mobilizing support for country-specific resolutions on chronic offenders such as Iran. The meeting identified several benefits of U.S. engagement with the HRC, both for that body and for the U.S.-UN relationship more broadly.

Another roundtable featured Paul Simons, the deputy executive director of the International Energy Agency (IEA), and Mary Burce Warlick, principal deputy assistant secretary of state in the Bureau of Energy Resources, U.S. Department of State. The discussion focused on how best the IEA might forge new partnerships with rising energy consumers, as well as how established and emerging powers might cooperate on energy governance in the face of rapid changes in energy demand and sources.

In addition to sustaining roundtables, the Robina grant supported major addresses at CFR by high-profile leaders on advancing more effective international cooperation. For example, David Miliband, president and chief executive officer of the International Rescue Committee, discussed international responses to the refugee and migrant crisis in the Middle East. In addition, during CFR's 2016 National Conference, a number of Robina-supported fellows shared their expertise with CFR members from the public and private sectors, as well as policymakers.

Finally, congressional briefings helped policymakers identify policy options for addressing critical transnational issues and strengthening multilateral cooperation. Examples include:

- **"European Migration Crisis"** for the office of Congressman Steny Hoyer, with Stewart Patrick, CFR senior fellow and director of the IIGG program, September 8, 2015.
- **"The Future of the North Atlantic Treaty Organization"** for Congressman Gerry Connolly, with Patrick Costello, CFR director of the Washington External Affairs program, February 24, 2016.
- **"International Internet Policy"** for the House Foreign Affairs Committee Majority Staff, with Adam Segal, CFR Maurice R. Greenberg senior fellow for China studies and director of the Digital and Cyberspace Policy Program, May 31, 2016.

Responding to shifts in the multilateral architecture

During FY16, IIGG organized events in the United States and abroad to closely examine how global governance is shifting, particularly in response to emerging powers, to clarify policy options for more effective multilateral cooperation.

The growing economic and political power of rising countries places pressure on established international institutions and frameworks of cooperation. In March 2016, IIGG organized a workshop in Cape Town, South Africa, cohosted with the South African Institute of International Affairs, titled “South Africa: An Emerging Power in a Changing World.” The workshop brought together prominent scholars, business leaders, civil society representatives, and former government officials to develop a better understanding of South Africa’s contributions to regional and world order and its vision for the future of global governance. Participants assessed how domestic challenges have hampered South Africa’s ability to articulate a coherent foreign policy, even as it remains strongly invested in the BRICS group. South Africa continues to search for an alternative to the current world order, driven by a desire for more equitable institutions that reflect the shifting balance of power.

Competition between established and emerging powers is also affecting their neighbors, as well as prospects for regional cooperation. Nowhere is this more obvious than in the South China Sea, where rising Chinese assertiveness is transforming the regional security and economic landscape. In April 2016, IIGG and the Lowy Institute for International Policy cohosted a workshop in Singapore titled “Southeast Asian Perspectives on U.S.-China Competition.” Recognizing that competition between the United States and a rising China is shaping the contours of global politics, security, and economics, the workshop sought a better understanding of how countries in the region view this great-power rivalry. While global attention has focused on tensions in the South China Sea, regional players are also concerned about the impact of Sino-American competition on international trade and investment, as well as transnational security challenges, particularly terrorism. Participants in the workshop concluded that rather than succumb to pressure to choose between the United States and China, Southeast Asian countries should wield their collective influence to constrain great power rivalries through regional rules and institutions.

To better understand U.S. strategic options in the face of an increasingly assertive Chinese foreign policy, IIGG also published a Council Special Report, *Xi Jinping on the Global Stage: Chinese Foreign Policy Under a Powerful but Exposed Leader*, by Ambassador Robert Blackwill, CFR’s Henry A. Kissinger senior fellow for U.S. foreign policy, and Kurt Campbell, chairman and chief executive officer of the Asia Group. The report argues that Chinese President Xi Jinping has amassed unprecedented domestic power and is conducting an assertive foreign policy in the region, which is likely to continue despite the Chinese economic slowdown. The authors propose a new U.S. grand strategy toward China that fully recognizes Asia’s growing importance to American interests and maintains U.S. primacy in the region. Ambassador Blackwill was asked to present on the report’s findings to over fifty senior congressional staffers in Washington, DC. He was also invited to testify at a hearing on “China and the U.S. Rebalance to Asia” for the congressional U.S.-China Economic and Security Review Commission. Senior-level policymakers in the executive and legislative branches requested copies of the report. The report also received coverage in a variety of media, including *Fortune*, *National Public Radio*, *Business Spectator*, and the Asia Institute’s *ChinaFile*, and Ambassador Blackwill authored an article drawing on the findings of the report in the *National Interest*.

Emerging powers are also providing increased support to less developed countries, bringing new philosophies and practices to bilateral and multilateral aid. Recognizing that these new approaches may have important implications, IIGG held a workshop to assess how emerging powers—including

India, Indonesia, South Africa, and Turkey—are approaching peacebuilding in conflict-affected countries. The workshop, entitled “Rising Powers and Peacebuilding,” was organized by IIGG Senior Fellow Miles Kahler and featured the findings of several researchers, including Charles T. Call of American University and Cedric de Coning of the African Centre for the Constructive Resolution of Disputes. The workshop offered participants from the U.S. foreign policy community an opportunity to assess how today’s emerging powers differ from their established counterparts, as well as the United Nations, in their approaches to conflict-affected countries.

Throughout the year, Kahler also convened roundtables to examine how emerging powers are shaping specific aspects of global governance. One notable event, “Rising Powers and Development Finance: A View from the World Bank Group,” featured Joaquim Levy, managing director and chief financial officer of the World Bank Group. The discussion centered on the Bank’s collaboration with new institutions launched by the major emerging economies, including the Asian Infrastructure Investment Bank and the BRICS’ New Development Bank.

Finally, IIGG cosponsored the sixth Princeton Conference on Global Governance with the Stanley Foundation, the Global Summitry Project at the University of Toronto’s Munk School of Global Affairs, the Brookings Institution, and the Project on the Future of Multilateralism at Princeton University. The conference brought together leading international relations scholars and policymakers for two days of discussions on the theme “Challenging Multilateralism and the Liberal Order: What Stance Should the United States Take?” Participants identified two daunting challenges to multilateral cooperation: the rise of geopolitical competition and surging domestic populism. They concluded that the United States should focus on strengthening its core alliances in order to maintain its global leadership and work to limit the consequences of geopolitical tensions.

Delivering leading research on global governance — SP

The IIGG program continues to be a leading source of research and analysis on global governance. Through print publications, blog posts, online interactives, and an active social media presence, IIGG continued to develop and disseminate cutting-edge research on global governance.

SP* In FY16, IIGG published fifty-three posts to The Internationalist blog, which received over 60,750 views. Particularly popular posts included “United Nations, Divided World: Obama, Putin, and World Order,” which received over 5,200 views, and “World on the Move: Understanding Europe’s Migration Crisis,” which received over 4,300 views. IIGG received personal notes of praise from U.S. policymakers as well as UN officials for one blog post, “Sexual Abuse by Peacekeepers: Time for Real Action.” A number of blog posts were also republished in national news outlets such as Defense One, *Newsweek*, and Real Clear World.

Stewart Patrick also wrote numerous pieces that provided in-depth analysis on global governance. In a paper for the Valdai Discussion Club, titled “Multilateralism à la Carte: The New World of Global Governance,” Patrick analyzes a global shift away from standing, formal, treaty-based bodies toward more flexible, fluid, and informal cooperation, involving narrower coalitions of likeminded, relevant, and capable nations. This approach was pioneered by the United States at the turn of the twenty-first century, but has since gone global. Patrick writes that multilateralism à la carte brings great advantages

while carrying risks. Unless practiced carefully, it could accelerate the world's fragmentation into competing blocs and undermine the formal institutions on which the United States and other countries continue to rely. The article gained wide circulation within the U.S. government, including the intelligence community. It was also quickly incorporated into the syllabus of the "National Security Decision Making" course at the United States Air Force Air War College.

In a second article, "World Order: What, Exactly, are the Rules?" in *The Washington Quarterly*, Patrick assesses the merits of pessimistic and optimistic outlooks on the durability of the liberal world order. Though there is space for optimism, the turbulence over the past sixteen years suggests that the international rules of order are fraying, even as rules of the road are urgently needed to address new challenges such as climate change and cybersecurity. In two articles in *Foreign Affairs*, "An Ever-Looser Union" and "World Weary," Patrick details how shifts in global power and changes in the nature of transnational threats have presented unprecedented challenges for the European Union and the United Nations, respectively.

Throughout the year, Patrick was also invited to speak on international cooperation, including delivering a keynote lecture on the relationship between multipolarity and global governance at a conference hosted by the Mexican Ministry of Foreign Affairs on "Global Mexico: Interests and Principles of Foreign Policy."

Patrick also dedicated considerable focus in FY16 to his forthcoming book, *Sovereignty Reimagined: America and Global Governance*. The thesis of the book is that the United States can remain master of its own fate only by making trade-offs among three different aspects of its national sovereignty: authority, autonomy, and control. In most circumstances, the major "sovereignty bargain" for the United States will be to exchange autonomy (or freedom of action) for the promise of greater control over global challenges—and its own destiny. A draft of the manuscript will be completed in early FY17, with publication slated for autumn 2017.

The Global Governance Monitor gained increased visibility throughout FY16, in part thanks to the launch of a tenth component that covers the internet. Featuring an overview video, timeline of milestone events, issue brief, and interactive map, the new component assesses the myriad challenges facing global efforts to govern cyberspace, from cybersecurity threats to disagreements among major powers on how to manage the internet. Over the past year the Global Governance Monitor received over 378,200 views, a 47 percent increase over FY15. It has also received numerous awards, including three Davey awards, two W3 awards, and one Telly in FY16.

IIGG also maintained an active social media presence this year. The IIGG Facebook page has reached 14,680 likes, up from 10,850 one year earlier. Posts regularly receive hundreds of likes, with one post on *The Internationalist* blog, "Surface Tension: Chinese Aggression Roils Southeast Asian Waters," receiving nearly 900 likes. The Council of Councils Facebook page has more than 5,760 likes and has proven to be an effective platform to disseminate not only CoC publications, namely the Report Card on International Cooperation and Global Memos, but also relevant CoC member publications. IIGG's following on Twitter has also grown, with over 720 followers.

Describe any unanticipated results, and lessons learned during the past year, and any changes you have made or propose to make to the project or the timing of the project.

IIGG added two components to the CoC Report Card on International Cooperation in FY16, in response to feedback on how to strengthen the product. First, IIGG added an overall grade component, requesting that survey respondents assess cumulative efforts on international cooperation across all ten issue areas. This proved to be a successful addition to concisely communicate the findings of the Report Card. Second, to strengthen the policy relevance of the publication's findings, IIGG added a policy prescription element. This asked survey respondents to articulate specific and concrete reforms to strengthen international cooperation in each issue area.

Please share with us your thoughts about ideas/needs/trends related to your field of work that Robina might want to consider as we move forward.

Several of the most important global governance questions in FY16, most notably the Brexit vote, emanated from domestic political processes. This is a dynamic that is likely to repeat in the coming years, as governments feel increasing pressure from domestic constituencies to insulate them from the vulnerabilities associated with globalization and to more closely safeguard sovereignty in the face of seeming encroachments from multilateral bodies. This shift will have important implications for how governments approach new international commitments and therefore the future of global governance. This will be a focus for IIGG moving forward.

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

The IIGG program had a balance of \$346,112 at the end of the eighth year, which is year four of Phase II and year five of the Council of Councils (CoC). This balance will be applied to year nine activities.

