



[Robina Foundation](#)

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Penny Hunt

ROBINA FOUNDATION
Board Meeting

February 27-March 1, 2017

Location: New York City

Lodging: The Lotos Club

5 East 66th Street, New York 10021

Phone: 212-737-7100

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Penny Hunt
RE: February 27 – March 1, 2017 Board Meeting

The Board Book for this meeting is slimmer than usual, but the conversations we will have will be quite meaty and interesting!

Gordy will join us for dinner on Monday, February 27, as we celebrate Robina's grants to support CFR's Council at 100 Campaign, in particular Robina's \$5 million grant to endow the Chair in Global Governance to be held initially by Stewart Patrick.

As you can see, the agenda for the Tuesday session provides considerable time for in-depth discussions of issues related to the sunseting of Robina. The agenda lists several important issues; you may well identify others during the course of our discussion.

Note that Mike Sullivan's report (Tab 6) includes an estimate on page 16 of ~\$5 million remaining after the payment of all outstanding grant commitments. Although that figure is just an estimate based on various assumptions, the Board may want to start thinking about how best to use available funds.

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

ROBINA FOUNDATION

Robina Foundation Board Meeting February 27 – March 1, 2017 New York, New York

Monday, February 27

Reception & Dinner: Council on Foreign Relations
58 East 68th Street
Phone: 212-434-9781

5:30 p.m. Council on Foreign Relations' Member Reception

6:00 p.m. Inaugural James H. Binger Chair in Conversation
about Foreign Policy Challenges Facing the New Administration

7:00 p.m. Binger Chair Investiture Dinner: Robina Board Members and Guests

Lodging: The Lotos Club
5 East 66th Street, NY, NY 10021
Phone: 212-737-7100

Tuesday, February 28

7:30 a.m. Breakfast at the Lotos Club

8:30 a.m. Board Meeting at Council on Foreign Relations

6:00 p.m. Dinner: The Lotos Club Grill

Lodging: The Lotos Club

Wednesday, March 1

7:30 a.m. Breakfast at the Lotos Club

8:30 a.m. Board Meeting at the Lotos Club

12 Noon Adjournment

Robina Foundation Board Meeting

Tuesday, February 28, 2017

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

Council on Foreign Relations

A G E N D A

TIME		TAB
7:30 a.m.	Breakfast at Lotos Club	
8:30 a.m.	Welcome and Call to Order – Blatz	
8:35 a.m.	Minutes of November 17, 2016 – Berresford - Action	1
8:45 a.m.	Executive Director's Report - Hunt	2
9:00 a.m.	Grant Follow-up • Reporting ➢ Program Grants ▪ Chart of "Robina Ongoing Funded Programs" ➢ Endowment Grants ▪ Language in Agreements ▪ Discussion of Reporting Options • University of Minnesota Law School ➢ Remaining \$500,000 ▪ Memo regarding Dean Jenkins' Proposal ▪ Discussion	3 4
10:00 a.m.	Sunsetting Discussion - All • Robina History/Legacy ➢ Summary of Past Discussions • Timing of Sunset • Process: Memo from Faegre Baker Daniels	5
12 noon	Lunch (served Buffet style at the Council)	
1:00 p.m.	Sunsetting Discussion Continued	
3:00 p.m.	Communications to Robina Grantees - All • Key Messages/Recipients • Method • Timing	
4:30 p.m.	Adjournment	
6:00 p.m.	Dinner: The Lotos Club Grill	

Robina Foundation Board Meeting

Wednesday, March 1, 2017

8:00 a.m. to 12 Noon

The Lotos Club

A G E N D A

TIME		TAB
7:30 a.m.	Breakfast at Lotos Club	
8:30 a.m.	Welcome and Call to Order – Blatz	
✓ 8:35 a.m.	Treasurer's Report – Lewis • Assets and Grants • 2016 4th Quarter Financial Report from Mike Sullivan *• Discussion re Final Audit	6
✓ 8:50 a.m.	2017 Operating Budget – Hunt - Action	7
9:15 a.m.	Annual Reports - Hunt • Allina's <i>LifeCourse</i> ➤ Annual Report ➤ Analysis of Final Report on Research Study ➤ Projected/Planned Use of \$1M • Yale's <i>Gilder Lehrman Center</i> ➤ Annual Report	8 9
11:50 a.m.	Meeting Dates	10
12 Noon	Adjournment	