IIGG continued to implement its mandate while realizing cost savings for the program. The largest of these savings came from the CoC as a result of lower expenses related to international travel, staff salaries, and publications. In addition, the cost of the annual CoC conference was lower than in the previous year because the event was held entirely at CFR's offices in New York. Moreover, CFR did not incur the planned costs for the conference working papers as CoC members wrote them.

Savings were also generated by lower personnel costs for affiliated senior fellows. Additional savings were generated by the time lag between the departure of two members of the IIGG core staff and the arrival of their successors.

Publication and multimedia expenses were lower than anticipated because IIGG focused on the CoC Report Card and Stewart Patrick's book manuscript rather than commissioned publications. Research travel expenses were higher than anticipated due to additional costs related to the IIGG-sponsored conferences in Singapore and China, particularly increases in flight fares for both regional and international travel.

Financial Statement
 Robina Foundation
 July 1, 2015 - June 30, 2016

Year four award in Phase II	\$2,074,424
Balance as of June 30, 2016 applied to year nine activities	\$346,112

	<u>Year Eight Budget</u>	<u>Actual Expenses (7.1.15-6.30.16)</u>
Core Staff	\$505,666	\$425,740
Senior Fellows and Studies Staff	\$484,972	\$461,058
Events	\$157,462	\$151,729
Research Travel	\$77,022	\$119,709
Publications	\$85,689	\$20,254
Multimedia	\$127,791	\$58,406
Council of Councils (CoC)*	\$267,694	\$144,568
Research Materials	\$21,147	\$6,959
Outreach/Communications	\$81,324	\$74,230
Project Management	\$270,577	\$270,577
Total	<u>\$2,079,343</u>	<u>\$1,733,231</u>

* Note the CoC approved budget reflects the year five CoC budget since expenses are based on the initiative's fifth year of activity. All other budget categories follow IIGG's year four approved budget.

International Institutions and Global Governance Program

Annex I: FY16 Activities and Outputs

Program Director: **Stewart Patrick**, senior fellow and director of the International Institutions and Global Governance program

Reporting Period: July 1, 2015–June 30, 2016

Report Due: August 16, 2016

Council of Councils (CoC)

- CFR hosted the Fifth Annual Conference in New York, NY (May 15-17, 2016). Sessions included:
 - “Discussion on the U.S. Presidential Election”
 - “Council of Councils over the Past Year”
 - “Managing Flows of Refugees and Migrants”
 - “Global Economic Governance: Preventing the Next Crisis”
 - “The Situation in Syria”
 - “The Way Forward on Global Internet Governance”
 - “Asian Security Architecture”
 - “Current Trends in Security: The Return of Geopolitics and the Rise of Global Challenges”
 - “CoC Report Card on International Cooperation Launch”
 - “Discussion of Future Directions of the CoC”
- The Eighth Regional Conference was cohosted by CFR and the Global Relations Forum in Istanbul, Turkey (October 4–6, 2016). Session included:
 - “Reinforcing International Cooperation in Responding to Refugees and Migration”
 - “The Future of the Middle East and North Africa Region and Global Security”
 - “The Crisis in Ukraine”
 - “The Endgame in the Eurozone and Europe’s Prospects as an Effective Global Actor”
 - “Redesigning Regional and Global Energy Governance”
 - “Global Climate Cooperation Beyond Paris”

CoC “Global Memo” Expert Briefs (provided by CoC members):

- “Russia and the BRICS: Priorities of the Presidency”
- “Toward More Fair and Effective Peacekeeping”
- “The New EU Approach to Relocation of Refugees: Can it work, is it just?”
- “Prospects for Climate Success in Paris”
- “Seven Big Summits to Watch in 2016”
- “The G20’s Challenges and China’s Leadership Opportunities for the 2016 Summit”
- “The 2016 Washington Summit: Time to Open the Next Chapter in Nuclear Security”
- “UNGASS 2016: Time for a New Paradigm in Drugs”
- “Slouching Toward Ankara: The EU-Turkey Migration Deal”
- “What’s on the Agenda for the 2016 G7 Summit?”

- “Brexit's Consequences for the UK—and the EU”

Roundtables

- The United States and the Future of Global Governance Roundtable Series: 5
- U.S.-UN Roundtable Series: 5
- Roundtable Series on Rising Powers and Global Governance: 5
- Roundtable Series on Preserving Cooperation in Global Spaces: 4
- Global Health Governance Roundtable Series: 3
- Roundtable Series on International and National Security Law: 4
- Roundtable Series on the Rule of Law and U.S. Foreign Policy: 3
- Roundtable Series on Digital Policy: 3

Workshops and Study Groups

- Making Multilateralism Work: 4
 - The Future of the WHO: Lessons Learned and Priorities for Reform
 - The Global Humanitarian Regime: Priorities and Prospects for Reform
 - Rising Powers and Peacebuilding
 - Global and Regional Governance: Competitors or Complements?
- Rising Powers: 1
 - South Africa: An Emerging Power in a Changing World
- Study Group on Chinese Foreign Policy: 6
 - The History of U.S. Policy and Presence in Asia
 - American Allies and Partners
 - Trans-Pacific Partnership and Beyond: Regional Economic Dynamics and Policy
 - Military Modernization and Innovation
 - Asian Institutions and Competitive Regionalism
 - The Future of U.S. Policy in Asia
- Other: 1
 - Southeast Asian Perspectives on U.S.-China Competition

Congressional Meetings and Briefings

- Expert Bank Briefings: 60
- Congressional Staff Roundtables: 15
- Foreign Policy Breakfast Forums: 14
- Congressional Foreign Policy Study Groups: 2
- Special Briefings: 4

Publications, Meetings, and Briefings by Stewart Patrick

- Blog Posts: 53
- Briefings of Government Officials or Prominent Experts: 62

- Articles by Stewart Patrick: 7
 - “Multilateralism à la Carte: The New World of Global Governance”
 - “World Weary”
 - “Seven Summits to Watch in 2016”
 - “Making Sense of “Minilateralism”: The Pros and Cons of Flexible Cooperation”
 - “An Ever Looser Union”
 - “World Order: What, Exactly, are the Rules?”
 - “Why the State of the World is Better than you Think”

IIGG Publications

Council of Councils Report Card on International Cooperation

1

The Report Card grades global efforts to address ten major issues in 2015, ranks these issues in terms of importance, and assesses prospects for breakthrough in 2016:

- Preventing Nuclear Proliferation
- Managing the Global Economic System
- Mitigating and Adapting to Climate Change
- Advancing Development
- Promoting Global Health
- Expanding Global Trade
- Managing Cyber Governance
- Combating Transnational Terrorism
- Preventing and Responding to Violent Conflict Between States
- Preventing and Responding to Internal Violent Conflict

Council Special Reports

1

- “Xi Jinping on the Global Stage: Chinese Foreign Policy Under a Powerful but Exposed Leader”

Global Governance Monitor

Launches:

1

- The Internet
 - “Scope of the Challenge”
 - “Strengths and Weaknesses”
 - “U.S. and International Internet Policy Issues”
 - “Options for Addressing Internet-Related Challenges”

Relaunch Updates:

3

- Armed Conflict
 - “Strengths and Weaknesses: Overall Assessment”
 - “Conflict Prevention”
 - “Strengthening Peacekeeping Operations”
 - “Preventing Mass Atrocities”
 - “State-building and Peace-building”
 - “Strengthening Regional Organizations’ Capacity”

- Climate Change
 - “Scope of the Challenge”
 - “Strengths and Weaknesses: Overall Assessment”
 - “Understanding Climate Threats”
 - “Financing Emission Cuts”
 - “Future Climate Refugees”
 - “Domestic Policy”
 - “International Carbon Trading”
 - “Measuring and Monitoring Emissions Reductions”
 - “Addressing Noncompliance”
 - “Climate on G20 Agenda”
- Public Health
 - “Scope of the Challenge”
 - “Strengths and Weaknesses: Overall Assessment”
 - “Noncommunicable Diseases”
 - “The Battle Against HIV/AIDS”
 - “Acute Pandemics”
 - “Neglected Tropical and Other Infectious Diseases”
 - “Health Systems in Poor Countries”
 - “Facilitating Access to Vaccines”
 - “Evidence-based Interventions”

International Institutions and Global Governance Program

Annex II: FY17 Anticipated Activities

Program Director: **Stewart Patrick**, senior fellow and director of the International Institutions and Global Governance program

Reporting Period: July 1, 2015–June 30, 2016

Report Due: August 16, 2016

- 1 The International Institutions and Global Governance (IIGG) program will devote its ninth year to updating U.S. strategy toward multilateral institutions, 2 expanding the global reach of the Council of 3 Councils, and improving international cooperation to tackle shared challenges.

Updating U.S. strategy toward multilateral institutions

The U.S. presidential election, as well as the Brexit vote, have demonstrated important shifts in how policymakers and citizens perceive and value sovereignty. These trends have significant implications for how the United States approaches international agreements and institutions. In early FY17, IIGG director Stewart Patrick will complete his book manuscript on U.S. sovereignty in a global age, assessing trade-offs among three aspects of sovereignty: authority, autonomy, and control. The book, titled *Sovereignty Reimagined: America and Global Governance*, will provide analysis on how the U.S. should pursue “sovereignty bargains” in its approach toward international law, transnational security, the international economy, and international organizations.

IIGG will also develop a blog series on critical global challenges and important multilateral gaps to inform the next U.S. administration, drawing on both internal and external expertise. The series will explore U.S. interests at stake and policy priorities across a range of pressing global governance issues. Topics could include priorities for reforming the United Nations, global cyber governance, the global refugee system, and global health.

Finally, IIGG will continue to convene two roundtable series, on the United States and the Future of Global Governance, and on U.S.-UN Relations. The events will bring together prominent officials and representatives from the academic, nongovernmental, and business communities to discuss emerging transnational challenges and how multilateral instruments can respond.

The Council of Councils

Now in its fifth year, the Council of Councils is well-established as CFR’s premier international initiative and as a leading source of analysis on transnational challenges and policy options for effective multilateral cooperation. In FY17, IIGG will build on this track record by convening this prominent group for policy-focused events and drawing on its expertise for analysis on shared challenges and policy options. The ninth regional meeting of the CoC, which will take place in Berlin, Germany, in October 2016, will enable the network to inject analysis and recommendations into Germany’s 2017 G20 chairmanship and reflect on the growing populist backlash against

globalization. The sixth annual meeting, which will be held in Washington, DC, in May 2017, will permit the network to engage U.S. officials and foreign policy figures early in the tenure of the new U.S. administration. In FY17, IIGG will continue to bring analytical insights from the network into U.S. foreign policy debates and will develop and expand dissemination of CoC products. In November 2016, IIGG will launch a new CoC rapid response initiative, soliciting the views of each CoC member on the outcome of the U.S. presidential election and its implications for global governance. In subsequent months we will expand on this series, asking CoC members to respond to other events with major implications for international cooperation. IIGG will also continue to publish the monthly Global Memo series and will expand dissemination of CoC analysis and publications through social media, the CoC webpage, and CFR.org. Finally, IIGG will publish a third edition of the CoC Report Card, which will be launched at a live meeting during the CoC annual conference in May 2017.

Identifying obstacles and innovations in global governance

During FY17, IIGG will launch initiatives to identify prominent impediments to effective multilateral cooperation, major institutional gaps in global governance, and innovative approaches to overcoming both sets of challenges.

First, IIGG will explore the lessons and ramifications of Brexit for both regional and global order. The centerpiece of this initiative will be a roundtable series that considers the potential implications of the United Kingdom's decision for the future of the European Union and for international cooperation more generally.