1

MINUTES
November 17, 2016

2

EXECUTIVE DIRECTOR'S REPORT

3

GRANT FOLLOW-UP
Reporting

4

GRANT FOLLOW-UP
University of Minnesota Law School

5

SUNSETTING DISCUSSION

6

TREASURER'S REPORT

7

2017 OPERATING BUDGET

8

ANNUAL REPORT
Allina's LifeCourse

9

ANNUAL REPORT
Yale's Gilder Lehrman Center

10

MEETING DATES

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

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

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

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

Lauren Ries 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 August 30-31, 2016 Annual Board Meeting

A motion made and seconded to approve the Minutes of the August 30-31, 2016, Annual Board 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 information concerning Berresford, Karoff and Hunt's recent meeting with Dean Post, Jim Silk and others at Yale Law School and Berresford and Hunt's meeting with David Blight and Michelle Zack at the Gilder Lehrman Center. Berresford and Karoff appreciated the discussions and reported that the visits were positive. Karoff noted that he will meet with James Bundy at Yale School of Drama in mid-December to discuss human rights themes and possible connections with Yale Law School, as well as plans for the upcoming external review of the Binger Center for New Theatre.

Treasurer's Report

Lewis stressed that Robina's funds have quickly diminished with major grants to the University of Minnesota Law School, Yale Law School and the Council on Foreign Relations as evidenced on Mike Sullivan's "Pro Forma Including New 2016 Grants" included in the Board Book. Hunt mentioned that the pro forma includes assumptions that may be refined by the February Board Meeting. Blatz asked Hunt to follow up with Mike Sullivan to clarify several numbers in his Quarterly Financial Report.

Grant Follow-Up

University of Minnesota Law School: Center for New Americans

Board Members reviewed documents setting forth the terms of the Foundation's \$25 million grant to support the Center for New Americans and the Law School, which Board Members approved by email after the August Board Meeting.

A motion made and seconded to ratify the \$25 million grant to support the following was approved unanimously:

- \$23.5 million to endow the James H. Binger Center for New Americans;
- \$1 million to endow the James H. Binger Professorship in Clinical Law to support a faculty member teaching in the Center for New Americans; and
- \$500,000 to be used by the Law School for scholarship funding and/or a purpose approved by Robina Foundation.

Blatz noted that the Foundation has flexibility to determine the content of reports and the length of the reporting period, both of which will be discussed at upcoming Board meetings. Lewis suggested that ~~department chairs~~ and/or the University's general counsel be notified if a change in the use of Robina funds is contemplated.

Yale University

Yale Law School

Hunt explained that the three documents in the Board Book have been signed memorializing the Foundation's \$13 million grant to Yale Law School (\$10 million to endow human rights programming and \$3 million to endow a clinical faculty chair in human rights) and described Yale Law School's plans to raise an additional \$1 million to support human rights programming as required by the Foundation.

After discussion,

A motion made and seconded to re-confirm a grant of \$3 million to Yale University to endow the *Binger Clinical Faculty Chair in Human Rights at Yale Law School* was approved unanimously.

Gilder Lehrman Center

Berresord and Hunt described their recent visit with David Blight and Michelle Zacks, the new Associate Director of the Gilder Lehrman Center, highlighting the recently prepared chart of activities, the work of the modern slavery task-force, and the Center's increased use of media. Board Members recognized the Foundation's role in expanding and institutionalizing the important work of the Center.

Council on Foreign Relations

Hunt updated the Board on the status of agreements with the Council concerning the two grants previously approved by the Board: \$5 million to endow the James H. Binger Chair in Global Governance and \$1.32 million to endow the Robina Franklin Williams Interns. Hunt explained that the agreement concerning the chair had been finalized, but an issue remained concerning the timing of the addition of Franklin Williams interns funded by the Foundation. After discussion, Board Members directed Lewis and Hunt to discuss this with James Lindsay at the Council with the goal of reaching agreement that six additional interns would be put in place beginning in FY 2018. Lewis and Hunt will follow up and report back to the Board.

Abbott Northwestern / Allina

Board Members had an extended discussion of the Foundation's support of the development and implementation of LifeCourse over the past 5 years, the current status of the initiative and opportunities for the future as described in Allina's proposal for two additional years of funding to support Allina's efforts to impact policy and the health care system. Recognizing that the sunseting of the Foundation requires difficult decisions about the investment of Robina's remaining funds, the uncertainty of future federal policy, and the initiative's need for funding beyond what the Foundation can offer, the Board determined that the better course for the Foundation was to provide a grant for 2017 that permits Allina to determine the best use of the funds to advance the initiative.