Second, IIGG will explore areas where gaps in global governance currently preclude effective international cooperation. Esther Brimmer will continue her roundtable series on preserving cooperation in the global commons, with a focus on outer space and the high seas. These events will continue to convene policymakers, representatives of think tanks, and academia to strategize on how to improve multilateral cooperation in these increasingly crowded spaces. IIGG will also host a workshop on global biosecurity that will address the current state of the Biological Weapons Convention and related regimes to control biological weapons, as well as potential dual-use dilemmas that are posed by advances in biotechnology.

Third, IIGG will also assess promising innovations in global governance. Under the leadership of Miles Kahler, IIGG will evaluate new hybrid forms of global governance, in which states collaborate with the private sector and civil society to foster cooperation, to understand the value of these partnerships in an increasingly diverse multilateral system.

Finally, IIGG will begin to transition to three new areas of research that will guide the program's efforts beyond FY17. These include the new multilateralism (or what works in global governance); multilateralism and sovereignty; and global governance on a shrinking planet.

JAMES BUNDY, ARTISTIC DIRECTOR
VICTORIA NOLAN, MANAGING DIRECTOR



DARING ARTISTS. BOLD CHOICES. ADVENTUROUS AUDIENCES.

August 10, 2016

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

Dear Penny,

It is my pleasure to provide you and the Trustees of the Robina Foundation with this annual report for the FY2016 activities of the Binger Center for New Theatre.

Provide the goals and objectives established in your grant proposal.

The Binger Center for New Theatre is an initiative to commission, develop, and produce new work for the stage, thereby cultivating the skills and nurturing the talents of playwrights and other theatre professionals.

Goals

- To keep writers of outstanding potential engaged in the profession.
- To establish a new standard of artist-centered development and production.
- To create a pipeline of new talent and new works for theatre companies across the country.
- To broaden the experiences and expertise of Yale students and embolden them to imagine new possibilities for the stage.
- To serve as a model for the training of theatre professionals in the production of new work.

Objectives

- To support a significant number of Yale Rep-commissioned plays and musicals and provide commissioned artists with readings and workshops, as well as residencies at the School of Drama.
- To produce work of the highest possible artistic standards at Yale Rep and to encourage the advancement of plays commissioned, developed, and produced through the Binger Center for New Theatre.
- To promote partnerships through the Production Enhancement Fund, a mechanism that helps to underwrite multiple productions of Yale-commissioned plays and musicals at theatres across the country.

- To introduce writing-centered, collaborative, and integrated workshops, laboratories, and short courses to the Yale School of Drama curriculum, focusing specifically on musical theatre (including libretto, lyric, and music composition for the stage).

Provide a summary of your activities during the reporting period and how they relate to achievement of the ultimate goal/purpose of the program.

The 2015-16 season was a banner year for the Binger Center for New Theatre. All three of the world premieres in the Yale Rep season supported by the Binger Center opened to critical acclaim—and all three have already had or will have subsequent productions in the 2016-17 season. Additionally, the Binger Center's programming achieved national visibility as five Yale Rep-commissioned plays had their New York premieres: Sarah Ruhl's *Dear Elizabeth*, Rolin Jones's *These Paper Bullets!*, Danai Gurira's *Familiar*, Paula Vogel and Rebecca Taichman's *Indecent*, and Branden Jacobs-Jenkins's *War*. Both *Familiar* and *Indecent* were selected as Critics' Picks in the *New York Times*.

Commissions

- In FY2016, we offered commissions for five new plays to Jackie Sibbles Drury, Dan LeFranc, Jiehae Park, Susan Soon He Stanton, and Paula Vogel.
- Three commissioned plays are scheduled for production in the Yale Rep 2016-17 season: Sarah Ruhl's *Scenes from Court Life*, Aditi Brennan Kapil's *Imogen Says Nothing*, and Amy Herzog's *Mary Jane*.
- Following developmental work in FY2016, Lucy Thurber (*Transfers*) and Dorothy Fortenberry (*The Lotus Paradox*) submitted drafts of their commissioned plays to be considered for production at Yale Rep. We decided not to option these plays for production, and we released them back to the authors to pursue productions at other institutions.
- We are currently developing the Rude Mechs' *Field Guide*, Karen Hartman's *Good Faith*, Amelia Roper's adaptation of the Jane Bowles novel *Two Serious Ladies*, Alice Tuan's *A Humbling in St. Paul*, and Robert Woodruff, Bill Camp, and Evan Ziporyn's opera *Job*.

Workshops, Readings, and Residencies

The Binger Center continues to provide ample development opportunities for our commissioned artists and their collaborators. In FY2016, we produced 8 workshops and 6 residencies. As in FY2015, we produced large-scale, complex workshops, and we increased the number of readings we produced in New Haven. This allowed more opportunities for commissioned artists to engage with Yale School of Drama students. For example, residencies for Amelia Roper and christopher oscar peña culminated in informal readings open to the entire School of Drama, featuring YSD students as actors. We began our activity in FY2016 with a new model of residency: our Yale Writers Retreat brought three commissioned writers to be in residence alongside a company of four professional actors. This allowed the writers, all of whom were at different points in the writing process, to workshop pages of new drafts.

- Yale Writers Retreat: Caroline V. McGraw, Meg Miroshnik, and Amelia Roper (New Haven, August 2015)
- Writers Residency: christopher oscar peña (New Haven, October 2015)
- Writers Residency: Karen Hartman (New Haven, October 2015)
- Workshop of *Imogen Says Nothing* by Aditi Brennan Kapil (New York, November 2015)
- Writers Residency: Amelia Roper (New Haven, November 2015)

- Writers Residency: christopher oscar peña (New Haven, December 2015)
- Writers Residency: Sheila Callaghan (New Haven, January 2016)
- Workshop of *The Lotus Paradox* by Dorothy Fortenberry (New York, March 2016)
- Workshop of *Scenes from Court Life* by Sarah Ruhl (New York, April 2016)
- Workshop of *Mary Jane* by Amy Herzog (New York, May 2016)
- Workshop of *Job* by Robert Woodruff, Bill Camp, and Evan Ziporyn (New York, June 2016)
- Yale Institute for Music Theatre Workshop: *Blessing* by Andrew R. Butler and Andrew Duncan Farmer (New Haven, June 2016)
- Yale Institute for Music Theatre Workshop: *The White City* by Avi Amon and Julia Gytri (New Haven, June 2016)
- Yale Institute for Music Theatre Residency: Tim Rosser and Charlie Sohne (New Haven, June 2016)

New Play Production

The Binger Center supported three productions in Yale Rep's 2015-16 season: *Indecent* by Paula Vogel, *peerless* by Jiehae Park, and *The Moors* by Jen Silverman. *Indecent* was commissioned by Yale Rep and Oregon Shakespeare Festival.

- *Indecent* by Paula Vogel and directed by Rebecca Taichman ran in New Haven from October 2 to 24, 2015, to great critical acclaim. The *New Haven Register* declared that *Indecent* "triumphs on all fronts" and is "replete with freshness and vitality." Frank Rizzo of the *Hartford Courant* said that the "power of art [was demonstrated in] Vogel's elegant script in a production of music, movement, and shared memory that's beautifully staged and wonderfully acted." The production received the Connecticut Critics Circle Award for Outstanding Production of a Play, Outstanding Director, Outstanding Ensemble, and a special citation for composers Lisa Gutkin and Aaron Halva. The play also received an Edgerton Foundation New Play Award. A co-production with La Jolla Playhouse, *Indecent* went on to a successful run in California from November 13 to December 10, 2015. *Indecent* had its New York premiere at the Vineyard Theatre, in association with La Jolla Playhouse and Yale Rep, from April 27 to June 19, 2016. There, the play was a *New York Times's* Critics' Pick and received five stars from critics at *Time Out*, *The Guardian*, and *New York Daily News*. Producers are raising capital for a commercial production.
- *peerless* by Jiehae Park was performed from November 27 to December 19, 2015. The production, directed by Margot Bordelon, was praised for its "biting...caustic comedy" (*New Haven Register*) and Ms. Park's ability to "peer deeply into the darkness" of ambition (*Hartford Courant*). As of this writing, *peerless* has had its second production at Barrington Stage Company and will have its West Coast premiere at Marin Theatre Company in March 2017.
- Jen Silverman's *The Moors* ran in New Haven from January 29 to February 20, 2016. The *New Haven Review's* Donald Brown heralded the production, directed by Jackson Gay, as "brilliant stuff, with a sharp sense of the absurd...first-rate entertainment," and Christopher Arnott, in the *Hartford Courant* described Ms. Silverman's play as an "audacious dark comedy." Birgit Huppuch received the Connecticut Critics Circle Award for Featured Actress, and the production's creative team was nominated in four categories—Outstanding Director, Outstanding Set Design, Outstanding Lighting Design, and Outstanding Costume Design. The play also received an Edgerton Foundation New Play Award. *The Moors* will have its New York premiere at Playwrights Realm in the spring of 2017.

Production Enhancement Fund

The Production Enhancement Fund supported the New York premiere of *These Paper Bullets!*, written by Rolin Jones, at Atlantic Theater Company. The production, directed by Jackson Gay, played Off-Broadway November 20, 2015 through January 10, 2016.

The Fund also supported the New York premiere of Branden Jacobs-Jenkins' *War* at Lincoln Center's LCT3. The production was directed by Lileana Blain-Cruz, who also staged the Yale Rep premiere. It ran May 21 through July 3, 2016.

The Binger Center provided funding to support New York Stage and Film's developmental production of *Transfers* by Lucy Thurber at Vassar's Powerhouse Theater from June 30 through July 10, 2016. The production was not reviewed by the press, but it provided Lucy the opportunity to explore revisions to the script while showcasing it to potential New York producers.

Describe any unanticipated results or lessons learned and any changes you have made or propose to make to the project or the timing of the project. Provide information on any other issues or matters you would like to highlight to the Robina Board.

In FY2016, the Binger Center received field-wide attention for the success of several commissioned plays that premiered at Yale Rep and moved on to high-profile productions on the west coast and in New York City. It is rare for a regional theatre to have five commissioned works playing in New York within the scope of a single season. Our work was seen at Off-Broadway's top theatres: Atlantic Theater Company (*These Paper Bullets!*), Lincoln Center (*War*), Playwrights Horizons (*Familiar*), the Women's Project (*Dear Elizabeth*), and the Vineyard (*Indecent*), while in the same season, our commissioned plays also transferred to the west coast as tent poles in the season programming of La Jolla Playhouse and the Geffen Playhouse in Los Angeles. Each one of these productions required varying degrees of partnership and management from Yale Rep. We may not have another year with as many overlapping productions nationwide again, but it is clear that as the work of the Binger Center continues to achieve its artistic goals and critical success, we can expect more seasons where we are managing as many productions in New York or on the west coast as we are in New Haven. As our field-wide impact grows, we have learned to anticipate some of the friction points in these kinds of partnerships (differing views on billing and co-producing models, for example) so that we can work more efficiently while still serving the artistic goals of our commissioned artists.

Additionally, please let us know if there is anything Robina could do differently to enable you to work well with the support given by Robina. Also share with us your thoughts about ideas/needs/trends related to your field of work that Robina might want to consider as we move forward.

One of the most important conversations in the field centers on equity, diversity, and inclusion in the American theatre. Yale Rep takes the inclusion of artists who are underrepresented in the field very seriously. We assess our commissioning pipeline and our season programming to ensure that a diverse spectrum of voices will be represented on our stages. We also work to identify potential blind spots in our artistic programming and hiring practices caused by unconscious bias. This past season, one in which all of our world premieres were written and directed by women, the activist group The Kilroys gave Yale Rep national recognition for our outstanding track record of gender

parity. All three of the world premieres supported by the Binger Center in the 2016-17 season are written by women, and two of those productions are directed by women. Looking at the Yale Rep season as a whole, two of our five productions are written and directed by people of color. We continue to prioritize diversity in our commissioning pipeline, which we hope will have a positive impact on the field at large.

Attach an income and expense statement for this grant period along with your original budget for the period and a narrative explanation for any line item differences between the original budget and actual expenses. (Income for the project should include a list of additional funders and the amounts they provided.)

Our income and expense statement for FY2016 is attached. The (unaudited) value of the Binger Center Endowment as of June 30, 2016, was \$19,326,131. Income from the Endowment in FY2016 was \$787,127.

We remain enormously grateful to the Foundation for its extraordinary investment in the Binger Center for New Theatre.

James

ndy

ARTIST BIOS

Jackie Sibblies Drury is a Brooklyn-based playwright. Her plays include *We Are Proud to Present a Presentation About the Herero of Namibia, Formerly Known as South West Africa, From the German Sudwestafrika, Between the Years 1884-1915*; *Really*, and *Social Creatures*. Jackie's plays have been presented by New York City Players and Abrons Arts Center, Soho Rep., Victory Gardens, Trinity Rep, Matrix Theatre, Woolly Mammoth, Undermain Theatre, InterAct Theatre, Actors Theater of Louisville, Available Light, Company One, and The Bush Theatre in London, among others. Her work has been developed at Sundance, The Ground Floor at Berkeley Rep, Manhattan Theatre Club, Ars Nova, A.C.T., The Soho Rep. Writer/Director Lab, New York Theatre Workshop, PRELUDE.11&14, The Civilians, The Bushwick Starr, The Lark, The Magic Theatre, The Bay Area Playwrights Festival and The MacDowell Colony. Jackie was a dramaturg for *Futurity* by Cesar Alvarez and The Lisps, *Zero Cost House* by Pig Iron Theatre Company & Toshiki Okada and *The Garden* by Nichole Canuso Dance Company. She received a 2015 Windham-Campbell Literary Prize in Drama, a 2012-2013 Van Lier Fellowship at New Dramatists, and was the inaugural recipient of the 2012-2014 Jerome Fellowship at The Lark. Jackie is a NYTW Usual Suspect and a 2015 United States Artists Gracie Fellow.

Dan LeFranc received the 2010 *New York Times* Outstanding Playwright Award for *Sixty Miles to Silver Lake*, premiered by Page 73 Productions and Soho Rep. His play *The Big Meal* received its world premiere at American Theatre Company in Chicago, where it was declared the "#1 Play of 2011" by *Time Out Chicago* and garnered five Joseph Jefferson Award nominations. *The Big Meal* received its off-Broadway premiere at Playwrights Horizons, where it picked up a Drama Desk nomination and four Lucille Lortel nominations, including for Outstanding Play. His most recent play, *Troublemaker or The Freakin Kick-A Adventures of Bradley Boatright* recently premiered at Berkeley Repertory Theatre. Dan's other plays include *Backyard*, *Bruise Easy*, *Catgut*, *The Fishbone Fables*, *In the Labyrinth*, *Kill the Keepers*, *Night Surf*, and *Origin Story*. Dan is currently working on commissions for South Coast Rep and Playwrights Horizons. He has been recognized with the Helen Merrill Award and the Whitfield Cook Award, plus a Djerassi Resident Artists Program Fellowship, a John C. Russell Fellowship, and two MacDowell Colony/Alpert Foundation Residencies. He is a member of the MCC Playwrights Coalition and New Dramatists, and a former member of the Soho Rep. Writer/Director Lab. A graduate of the MFA playwriting program at Brown University, Dan served as head playwriting instructor for the Brown/Trinity Rep Consortium and visiting faculty at Brown, SUNY Purchase, and Yale University, among others. *Sixty Miles to Silver Lake* and *The Big Meal* have been published by Samuel French. *The Big Meal* also appeared in *TheatreForum*, McSweeney's quarterly food journal *Lucky Peach*, and the *Methuen Drama Book of New American Plays*, edited by Sarah Benson. Dan is currently the Playwright-In-Residence at Playwrights Horizons.

Jiehae Park is a writer and actor based in New York. Her play *peerless* had its world premiere at Yale Rep. Her work has been produced or developed through the Cherry Lane Theatre Mentor Project, Playwrights Horizons, Soho Rep.'s Writer/Director Lab, Berkeley Rep's Ground Floor, The Public Theater's 2015 Emerging Writers Group, New York Theatre Workshop, Dramatists Guild Fellowship, Ojai Playwrights Conference, Bay Area Playwrights Festival, 52nd Street Project, The 24 Hour Plays on Broadway, and the amazing Ma-Yi Writers Lab. Her plays have won the Leah Ryan Prize and Princess Grace Award, and were included in two years of the Kilroys List. Commissions: Playwrights Horizons, Actors Theatre of Louisville/Humana Festival of New American Plays,

McCarter Theatre. Residencies: MacDowell, Yaddo, Hedgebrook, and McCarter/Sallie B. Goodman. As a performer Jiehae has appeared at La Jolla Playhouse, Studio Theatre, Tiny Little Band (*Prelude* and *Cloud City*), REDCAT, and Ripe Time/The Play Company (February 2016). She received her BA in theatre from Amherst College and her MFA in acting from UCSD.

Susan Soon He Stanton is a playwright and screenwriter in New York, originally from Aiea, Hawaii. Her work has appeared at Clubbed Thumb, East West Players, Playwrights Horizons, The Kennedy Center, The Flea, Honolulu Theatre for Youth, Southern Rep, Joe's Pub, Oregon Shakespeare Festival, Perry-Mansfield, and others. Writing groups and residencies include Sundance Institute's Theatre Lab Resident Playwright, The Public Theater's Emerging Writers Group, The Playwrights' Center Core Writer, SoHo Rep. Writer/Director Lab, The Women's Project Lab, Hedgebrook, and MaYi Writers Lab. Awards and honors include Van Lier Fellowship at The Lark, Southern Rep's Ruby Prize Runner-up, Susan Glaspell Prize Finalist, a Susan Smith Blackburn nomination, and a NET Partnership Grant with Satori Group. Commissions from Kumu Kahua, Honolulu Theatre for Youth, New Sounds Theatre, and Second Generation. Plays include *Takarazuka!!!*, *Today Is My Birthday*, *SEEK*, *The Things Are Against Us*, *Cygnus*, *The Underneath*, *Furball*, and more. She is a writing consultant for Disney Creative Entertainment. She received a Feature Film Development Grant and Screenwriting Award from the Sloan Foundation, and a Leviathan Lab Film Production Grant. Films include *Dress* (winner of 2014 Hawaii International Film Festival Audience Award), *Dispatched*, *Good House*, and *Same Will*. BFA: NYU Tisch, MFA: Yale School of Drama.

Paula Vogel *How I Learned to Drive* received the 1998 Pulitzer Prize for Drama, the Lortel Prize, Drama Desk, Outer Critics Circle, and New York Drama Critics Awards for Best Play, as well as her second OBIE Award. Other plays include *Indecent*, *Don Juan Comes Home from Iraq*, *The Long Christmas Ride Home*, *The Mineola Twins*, *The Baltimore Waltz*, *Hot 'N' Throbbing*, *Desdemona*, *And Baby Makes Seven*, *The Oldest Profession*, and *A Civil War Christmas*. In 2004–05, she was the playwright in residence at New York's Signature Theatre. TCG has published four books of her work: *The Mammary Plays*, *The Baltimore Waltz and Other Plays*, *The Long Christmas Ride Home*, and *A Civil War Christmas*. Most recent awards include the Theatre Hall of Fame, Lifetime Achievement Award from the Dramatists Guild, and the 2015 Thornton Wilder Award. She is honored to have two awards to emerging playwrights named after her: the Paula Vogel Award, created by the American College Theatre Festival in 2003, and the Paula Vogel Award in Playwriting, given annually by the Vineyard Theatre since 2007. Ms. Vogel won the 2004 Award for Literature from the American Academy of Arts and Letters, the OBIE for Best Play in 1992, the Rhode Island Pell Award in the Arts, the Hull-Warriner Award, The Laura Pels Award, the Pew Charitable Trust Senior Award, a Guggenheim, an AT&T New Plays Award, the Fund for New American Plays, the Rockefeller Foundation's Bellagio Center Fellowship, several National Endowment for the Arts Fellowships, the McKnight Fellowship, and the Bunting Fellowship from Radcliffe College. She is a fellow of the American Academy of Arts and Sciences. She was recently awarded a Thirtini from 13P in New York. She has been a fellow at the MacDowell Colony, the Double UCross Colony, as well as Yaddo. She has taught for 24 years at Brown University and for five years at Yale School of Drama where she was the Eugene O'Neill Professor of Playwriting. She is honored by Philadelphia Young Playwrights and Quiara Hudes, who curates the Paula Vogel Mentors Project.

Binger Center for New Theatre
FY16

Income	FY2016 Binger Center Budget	FY2016 Other Sources Budget	FY2016 Center for New Theatre Total	FY2016 Binger Center Actuals	FY2016 Other Sources Actuals	FY2016 Center for New Theatre Total
Binger Center Endowments ⁽¹⁾	1,304,675		1,304,675	1,257,324		1,257,324
Robina Production Enhancement Funds	16,225		16,225	16,225		16,225
Other (Foundation, Individual, and University support) ⁽²⁾		476,040	476,040		412,268	412,268
Grand Total Income	1,320,900	476,040	1,796,940	1,273,549	412,268	1,685,817
Expenses						
Literary Manager & Artistic Associate: Salary and Benefits	150,120		150,120	150,120		150,120
Commissions ⁽³⁾	68,750		68,750	68,000		68,000
Workshops, Residencies and Retreats	120,000		120,000	115,600		115,600
Production Expenses	734,249	252,748	986,997	694,859	198,492	893,351
Enhancement Support ⁽⁴⁾	16,225		16,225	16,225		16,225
Yale Institute for Music Theatre	103,904	16,395	120,299	101,093	17,002	118,094
YSD Playwriting Lecturers		92,717	92,717		76,258	76,258
YSD Key Staff Time ⁽⁵⁾	127,652	114,180	241,832	127,652	120,516	248,168
Program Review			-			-
Grand Total Expenses	1,320,900	476,040	1,796,940	1,273,549	412,268	1,685,817

- (1) Budget includes \$130K of carry-over income from FY2015.
- (2) Additional income for the project came from K Unterberg (\$50K), Beinecke Playwriting Residency (\$47.7K), Center for New Theater endowment (\$7.5K), Beinecke Expendable Fund (\$307.1K)
- (3) Commission fees are fluid, depending on when drafts are completed, and extend over fiscal years
- (4) Production Enhancement Fund supported *These Paper Bullets* at the Geffen Playhouse; *WAR* at Lincoln Center Theater; and *Transfers* at New York Stage and Film's Powerhouse Theater at Vassar.
- (5) Key Staff Time reflects charging 88% of Artistic Coordinator salary and 80% Associate Artistic Director salary and fringe to reflect actual effort.

Continue
to raise
for Center.

Next Review?

Supplementary Info

Reponses – FY2016 Annual Report Narratives:

Why did we not option Lucy Thurber's Transfers and Dorothy Fortenberry's The Lotus Paradox for production? Does that decision always comes at the same point in the development of a play?

Given the number of commissioned plays ready for production as we planned our 2016-17 season, we did not feel as strongly about pursuing *Transfers* and *The Lotus Paradox* as we did the three commissioned plays we programmed (Sarah Ruhl's *Scenes from Court Life, or the whipping boy and his prince*; Aditi Brennan Kapil's *Imogen Says Nothing*; and Amy Herzog's *Mary Jane*). The decision to release these plays allows Ms. Thurber and Ms. Fortenberry to pursue productions elsewhere. Already, there has been interest in both plays, and their prospect for future life is strong. *Transfers* had a workshop production this summer in New York Stage and Film's Powerhouse Season. *The Lotus Paradox* was selected as a finalist for the 2016 O'Neill Playwrights Festival.