Upon motion made and seconded, a motion to provide a \$1 million grant to Allina to use as Allina determines is best to move LifeCourse forward, given its own resources and plans, passed unanimously.

Board Members directed Hunt to ask Allina to include plans for use of the funds in its submission of the final analysis of the research study for consideration at the February Board Meeting.

Grantee Reports

Council on Foreign Relations

Board Members reviewed reports from the Council and Humanity In Action on work during the past year supported by the Foundation's grants to support expanded diversity initiatives in foreign policy, as well as the status of the Council's Organizational Diversity. After discussion, the Board determined that neither organization needs to provide further reports on work supported by these two grants and that in the future the Council will not be required to submit organizational diversity reports.

University of Minnesota Law School

Scholarship Match Program: Annual Report

Board Members noted that to date almost \$1.1 million of the Foundation's \$1.25 million grant has been used to match donations to the Law School. Reports will be required until the remaining \$151,000 is expended to match outside donations.

Robina Institute on Criminal Law & Criminal Justice including Sentencing Enhancements: Annual Report

During the review of the report, Board Members remembered Tom Crosby's role in the development of the sentencing enhancements to focus the Institute's work on sentencing issues and commented on the impressive results of the initiative.

Yale University

Yale School of Drama: Endowment Report

Board Members expressed interest in learning the level of funds transferred to Yale School of Drama for the Binger Center on New Theatre and directed Hunt to inquire further.

Future Board Meetings

While discussing proposed dates for future Board meetings, Board Members identified potential agenda items for the February 2017 meeting to be held in New York City at the Council on Foreign Relations.

Adjournment

There being no other business, the meeting was adjourned at 12:00 pm

Respectfully Submitted,

Susan Berresford, Secretary

Date

**ROBINA FOUNDATION
BOARD OF DIRECTORS MEETING
February 28, 2017
EXECUTIVE DIRECTOR'S REPORT**

Follow-up to November Board Meeting

As always, much of my time since we met in November has been spent on follow-up to Board actions at that meeting and preparation for this meeting in New York City. This work included:

- Discussions with Suzanne Helm regarding language in the grant agreement for Robina's grant to CFR for Franklin Williams interns. (You will recall that the mere request that Jim Lindsay talk with Steve and me about the language resulted in CFR's agreement to language acceptable to Robina!)
- Conversations with both Paige Bingham and Penny Wheeler about the Board's decision to end Robina support of LifeCourse with a \$1 million grant payable in 2017 upon receipt of final research results and Allina's plan for the use of the additional funding;
- Work with Mike Sullivan to clarify categorization of assets in his quarterly reports and to discuss his projections concerning Robina assets following payment of all outstanding commitments;
- Research regarding experience of other foundations that sunsetted or plan to sunset.

Meeting Preparation

Nancy and I drafted – and revised numerous times – the agenda for this meeting as we sorted through how best to allocate the Board's time during the day and a half timeframe. The agenda for this meeting is noticeably different from past meetings since the Board will spend considerably less time reviewing grant reports.

I met with one of the writers suggested for Robina's legacy project and spoke with a second writer. Both conversations helped me think further about the project. I am looking forward to the Board discussion (Tab 5)!

Miscellaneous

Center for New Americans Press Conference

I helped Kathleen prepare for her participation, along with President Kaler and Ben Casper, in the February 6 press conference and attended the conference with her. Kathleen and I will fill you in on the conference during our meeting.

The Center for Effective Philanthropy Study on Limited Life Foundations

Last spring I participated in CEP's study on limited life foundations along with about 20 other foundations. In January participants provided feedback on the first draft of the study summary. I believe that the report, which will be issued in March, will be helpful as Robina moves toward its sunset.

Information from Yale Law School and the Gilder Center

Yale Law School and the Gilder Center provided me with the attached information, which I know you will find interesting. In addition, Susan attended the ceremony to award the Frederick Douglass Book Prize run by the Gilder Lehrman Center for the

Study of Slavery, Resistance and Abolition at Yale that Robina supports. The award was given to Jeff Forret who wrote Slave against Slave, Plantation Violence in the Old South, which explores conflict and violence within slave communities. Per Susan, the event was attended by a diverse audience of famous historians, publishers, history buffs, Yale faculty and students and friends, as well as high school students who have participated in Gilder Lehrman programs. I suspect Susan will want to describe the event a bit more at our meeting.

Conversations with James Bundy

I participated in two conversations with James Bundy: the first one focused on Yale School of Drama's plans for the outside review scheduled for later this year; during the second call, Peter and I discussed other issues of interest to Robina.