The decision to produce a play, or release it back to its author, can come at a different point in every commission process. Because we tailor-make each development process, we maintain a fluid conversation with the primary creative artist/s. The timing of the decision is led by the playwright's readiness to submit the draft for production consideration.

Re: Yale Writers Retreat in August 2015. How long were the writers and actors were at Yale; did we hold another retreat in August 2016 or plan to make this an annual event; and were there any surprises or lessons learned about this new activity?

For the Yale Writers Retreat in August 2015, our three playwrights (Amelia Roper, Meg Miroshnik, and Caroline V. McGraw) each spent eight nights in New Haven between July 31 and August 13, 2015. Their arrivals and departures were slightly staggered over that period. Four professional actors were in residence for five rehearsal days, August 6-10, 2015. Each writer was at a different point in her process. Amelia worked with actors for three consecutive days on her play *Two Serious Ladies*. Caroline McGraw had a one-day reading of a very early draft of her commissioned play with the four actors, and Meg Miroshnik had a day of rehearsal where the actors read early drafts of two pieces—to help us determine the direction of her commission. These rehearsals and readings were scheduled when all three writers' residencies overlapped—so all came to each other's readings and rehearsals. We supplemented the company of actors for Ms. Miroshnik's readings with YSD students who were in town over the summer vacation.

We did not hold the retreat in August 2016, based upon schedule and the needs of our commissioned writers at that particular time. Coordinating three artists—all at a point when they can use this kind of resource—means that it's not necessarily possible for this type of event to happen at the same time of year annually. Nonetheless, the Writers Retreat was a huge success, and we hope to offer it to our commissioned playwrights in the future—when we can gather several artists in residence at the same time.

While we had an overwhelmingly positive response from the YSD/YRT community who were in New Haven at the time of the August 2015 retreat, the biggest lesson of the timing of the retreat was that not all YSD students were in residence. We'd love to find a way to schedule this kind of activity during the school year, so that the artists and work are accessible to all students, faculty, and staff. A wonderful surprise was the sense of community amongst the artists that developed during the retreat: all three of the playwrights attended each other's readings, had social opportunities together, and had the chance to talk about each other's plays.

Has capital been raised for a commercial production of Indecent and the New York premiere of The Moors?

The commercial producers were recently quoted in the *New York Times* as saying that the question was whether a theater would be available. There are some extremely wealthy investors on the project, so it may be the case that theater rental is the only remaining question. However, it is also possible that this is a term of art. The NY premiere of *The Moors* will be at a nonprofit theatre with a small scale of production and virtually unlimited resources relative to its size, so we don't anticipate any further involvement.

Yesterday, Playbill.com and the *New York Times* ran a story on *Indecent*'s Broadway prospects:

<http://www.playbill.com/article/producers-hope-to-bring-paula-vogels-indecents-to-broadway>

<http://mobile.nytimes.com/2016/08/26/theater/producers-hope-to-bring-indecents-to-broadway.html?smid=pl-share&referrer>

We have talked several times about the possibility of YSD's reaching out for new plays that connect to human rights. In that regard, we wonder if YSD is aware of - or involved in - Yale Law School's initiative on the arts and human rights led by Jim Silk.

We are aware of this program and have met with James Silk to discuss it. Generally speaking, the Law School's initiative is more academic than Yale Rep's, and we have not yet seen an appropriate opportunity to partner with them in production. Recently, one of their staff members has helped us to develop connections to Native American writers whose plays we are considering for production.

Reponses – FY2016 Annual Financial Report:

Binger Center Endowments: why is the actual amount different from the budgeted amount? (Do you budget before you know the actual amount you will receive from the Endowment?) What is included in the actual amount? On page 5, it is noted that income from the Endowment in FY2016 was \$787,127. Footnote 1 states that \$130K was carried-over from FY2015. That totals only 917,127, so other funds must be included in the total amount specified as Binger Center Endowments.

You are correct that the budgeted amount is determined early in the fiscal year, when we don't know exactly how much we will receive from the Endowment. This year, in addition to the Endowment income and the carry-over, there was additional income and use of principal when the T-bills were converted to endowment. This is our oversight for not including in our footnotes.

Do you continue to fundraise for additional support for the work of the Binger Center?

We do continue to fundraise for additional support for the work of the Binger Center and the full productions of those new works, although there were no new gifts this year (some of the Binger Center contributions are multi-year gifts that were pledged in prior years). We are also fundraising for such support for our other Yale Rep productions.

From: **Berman, Deborah** deborah.berman@yale.edu
Subject: Re: Responses to your questions about Yale Rep's annual report
Date: August 27, 2016 at 1:03 PM
To: Penny Hunt pennhunt@gmail.com
Cc: Muirhead, Janice janice.muirhead@yale.edu

Dear Penny,

The plan for the review is December, 2017. I know that James will begin reaching out to possible reviewers after the new year. We will keep you posted on that, as it progresses.

On another note. We are celebrating Yale Repertory Theatre's 50th anniversary on October 6 and 7, with a moderated panel discussion on the afternoon of the 7th and a festive dinner at Sterling Library on that evening. Invitations are at the printer and going out very soon. We are inviting you and the Board. I hope that some of you will be able to attend. On the 6th, we open a new Sarah Ruhl play, and the pre-show reception is at the President's a House. I think you will find this weekend fun and interesting.

Happy to share more!

Warmly,

Deborah

Deborah S. Berman
Director of Development and Alumni Affairs
Yale School of Drama/Yale Repertory Theatre
P.O. Box 208244
New Haven, CT 06520
203-432-2890

On Aug 26, 2016, at 6:25 PM, Penny Hunt <pennhunt@gmail.com> wrote:

Thanks! The board will discuss your report on Wednesday morning.

Penny

On Aug 26, 2016, at 5:12 PM, Berman, Deborah <deborah.berman@yale.edu> wrote:

Oh--so sorry. That's something I will have to talk with James about. I meant to, but we had orientation this week.

I will be sure to speak with him next week.

Best,

Deborah

Deborah S. Berman
Director of Development and Alumni Affairs
Yale School of Drama/Yale Repertory Theatre
203-432-2890

On Aug 26, 2016, at 6:08 PM, Penny Hunt <pennhunt@gmail.com> wrote:

Hi again,

I just re-read the information you provided in response to our questions and noted that your information doesn't include a response to this question:

When are you planning to conduct the next Program Review?

Robina board members have been interested in the review process, so I would appreciate it if you could provide information on this subject.

Thanks!

GILDER LEHRMAN CENTER REPORT TO THE ROBINA FOUNDATION

Dear Members of the Board:

We appreciate the opportunity to report on the first six months of our work funded by the Robina Foundation. The Gilder Lehrman Center has made great strides in the four areas detailed in the grant proposal. The following briefly updates activities on these four fronts.

HUMAN TRAFFICKING AND MODERN DAY SLAVERY

In the initial stages of the grant, the Center aims to raise its profile internally (within Yale) and especially externally as the place to conduct research on human trafficking and modern day slavery. Furthermore, the Center intends to build and activate a worldwide network of scholars working on issues related to forced labor, sex trafficking, and slavery. As the hub to facilitate collaboration, we will help to grow a scholarly field upon which activists and policymakers can draw to address these issues.

The Gilder Lehrman Center received more fellowship applications than in any previous year. In March, the committee selected two accomplished scholars as full-year teaching Human Trafficking and Modern Day Slavery fellows for the 2016-17 year. Wendy Hesford, Professor of English and Gender Studies at Ohio State University, will work on "Enslaved Girlhoods: Human Trafficking Law, Literature, and Abolitionist Rhetoric" and teach a course in Autumn 2016 about the rhetoric and literature of human trafficking and modern migration and immigration. Tammy Ingram, Associate Professor of History at College of Charleston, will continue to write *The Wickedest City in America: Sex, Race, and Organized Crime in the Jim Crow South*, and teach a course on crime, forced labor, and sex trafficking in the post-Civil War South. The pool of applicants was so strong that we asked for and received permission to offer an additional one-month postdoctoral fellowship to a scholar of human trafficking. Elena Shih, Assistant Professor of American Studies at Brown University, will be in residence at the Gilder Lehrman Center in October to work on her book *The Price of Freedom: Moral and Political Economies of the Anti-Human Trafficking Movement in China, Thailand, and the U.S.* Professors Hesford, Ingram, and Shih will further enhance the Center's reputation as the preeminent academic center for the study of trafficking and modern slavery.

The courses our fellows offer are unique at Yale and rare anywhere else. Applicants relish the opportunity to teach human trafficking, and, equally important, the courses have proven very attractive to departments and students. Genevieve LeBaron, the Center's 2015-16 Human Trafficking and Modern Day Slavery Fellow, taught an extremely popular undergraduate course

entitled "Forced Labor, Human Trafficking, and Slavery in the Global Economy." Sixty students attempted to register for the seminar, which was capped at 18 and cross-listed in Political Science, Global Studies, and Ethnicity, Race & Migration. Our fellows and their courses address a clear curricular need in Yale College.

The Center has begun to assemble a Modern Slavery Working Group, anchored by former Gilder Lehrman Center fellows, to lead scholarly efforts occurring in research clusters across the globe. The Working Group will bring together members of the Arts & Humanities Research Council Usable Past project based at Hull, UK; forced labor and supply chain research based at Sheffield, UK; the US-based Historians Against Slavery group; and a US/UK/Australian group carrying out work on women's history of trafficking. All well-regarded and rigorous, these groups rarely collaborate or talk about shared problems and issues, such as methodology or the relationships between scholarship, policy, and activism. The Working Group will operate as a hub for collaboration and steer and advance the field of scholarly inquiry into potential redress of human trafficking and modern slavery. The Group will be co-chaired by former Human Trafficking and Modern Day Slavery fellows Genevieve LeBaron and Jessica Pliley. We plan to convene the first meeting in the late 2016.

TEACHER OUTREACH AND AFRICA TEACHERS' INSTITUTE

The Center's objective is to expand its teacher education and outreach projects by adding workshops for teachers in Rwanda, South Africa, and the United States over a period of three years, and continuing its established program of workshops in the New Haven area.

Teacher Lecture Series and Workshop

Since 2013, the Center has been offering monthly professional development workshops for middle and high school teachers, drawing from a group of some 300 instructors who have taken part in past Gilder Lehrman Center Teaching American History grants. The sessions, which each year are organized around a broad thematic idea, include a pizza dinner, a lecture and by a guest historian, a selection of documents or online resources for classroom use, and questions and conversation. Historians are usually the top scholars in these fields, from around Yale and elsewhere across the nation.

In 2016 we finished off our series of lectures organized around the idea of "Reconstructions." Using the post-Civil War United States as a conceptual starting point we have been considering other international reconstructions. In 2016, for example, we heard Yale Professor Dan Magaziner discuss post-Apartheid South Africa, which included a sweeping history of South African colonialism and Apartheid. Yale historian Ben Kiernan spoke to teachers on the history of Cambodia and its legacy of genocide, and Elzbieta Matynia, a professor of Political Science from the New School, spoke on Poland after the fall of communism.

The thematic focus of the 2016-17 year will be "New Directions in Histories of the African Diaspora," and will continue the international and comparative nature of the previous year by considering slavery, emancipation, and freedom throughout the Americas. We plan to hold eight workshops throughout the 2016-17 school year.

Exploring Justice

Exploring Justice is a weeklong workshop for High School students in the New Haven area meant to introduce students to local institutions and organizations concerned with justice, broadly defined. Students visit the New Haven police department and Superior Court but also meet with organizations representing LGBTQ and undocumented immigrant populations, leaders of the NAACP and other activist groups, and spokespeople for groups helping to settle refugee families, serve the homeless, and provide shelter and medical care to women who have been the victims of domestic violence.