Richard Haass at Westminster Town Hall Forum in Minneapolis

Richard will speak at the Town Hall Forum at noon on May 4th this year. His topic is "Shaping a New Foreign Policy." Richard has been busy! I see him frequently on Morning Joe and watched a recent interview with Charlie Rose. His new book is *A World in Disarray: American Foreign Policy and the Crisis of the Old Order*. I will remind you about his Westminster presentation close to the event in case you want to listen to it on public radio. It will also be archived in the Westminster Town Hall online archives.

Emails between Penny and Tara Fitzpatrick of Yale Law School

On Jan 30, 2017, at 3:15 PM, Fitzpatrick, Tara <tara.fitzpatrick@yale.edu> wrote:

Hi Penny,

In the wake of this weekend's executive order and the responses from around the world, I thought you and the Robina trustees might be interested in the ways that YLS students, faculty, and graduates are mobilizing to protect immigrant and refugee rights. Rebecca Heller YLS '10, is the co-founder (while at YLS) and director of the International Refugee Assistance Project (IRAP), and is currently a visiting clinical professor here. You may have seen her mentioned in this front-page Times story yesterday, or on Morning Joe and other broadcasts this morning. In collaboration with the ACLU, other civil rights organizations, and particularly the faculty and students involved in our Worker and Immigrant Rights Clinic, they have successfully petitioned the federal courts to issue a nationwide temporary stay blocking deportations based on Trump's executive order: <https://www.law.yale.edu/yls-today/news/yale-law-clinic-secures-victory-detained-immigrants>.

Becca Heller's name might be familiar to you, as she was the recipient of Robina Foundation support for her work during her law school summers, as was IRAP's legal director, Steven Poellot YLS '11. I've appended below the reports they sent us a couple of years ago in response to our Robina alumni survey. In the midst of a pretty dark moment, I hope their work demonstrates the critical difference the Robina Foundation's support has made in encouraging a new generation of young attorneys and advocates to fight the good fight!

All the best,
Tara

Rebecca Heller, Class of 2010
Director, Iraqi Refugee Assistance Project (now International Refugee Assistance Project)
New York, NY

The idea for the Iraqi Refugee Assistance Project originated while I was in the Middle East on a Kirby Simon Fellowship in the summer of 2008. I was working at an internship in Israel, but I kept hearing about the dire humanitarian plight of Iraqi refugees in neighboring Jordan. I contacted the Schell Center to ask if I might extend my fellowship to include a trip to Jordan to learn more about the situation facing Iraqi refugees, and they were incredibly supportive.

I traveled to Jordan without knowing what I would find (not to mention, not speaking a word of Arabic). Over the course of a week, I met individually with six different refugee families, all of whom turned out to be in dire need of legal assistance. All had suffered severe persecution in Iraq, most were in ongoing danger, and none understood how to navigate the complex system made up of the United Nations and several agencies of the U.S. government that would ultimately decide whether or not they would have the opportunity to safely resettle in the U.S.

I returned to school and in the fall of 2008, Jon Finer (YLS 2009) and I founded the Iraqi Refugee Assistance Project as a student organization. Our goal was to organize law students to assist Iraqi families we knew in navigating the resettlement process. IRAP, in its first incarnation at YLS, became part of the Schell Center.

Over time, we came to realize two things. First, the need for our services was enormous and often a matter of life and death. Second, because our model leveraged volunteer and pro bono assistance, there was tremendous potential to scale our services to meet that need. When I graduated, in May of 2010, I decided to begin working on IRAP full time, as part of the Urban Justice Center.

Today, IRAP engages a network of over 3,000 law students and lawyers from 26 law school chapters in the U.S. and Canada, more than 60 law firms and six in-house counsels at multinational corporations. We train these students and lawyers to be refugee advocates, and then assign them (in teams) to provide direct legal representation to refugees throughout the Middle East navigating the registration, protection and resettlement processes. We combine our direct legal assistance with broad systemic advocacy. In the 113th Congress alone (the second least productive Congress in history), IRAP was able to get five separate pieces of legislation passed, which provided life-

saving visas and procedural rights to over 120,000 refugees in the Middle East with U.S. affiliations. We are currently working with the American Bar Association to allow access to counsel for refugees worldwide.

In September of 2015, we officially changed our name to the International Refugee Assistance Project (retaining the acronym "IRAP") to reflect our increased scope--we now represent refugees from more than 20 countries. This is a critical time for our work: the refugee crisis is spilling out of the Middle East and into countries that previously had the luxury of paying it no mind. As the world is directly confronted with the need for fair, transparent and efficient systems of refugee processing, we hope to position ourselves as critical advocates and thought leaders to develop and enforce a system of legal rights for the world's most vulnerable refugees.