This June, 45 students attended the Exploring Justice workshop. These students will be working on yearlong projects in collaboration with the various groups they encountered, and we will be holding monthly meetings in which students will meet with teachers and the Gilder Lehrman Center director of education to update their continuing work.

History and Memory in South Africa, the United States, and Rwanda

We began planning for the "History and Memory in South Africa, the United States, and Rwanda" institute during the first half of 2016. We met with members of the Yale Community knowledgeable about Rwanda, South Africa, and Yale-Africa initiatives. With their advice and guidance we have reached out to people engaged in educational programs in Rwanda and South Africa and have begun discussions with members of Witwatersrand University in Johannesburg, RSA, where our 2017 summer institute will be held. We have recently secured Yale Professor Dan Magaziner as lead faculty; the other faculty leader will be from South Africa. At Witswatersrand we have received very valuable assistance already from Professor Joel Quirk, who is himself also a former Gilder Lehrman Center fellow. Our next task is to arrange for the selection of 10 to 12 teachers from each of the three participating countries. This fall our director of education will travel to South Africa and Rwanda to meet with partners, visit museums and historic sites, and view lodging and classroom facilities.

MEDIA AND COMMUNICATIONS INITIATIVE

The Center's initiative with new media and communications has the purpose of producing, recording, and disseminating our academic and public programs for teachers, public historians, scholars, and a world-wide general public on a much greater scale. Short-term goals articulated in the proposal include convening a one-day planning and brainstorming meeting and producing a documentary film on the Fourteenth Amendment.

The Center began its Robina-funded work by convening a meeting of the experienced practitioners in different arenas within and outside of Yale. The group put forward ideas to increase the range and impact of our programs. With the guidance of a communications consultant, on February 26th, David Blight, David Spatz, and Thomas Thurston hosted Edward Ayers (host of BackStory podcast, President Emeritus, University of Richmond); Stephen Brier (Professor and Founder of the Interactive Technology and Pedagogy Certificate Program, City University of New York); Peter Almond (producer and filmmaker); David Gary (Kaplanoff Librarian for American History, Yale Sterling Memorial Library); Genevieve LeBaron (Gilder Lehrman Center Fellow, Co-Founder and Editor of Beyond Trafficking and Slavery (<https://www.opendemocracy.net/beyondslavery>)); Peter Leonard (Director, Yale Digital

Humanities Lab); Cyra Levenson (Curator of Education, Yale Center for British Art); and Koji Masutani (filmmaker and digital scholar, Basillie School of International Affairs, University of Waterloo, Canada). The aim was to learn from experts about the options available to us to produce and disseminate content and knowledge, and what holds the potential to have the broadest appeal. Considerations included cost, form, and distribution options, as well as staffing resources required to produce and coordinate efforts.

The meeting generated a great deal of advice and actionable information. Several members of the group suggested a Gilder Lehrman Center podcast series as an economical and effective way to showcase the range of scholars that come here each year, as well as all of the cutting-edge research that is being cultivated here. Going forward, David Blight or other Yale faculty will record interviews with each visiting fellow in the Yale Broadcast Studio, and podcasts will be distributed on the Yale iTunes channel. This will require scheduling and production help, for which we intend to hire graduate students. This meeting, along with a follow-up meeting with Yale participants in mid-March, deepened a burgeoning relationship with the Digital Humanities Lab. The Center and the Digital Humanities Lab will share resources and look for opportunities to jointly support – intellectually and financially – digital research projects related to slavery and its legacies. One final project emerged from this meeting: a pilot film to turn a star-studded panel into a useful educational resource.

Center Director David Blight moderated a discussion among Eric Foner (Columbia), Akhil Amar (Yale Law School), Tomiko Brown-Nagin (Harvard Law School), John Fabian Witt (Yale Law School), and Amy Dru Stanley (University of Chicago) about legal, social, and political legacies of the 14th Amendment 150 years after its passage. We filmed the panel and embarked on the process to make it into short, compelling videos that scholars and teachers can use to explore “equal protection” in the United States. We began with footage and a transcript and are working toward short pieces with each speaker and a longer piece that will draw out the major themes. We are learning a lot – from process to editing to cost to audience to publicity to, soon, distribution. Some rough cuts can be viewed here: <http://tinyurl.com/jb372o9>. These films are being produced and created by Peter Almond, with the assistance of film editor Zsofi Talas.

We will sponsor and host a panel, “The Right to Vote: Protection or Suppression Since 1965,” on November 3, 2016—one week prior to the Presidential election. Moderated by Center Director David Blight, the program will examine historical tensions between efforts to abridge and ensure the electoral franchise, with a focus on the period between the 1965 Civil Rights Act and the present. Presenters will include Ari Berman (investigative journalist, author of *Give Us the Ballot: The Modern Struggle for Voting Rights in America*), Beverly Gage (Yale University), Isela Gutierrez (Democracy North Carolina), and Kenneth Mack (Harvard Law School). Footage from this panel also will be used to produce a short film, which will be made available through the Center’s website as an educational resource for instructors and members of the public interested in exploring voting rights as an essential dimension of citizenship.

GLC YALE PUBLIC HISTORY INSTITUTE

The Center's short-term objectives for its work in the area of public history include continuing our annual public history institutes, which take place during the summer, and the annual international conference on slavery and public history, which will take place in December 2016.

From July 10 to 15, 2016, the Center hosted the fifth annual Yale Public History Institute in New Haven. Cultural institution professionals from museums, libraries, and historic sites joined graduate students from Yale and other universities, and employees from the soon-to-be-opened Smithsonian National Museum of African American History and Culture for a week of learning about interpreting slavery and African American history to the public. Led by Richard Rabinowitz, President of American History Workshop and veteran of more than 500 exhibition projects, the 2016 Institute featured lectures from Yale professors Robert Harms, David Blight, and Jonathan Holloway, and Rutgers professor Mia Bay. Preeminent public historians Fath Ruffins of the Smithsonian and Christy Coleman, CEO of the American Civil War Museum in Richmond, VA, discussed the problems with presenting difficult subjects and building community support to tell these stories.

This year's attendees participated in group projects focused on difficult interpretive challenges – the decisions slaves faced on a Virginia plantation during the Revolutionary War; commemorating the 1873 massacre in Colfax, Louisiana; and the 20th Century African American migration to Chicago. Informed by the week's presentations, professionals from the National Portrait Gallery, Tennessee State Museum, Historic Locust Grove in Louisville, the Mariners Museum, several National Park Service sites, and other places created exhibitions from conception to presentation. They considered narrative, publicity, community engagement, look, feel, artifacts, media, and associated programs – the most effective ways to convey these stories.

The program continues to evolve to integrate new interests and salient current events that practitioners confront every day at their sites and among their visitors. Indeed, this year's gathering occurred in the week after the police shootings in Baton Rouge, LA and St. Paul MN, and the murder of Police in Dallas. Discussions were very animated. Going forward, the Institute will adapt to meet the needs of contemporary public historians and students working to address the legacies of racism in national institutions, policies, and social attitudes. Based on feedback from the 2016 Institute, we will further engage new forms of social media and digital modes of learning. The Public History Institute alumni network grows each year, connecting trained professionals committed to responsibly and accurately highlighting slavery and African American experiences as fundamental elements of national and global history.

GLC FINANCES & ADMINISTRATION

Michelle Zacks has recently assumed the position of Associate Director, following David Spatz's departure. She comes to the Center after working as a folklorist and public history consultant with the Chesapeake Bay Maritime Museum and Chesapeake College on the Eastern Shore of Maryland. Funds for this position were not available until the late spring, so expenses were not made in the anticipated timeline. With Michelle Zacks' arrival and continuation of GLC initiatives, those projects will continue, and expenses will be made.

GILDER LEHRMAN CENTER REPORT TO THE ROBINA FOUNDATION

ADDENDUM: GOALS AND OBJECTIVES SUMMARY

August 2016

GOALS

The primary goal of the Gilder Lehrman Center is to promote rigorous scholarship and outreach concerning all aspects of slavery, its long destruction, and its many living legacies across all borders and all time. As the first and foremost center in the world for the study of slavery, the Center serves as a hub for research, public education, and international academic networking. Support from the Robina Foundation allows the Center to expand its institutional leadership in pressing for accountability for the profound social injustices caused by historical and modern forms of forced labor.

OBJECTIVES

- Raise the profile of the Gilder Lehrman Center within Yale University;
- Create knowledge about the history and legacies of slavery through a robust research fellowship program;
- Develop an international network to provide scholarly foundations for activists and policymakers working toward the abolition of contemporary forced labor and sex trafficking;
- Promote international interaction between secondary school teachers and the Center; and
- Produce and circulate academically grounded educational materials for public schools and general audiences.

PROGRESS AND LESSONS

- *February and March 2016:* Media and Communications Initiative planning meetings with Center staff, communications consultants, film producers, and practicing digital historians. Decision made that additional staffing is needed to implement proposed initiatives. Anticipated Fall 2016 hires include a part-time Digital Project Manager and undergraduate student assistants.
- *Spring 2016:* Center receives record number of applications for research fellowships. Robina funding allows for selection of a second full-year Human Trafficking and Modern Day Slavery research and teaching scholar for the 2016-2017 year.
- *Spring 2016:* Gilder Lehrman Center Assistant Director position promoted to Associate Director; Michelle Zacks (PhD, American Studies, University of Hawai'i) hired. Center Director of Education, Thomas Thurston, promoted from consultant to staff.
- *Spring 2016:* Modern Slavery Working Group in formation. Comprised of 12-14 scholars drawn from major academic research centers focused on contemporary forced labor and human trafficking. First convening planned for March 2017, hosted by the Center at Yale University. Discussion will include specific outcomes the group will produce. Possibilities include: an edited collection of essays; social media connectivity for international scholars, activists, and policy-makers; a large-data study project; and research-based multi-media lectures, databases, and policy recommendations.
- *Summer 2016:* In recognition of the Gilder Lehrman Center's prominent role in researching the history and legacies of slavery, Yale University President Pater Salovey appoints Center Director David Blight as member and historical advisor to the Committee to Establish Principles on Renaming.

IMPACT ASSESSMENT AND BENCHMARKS

- New Directions in Histories of the African Diaspora
2016-2017 School Year: Eight workshops with regional middle and high school teachers planned. Approximately 45 teachers expected to participate. At the end of the sessions, teachers will provide concrete examples of how the workshop materials have been incorporated into classroom instruction.
- Exploring Justice Workshop
May 2017: Charrette-style meeting will be scheduled, with the general public invited to attend. Students will present their final projects; Center staff, teachers, and members of the public will provide feedback. Collective input will inform plans for 2017-18 school year programming.
- History and Memory in South Africa, the United States, and Rwanda
Fall 2016: Faculty selected for the Summer 2017 South African institute at Witwatersrand University, Johannesburg; selection process for US, South African, and Rwandan teachers begins.
October 2016: Center Director of Education travels to Johannesburg to make logistical arrangements for Summer 2017 Institute.
- New Media Initiatives
Fall 2016: GLC Media Initiatives project manager and student assistant will be hired. In collaboration with the Yale Broadcast Studio, audio-recording and podcast creation of Center lectures begins.
Fall 2016: Using the Center's Fourteenth Amendment video clips as a pilot project, a needs assessment with a core group of regional middle and high school teachers will be conducted. Feedback on the film-in-progress will be used to develop a template for online teaching resources focused on historical and contemporary struggles over voting rights and citizenship.
October 2016: Short Fourteenth Amendment documentary film completed.
November 2016: Panel discussion: "The Right to Vote: Protection or Suppression Since 1965." Panel will be video-recorded; core group of teachers will participate in production of curricular materials based on the panel.
December 2016: Gilder Lehrman Center multi-media resource page created as component of the Center's website.
Spring 2017: Core group of teachers present the finished website to other teachers via district meetings and annual meetings of professional organizations. Charrette-styled meeting scheduled to gather feedback for refinement of the Center's online resources.
- Gilder Lehrman Center Public History Institute
July 2017: The sixth annual Yale Public History Institute in New Haven will include attention to digital history research, social media platforms, and online multi-media resources as a means to address legacies of institutional racism.

MacMillan Center: Gilder Lehrman Center					
Robina Foundation				8/11/2016	
Funded Amount	Award Start Date		Award End Date	Actual Balance	Estimated Actual Balance
1,424,709	1-Jan-16		31-Dec-19	1,374,465.28	1,202,235.53
	Original Budget		Expenses as of 7/30/16	Known Commitments	Comments
Expenses:					
Teacher Workshops and Outreach					
South Africa/Rwanda/New Haven Teacher Seminars	252,477				
Annual New Haven Teacher Workshops	40,000		1,453		
Half-time Education and Outreach Director	160,000		24,284	26765	Tom Thurson, Outreach Director-actual salary and projected salary for next 6 months.
Travel and visa assistance, accounting, communication	50,000				
Yale Public History Institute					
Summer Institutes in New Haven	69,000		2,141	15000	The Gilder Lehrman Center hosts the annual Yale Public History Institute, a portion of the Robina grant will help fund the institute for an additional four years.
Promotion, advertising, committee assembly and review, notification	27,000				
Human Trafficking and Modern Day Slavery Initiatives					
Additional Fellowships	219,000			73000	To be used for a visiting fellow-salary and fringes.
Annual Academic/NGO Working Group	30,000			5000	
Promotion, advertising, committee assembly and review, notification	15,000				
Media Production and Online Initiatives					
Media advising and consulting (\$50,000/year + fringe)	131,400		10,000		
Advisory Board meetings	20,000		5,813		
Website development	10,000			30000	Media creation, funds to be used for production, editing, and consultations.
Production	80,000				
Staff training, digital humanities laboratory resources	15,000				
Additional Staff Resources					
Associate Director position (\$18,000/year + fringe)	75,000				Charges will be made for staffing over the next six months.
Reporting, accounting, organization (student and admin workers)	45,000				Charges will be made for additional staffing over the next six months.
Subtotal	1,238,877		43,691	149,765	
Indirect Costs	185,832		6,553	22,464.75	
Total	1,424,709		50,244	172,230	

Calendar for year 2016 (United States)

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

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

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

Holidays and Observances:

Jan 1 New Year's Day	May 13 Mother's Day	Oct 31 Halloween
Jan 15 Martin Luther King Day	May 28 Memorial Day	Nov 11 Veterans Day
Feb 14 Valentine's Day	Jun 17 Father's Day	Nov 22 Thanksgiving Day
Feb 19 Presidents' Day	Jul 4 Independence Day	Dec 24 Christmas Eve
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)

GUIDELINES FOR FINAL PHASE OF ROBINA GRANTMAKING

August 2016

The Foundation will strive to leave behind strong programs with great leadership, notwithstanding crucial financial realities that will affect grantmaking.

Priority will be given to the more vulnerable programs and organizations if they are strong and if Robina support can enhance chances of survival and the strength of programs.

Decisions will be guided by both the near term and longer term survival and strength of programs, taking into account the future context of the work to the extent possible.

Recognizing the importance of key individuals to the success of initiatives, the Foundation will seek to get informal assurances of the stability of key people in key roles to increase the chance of retaining great leaders.

To the extent appropriate and feasible, the Foundation's grants will include some kind of matching or other investment from Robina Grantees.

The Foundation's method of giving will be structured to ensure that the program or purpose of the grant is fulfilled and carried out long-term.

Approved August 30, 2016

ROBINA FOUNDATION

Director and Officer Conflicts of Interest Policies & Procedures

Definitions

As used in these policies and procedures, the following capitalized terms shall have the meanings indicated.

Board: the Foundation's Board of Directors.

Contract or Transaction: any agreement or relationship involving the sale or purchase of goods, services, or rights of any kind, the providing or receipt of a grant or loan, or the establishment of any other type of pecuniary relationship with the Foundation.

Responsible Person: any person serving as a member of the Board of Directors, member of a committee, or officer, of the Foundation.

Family Member: a Responsible Person's spouse, parent, child, stepchild, brother, or sister; or the spouse of any of the foregoing.

Material Financial Interest: a financial interest of any kind, which, in view of all the circumstances, is substantial enough that it would affect a Responsible Person's ability to act solely in the best interests of the Foundation. For purposes of these policies and procedures, a financial interest with respect to a Contract or Transaction shall constitute a Material Financial Interest only if an ordinarily prudent person in a like position would reasonably conclude that such interest would affect his or her judgment with respect to the Contract or Transaction.

Conflict of Interest: A Conflict of Interest exists when there is an actual or proposed Contract or Transaction between the Foundation and --

(a) a Responsible Person or Family Member; or

(b) an entity in which a Responsible Person or Family Member has a Material Financial Interest or of which such person is a compensated or uncompensated director, officer, employee, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator or other legal representative.

Policies

Robina Foundation (the "Foundation") is committed to ensuring that each of its directors and officers carries out his or her responsibilities in good faith and in a manner he or she reasonably believes is in the best interests of the Foundation. The Foundation also recognizes that directors and officers have relationships that may appropriately assist the Foundation in pursuing its mission.

Contracts and Transactions

A director or officer whose ability to comply with the foregoing standard may be compromised by a Conflict of Interest relating to a Contract or Transaction shall report the Conflict of Interest in accordance with the procedures set forth below.

Gifts and Entertainment

A Responsible Person shall not accept gifts, entertainment or other favors from any individual or entity that does or is seeking to do business with the Foundation, under circumstances where it might be inferred that such action was intended to influence or possibly would influence the Responsible Person in the performance of his or her duties. This does not preclude the acceptance of items or entertainment of nominal or insignificant value (up to \$50.00) which are not related to any particular transaction or activity of the Foundation.

Confidentiality

Each Responsible Person shall exercise care not to disclose confidential information acquired as a Responsible Person or information the disclosure of which might be adverse to the interests of the Foundation. Furthermore, a Responsible Person shall not disclose or use information relating to the business of the Foundation for the personal profit or advantage of the Responsible Person or a Family Member.

Procedures

The procedures set forth below are designed to help directors and officers of the Foundation identify situations that present potential conflicts of interest and to provide the Foundation with a procedure for independent review and, when appropriate, approval of a transaction in which a director or officer has or may have a Conflict of Interest. The policy is intended to comply with the procedure prescribed in Minnesota Statutes, Section 317A.255, governing conflicts of interest for directors of nonprofit corporations. In the event there is an inconsistency between the requirements and procedures prescribed herein and those in section 317A.255, the statute shall control. Capitalized terms are defined in paragraph 2.

Reporting Conflicts of Interest

Prior to Board action on a Contract or Transaction involving a Conflict of Interest, a director who knows he or she has a Conflict of Interest and who is in attendance at the meeting shall disclose all facts material to the Conflict of Interest. Such disclosure shall be reflected in the minutes of the meeting.

A director who does not plan to attend a meeting at which he or she has reason to believe that the Board will act on a matter in which the person knows he or she has a Conflict of Interest shall disclose to the President all facts material to the Conflict of Interest. The President shall report the disclosure at the meeting and the disclosure shall be reflected in the minutes of the meeting. If the director having the Conflict of Interest is the President, then the required disclosure shall be made to, and the required report to the Board shall be made by, the Vice President, or if there is no Vice President, the Treasurer.

Responsible Persons who are not directors of the Foundation, or who have a Conflict of Interest with respect to a Contract or Transaction that is not the subject of Board action, shall disclose to the President any Conflict of Interest that such Responsible Person knows he or she has with respect to such Contract or Transaction. Such disclosure shall be made as soon as the Conflict of Interest is known to the Responsible Person. The Responsible Person shall refrain from any action that may affect the Foundation's participation in such Contract or Transaction. The President shall determine whether the Conflict of Interest should be reported to or acted on by the Board, and shall make a written record of the disclosure and the decision on whether to bring the matter to the Board.

If it is not entirely clear whether or not a Conflict of Interest exists, then the individual with the potential conflict shall disclose the circumstances to the President, who shall determine whether there exists a Conflict of Interest that is subject to these policies and procedures.

Review of Conflicted Transactions

The Board shall review each Conflict of Interest that is reported to it, and may approved the affected Contract or Transaction if the material facts as to the Contract or Transaction and the Conflict of Interest are fully disclosed or known to the Board and the Board approves the Contract or Transaction in good faith by the affirmative vote (without counting the interested director) of a majority of the entire Board at a meeting at which there is a quorum present, again without counting the interested director.

A person who knows he or she has a Conflict of Interest shall not participate in the Board's discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting. The chair of the meeting shall provide an opportunity for the Board to discuss the matter without the person who has the Conflict of Interest present.

A person who is known to have a Conflict of Interest with respect to a Contract or Transaction that will be voted on at a meeting shall not be counted in determining the presence of a quorum for purposes of the vote. The person known to have a Conflict of Interest may not vote on the Contract or Transaction and shall not be present when the vote is taken. Such person's ineligibility to vote and absence from the meeting during the vote shall be reflected in the minutes of the meeting.

Noncompliance

A director or officer's failure to comply with the requirements of these policies and procedures shall be grounds for the immediate removal from office of such director or officer, upon the approval of a majority of the other members of the Board.

Review of Policies and Procedures; Annual Disclosure

Each new Responsible Person shall be required to review a copy of these policies and procedures and to acknowledge in writing that he or she has done so.

These policies and procedures shall be reviewed annually by each member of the Board. Any changes to the policies or procedures shall be communicated immediately to all Responsible Persons.

Adopted by the Board of Directors on August 28, 2007

fb.us.1999125.01

ROBINA FOUNDATION

Grants approved at Aug 2016 Bd mtg

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

October 13, 2016

Kathy Wegner, Development Officer
University of Minnesota Foundation
200 Oak Street SE, Suite 500
Minneapolis, MN 55455

Dear Ms. Wegner:

On behalf of the Robina Foundation Board of Directors, I have enclosed a check in the amount of \$25,000 to help sustain and expand the Orthopaedic International Education Fund of the University of Minnesota's Department of Orthopaedic Surgery which helps residents gain invaluable experience and make a profound impact by sharing their much-needed clinical skills in underserved areas of the world. This grant honors the service of Gordon Aamoth, MD as a member of the Board of Directors of the Robina Foundation and is based on his identification of the International Education Fund, which he established and admires, as an organization doing important work that is aligned with the spirit and vision of James Binger, the founder of the Robina Foundation.

When Gordy retired from the Robina Foundation at the end of August, the Board chose to recognize his twelve years of outstanding service and leadership, his work supporting the founder's vision, and his efforts to deepen the foundation's relationships with its grantees by offering him the ability to designate a recipient for a \$25,000 grant. We are delighted that Gordy chose the International Education Fund to receive Robina funds and congratulate you on this honor.

Please feel free to contact me if you have questions about this grant.

Warm regards,

Penny Hunt
Executive Director

cc: Gordon Aamoth, MD

Nancy Gilberg

From: University of Minnesota Foundation <e-receipts@umn.edu>
Sent: Wednesday, October 26, 2016 12:04 PM
To: ngilberg@robinafoundation.org
Subject: Your receipt from the University of Minnesota Foundation



Robina Foundation
Attn: Penny A Hunt Exec Director
Ste 4900
80 S 8th St
Minneapolis, MN 55402-2226

Gift ID: [REDACTED]
Date of gift: 10/13/2016
Date received: 10/17/2016

Gift Designation

International Service Award in Orthopaedic Surgery

Fund	Type	Amount
15040	Cash	\$25,000.00

Total gift: \$25,000.00
Amount deductible: \$25,000.00

A Gift Made in Honor of:
Dr Gordon Aamoth

**Your gift plants the seed of knowledge and discovery, inspiring hope for a brighter future.
We are grateful for your support!**



Mike Fiterman
Chair, University of Minnesota Foundation

Your gift has been received by the University of Minnesota Foundation and will be directed to the program you have designated. The University of Minnesota Foundation is an independent non-profit organization that builds greatness at the University by raising and managing gifts from alumni and friends. This is an official receipt for income tax purposes.

Make your gift go further

Your gift may be matched by your employer—extending its impact. Go to give.umn.edu/giving/matching for more information.

IRS Substantiation

The University of Minnesota Foundation acknowledges your gift, and certifies that the donor has received no goods or services in exchange for this contribution, unless stated on this receipt.

Twin Cities

Crookston

Duluth

Morris

Rochester



grants

ROBINA FOUNDATION

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

October 13, 2016

Molly Wertz, Executive Director
Tandem, Partners in Early Learning
1275 Fairfax Avenue, Suite 201
San Francisco, CA 94214

Dear Ms. Wertz:

On behalf of the Robina Foundation Board of Directors, I have enclosed a check in the amount of \$25,000 to help sustain and expand Tandem's early reading programs in the Richmond public school system. This grant honors the service of Steven Schroeder, MD as a member of the Board of Directors of the Robina Foundation and is based on his identification of Tandem as an organization doing important work that he admires and that is aligned with the spirit and vision of James Binger, the founder of the Robina Foundation.

When Steve retired from the Robina Foundation at the end of August, the Board chose to recognize his twelve years of outstanding service and leadership, his work supporting the founder's vision, and his efforts to deepen the foundation's relationships with its grantees by offering him the ability to designate a recipient for a \$25,000 grant. We are delighted that Steve chose Tandem, Partners in Early Learning to receive Robina funds and congratulate you on this honor.

Please feel free to contact me if you have questions about this grant.

Warm regards,

Penny Hunt
Executive Director

cc: Steven Schroeder, MD

October 24, 2016

Nancy Gilberg
Robina Foundation
80 South 8th Street, Suite 4900
Minneapolis, MN 55402

Dear Nancy and the Robina Foundation,

Because of you, extraordinary things are happening throughout the Bay Area. Your gift to Tandem will build a brighter future for more than 15,000 children and the adults who care for them.

Tandem knows that if we are ever to close the opportunity gap, we have to do it by sparking joy, and **everyone** must be involved. We are so grateful to have you as our partner.

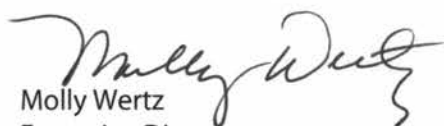
Thanks to you,

- Marcel, a preschooler in Oakland, will share his first bedtime story with his father and build a connection that will last a lifetime;
- Mai, a kindergartner in San Francisco, will look forward to the hour-long commute to school with her 87-year-old grandmother because they can finally read together in Chinese; and
- Carla, a single mother in Richmond, will leave her 5-year-old son's parent-teacher conference and, for the first time, feel that her dream of sending him to college might be possible after all.

Your gift brings families closer, inspires a lifelong love of learning, and sets children up for school and life success. More than that, your generosity ensures that poverty is not destiny; you intervene before these children can fall behind.

We could not do this work without you and are forever grateful to you for joining us in partnership to surround young children with interactive learning opportunities. Your support is a clear statement of your compassion and belief in a better world, one that touches the hearts of each child and family we serve in your name.

Sincerely and with our most heartfelt gratitude,


Molly Wertz
Executive Director

P.S. A note for tax purposes: your very generous grant of \$25,000 arrived on October 19, 2016. Our Tax ID is 27-1584676 and you may use this letter as your receipt. Thank you!



Email from Gordy Aamoth re the \$25K grant

The fund (described below) was established in 2007 with a \$20,000 personal gift. The purpose was to pay the resident for food, housing, and travel to do ortho surgery in developing countries. The hope was to engage them in this work so they would continue as they went into practice. I raised about \$30,000 from alumni as well.

Gordon M. Aamoth, MD

University of Minnesota Department of Orthopaedic Surgery International Education Fund

Through the International Education Fund, the University Of Minnesota Department Of Orthopaedic Surgery provides support for residents who wish to study or volunteer abroad in underserved areas. Since 2006, 19 residents have been awarded for work in Peru, Ecuador, Kenya, Nepal, and St. Lucia.

Participating in mission-based orthopaedic service helps residents gain invaluable experience and make a profound impact by sharing their much-needed clinical skills in underserved areas of the world. Several of our alumni have experienced international service as part of their education or after graduation. They experienced first-hand how vital this opportunity has been to their personal and professional development while providing an invaluable service in developing countries.

Increasingly, top resident candidates are requesting the opportunity to have an international experience. Our ability to support that will help further distinguish and strengthen our world-class training program with the top candidates from around the country.

The fund will also allow us to support international physician partners who wish to pursue an orthopaedic surgery fellowship here at the University - further strengthening our impact on the world by providing deeper training opportunities for those practitioners to take new techniques and skills back to their communities.

Your generous philanthropic support today will enable future generations of orthopaedic surgeons to enhance their own skills and develop intercultural collaborative relationships, while providing important care to underserved populations around the world.

University of Minnesota Department of Orthopaedic Surgery Award for International Education Experience

Resident	Year	Travel Location
Benjamin Robertson	2006	Norway
Jason Caron	2007	Peru
Colleen Linehan	2007	St. Lucia
Michael Healy	2008	Ecuador
Todd Johnson	2010	Bomet, Kenya
Jason Holm	2011	Peru
Ryan Horazdovsky	2011	Peru
John Wechter	2011	Ecuador
Ryan Horazdovsky	2012	Nepal
Kelsey Davidson	2013	Ecuador
Erica Petersen	2013	Peru
Sara Van Nortwick	2014	Peru
John Wechter	2014	Peru
Nick Lesmeister	2016	Honduras
Ryan Hoel	2016	Ecuador
Eric Rohman	2016	Ecuador
Marcus Mittelsteadt	2016	Ecuador
Kyle Bohm	2016	Ecuador
Tyler Dahl	2016	Peru

On Wed, Sep 21, 2016 at 11:46 AM, Nancy Gilberg <ngilberg@robinafoundation.org> wrote:

Thank you, Kathy, for getting back to me regarding the Orthopedic International Education Fund. As soon as our Executive Director has returned from a trip out of the country, we'll send a check for the Fund in Dr. Aamoth's name. Am I correct that Dr. Aamoth initiated the Fund? Nancy

From: Kathy Wegner [mailto:wegnerk@umn.edu]
Sent: Wednesday, September 21, 2016 11:40 AM
To: ngilberg@robinafoundation.org
Cc: Jean Gorell <jgorell@umn.edu>
Subject: Gift in Dr. Aamoth's name

Hi Nancy,

Thank you so much for making a gift in Dr. Aamoth's name to the Orthopedic International Education fund at the University of Minnesota. The purpose of the fund is twofold :

- Send orthopedic surgery residents to other countries to experience international practice;
- Provide for a supported fellowship for healthcare providers in countries of greatest need.

To make the gift you can go online to:

https://makingagift.umn.edu/onlinegiving/enterOnlineGiving.do?owner=O_ORTHO&desc_source=UWXX_SUR_ORTHO

in the "Other" section type in "Orthopedic International Education fund"

Or you can mail you gift to:

University of Minnesota Foundation
200 Oak Street SE, Suite 500, Minneapolis, MN 55455

with a note that the gift is directed to the Orthopedic International Education fund.

Thank you so much. Feel free to call me [612-624-9107](tel:612-624-9107).

Sincerely,

Kathy Kathy Wegner | Development Officer University of Minnesota Foundation
200 Oak Street SE, Suite 500, Minneapolis, MN 55455
Cell: [612.212.6604](tel:612.212.6604), Office: [612.624.9107](tel:612.624.9107) ✉ wegnerk@umn.edu

Email to KB and PH from Steve Schroeder re the \$25K grant

Dear Kathleen and Penny,

Attached is a grant proposal to Robina for \$25,000 to help an early childhood education program in Richmond, California, one of the most embattled cities in Northern California. I would be glad to answer any questions about the proposal, and am grateful to the board for its consideration.

Sincerely,

Steven A. Schroeder, MD

Proposed Robina Grant to Tandem, Partners in Early Learning

Background: I grew up in El Cerrito, California, a small town north of Berkeley. Nearby Richmond was always a city with a lot of problems. It had a multi-racial poverty population, many of whom migrated to the area from the south during World War II in order to work in the Kaiser shipyards. Richmond has suffered—now and then—from a high crime rate. When Sally and I decided to form a family foundation in 2007, we involved our two sons and their wives and selected as a giving theme, the enrichment of vulnerable families through exposure to early childhood reading enhancement. Through a donor advised fund established at the Marin Community Foundation, we supported such programs in three separate communities: Portland OR, where son David resides; East Palo Alto, near where son Alan lives; and Richmond. We initially supported a small Richmond program, and then gave a larger grant to the San Francisco chapter of Raising a Reader, a national organization devoted to outreach programs to vulnerable families to encourage parental reading to their preschool children. That grant induced the San Francisco Raising a Reader program to expand into Richmond. Along the way the chapter split from national organization to form its own entity: Tandem, Partners in Early Learning.

Grant purpose: Tandem is now establishing early reading programs in the Richmond public school system, working carefully with the teachers, training champions, and cultivating parental leaders. A grant of \$25,000 would provide flexible core funding to help sustain and expand this program, which has the capacity to transform the lives of poor inner city children of diverse racial backgrounds. We have visited the program and are impressed with the passion and dedication of its participants. Its leader is Molly Mertz, Executive Director. Contact information:

Tandem, Partners in Early Learning, 1275 Fairfax Ave, Suite 201, San Francisco, CA 94214

Telephone: 415-683-5460

Website www.tandembayarea.org

Molly Wertz email: molly@tandembayarea.org

I hope that you can support this request. These are good people, and the underlying social justice theme is consistent with many of the Robina grants.

Award Grants Approval of \$25K each to proposals by Steve Schroeder and Gordy Aamoth

Tandem, Partners in Early Learning and U of M Department of
Orthopaedic Surgery International Education Fund

On 7 Oct 2016, at 4:14 pm, Penny Hunt <pennhunt@gmail.com> wrote:

Dear Board Members,

At the August board meeting, the Board passed a motion permitting Steve and Gordy to make \$25,000 grants to organizations of their choice that are "aligned with the spirit and vision of Jim Binger as expressed in the Mission Statement of the Robina foundation." The Board asked Steve and Gordy to submit written grant proposals for review and approval by the Board. I have attached information on the grants Steve and Gordy propose and ask that you let me know if you approve Robina support for the two organizations.

Thanks for your help. Have a nice weekend.

Warm regards,

Penny

October 7, 2016

Good evening.

I am interested in everyone's thoughts. After a first-read, I support both Steve's and Gordy's suggested recipients. Gordy's recipient mirrors in a way the work done by Yale's human rights scholars--only with a medical bent. Steve's recipient is a bit more removed from what Robina has funded but seems consonant with our interest in social justice and community outreach. I think both suggestions are within the guidelines suggested by counsel and our prior gift to the Center for Victims of Torture that Ed Spencer directed.

Best to all,
Kathleen Blatz

Penny - Both Steve's and Gordy's gift are fine and I vote their approval -
Best from SB, Peter Karoff

I support the proposals from Steve and Gordy. Steve Lewis

On Oct 7, 2016, at 9:41 PM, Short, Marianne <marianne.short@uhg.com> wrote:
I agree and support both.

I can accept these grants. They are more or less consistent with Mr B's ideals. Susan Berresford