Steve Poellot, Class of 2011

Legal Director, International Refugee Assistance Project (previously Iraqi Refugee Assistance Project)
New York, NY

When I arrived at Yale Law School in the fall of 2008, I joined the founding of a new student group to help Iraqi refugees. I had spent the previous summer in Egypt, volunteering with refugees, and I left realizing the tremendous need for legal assistance for refugees navigating resettlement programs to find safety. Our group, called the Iraqi Refugee Assistance Project (IRAP), was created to partner students with law firms to remotely provide legal assistance to refugees overseas. Seven years later, we are now a legal aid organization with a staff of twenty and a model of legal assistance that leverages volunteer efforts of students at twenty-six law school chapters and attorneys at over sixty law firms. Through our work, we have resettled over 3,000 individuals to safety and worked on advocacy impacting thousands more. I am incredibly lucky to be able to build and work for the group that we began at Yale Law School, now called the International Refugee Assistance Project, to reflect our extensive work with Syrian, Afghan, Somali, and many other refugee populations. Without the tremendous support of Yale Law School funding, financial aid, and fellowships, I would not have been able to pursue work with IRAP.

Throughout law school, it was the security of future financial aid through COAP that allowed me, having no independent financial resources, to follow my passions of helping refugees and immigrants. Through IRAP and Yale's amazing legal clinics, I learned from brilliant clinical professors, fellows, and other committed students. When I graduated, the generous and flexible Robina-funded Kirby Simon summer fellowship program allowed me to work at the United Nations High Commissioner for Refugees (UNHCR) headquarters in Geneva. I gained an important understanding of the UN's refugee organization as I researched the responsibilities of states to provide durable solutions in protracted refugee situations. After leaving the UNHCR, a Yale Law School Bernstein Fellowship allowed me to spend a year at a small refugee legal aid office in Egypt. I assisted hundreds of refugees seeking resettlement and helped the organization transition through a critical period during a tumultuous time in Egypt. A generous fellowship extension allowed me to return to the U.S. to join IRAP as it developed from a student group into a professional organization. Yale Law School fellowships were crucial in IRAP's early development, and our staff received several fellowships as well as extensive financial assistance through COAP. There is nothing more rewarding than being able to help a refugee arrive to safety in the United States. I am so grateful for the opportunity to do this work every day, and I am deeply appreciative of the important role that the Yale Law School fellowships and financial aid played in making it possible.

Penny

From: "Fitzpatrick, Tara" <tara.fitzpatrick@yale.edu>
Subject: RE: YLS and Exec Order on Immigration Policy
Date: January 31, 2017 at 2:01:12 PM CST
To: Penny Hunt <pennhunt@gmail.com>

Hi Penny,

You may have seen this, but here's more on the work Becca et al are doing: https://www.nytimes.com/2017/01/30/us/politics/lawyers-trump-travel-order.html?emc=edit_th_20170131&nl=todaysheadlines&nid=3617494

Best, Tara

New Haven Register (<http://www.nhregister.com>)

Yale center in New Haven takes hard look at slavery, in history and today

Yale center takes hard look at slavery, in history and today

By Ed Stannard, New Haven Register

Saturday, January 28, 2017



Editor's note: This story is part of an occasional series during Black History Month 2017.

NEW HAVEN >> Slavery was America's largest industry in the decades leading up to the Civil War.

The Gilder Lehrman Center for the Study of Slavery, Resistance and Abolition at Yale University exists to help Americans of today understand that legacy and how it still felt today, as we celebrate Black History Month in February.

What too many Americans don't understand, even with greater exposure to both academic study and popular culture, is "the sheer scale of the slave trade," said David Blight, director of the center and a professor of American history at Yale. "Roughly twelve and a half million Africans brought out of Africa over 400 years. About 1 million and a half, at least, died at sea. It's the largest forced migration in human history."

All this occurred in "the age of sail, thousands of ships, and they came to all over the Americas from the lower part of South America to the U.S. and Canada. ... Slaves by the late antebellum period, by the 1850s, were the largest financial asset in the entire American economy."

What many Americans misunderstand is how powerfully slavery influenced society and the economy, both in the North and the South, for an extended period, Blight said.

"The dollar value of slavery in just the U.S. in 1860 was about \$3.5 billion," he said. That would equal about \$80 billion in today's dollars.

While slavery still exists, in other parts of the world, it was in the United States in particular that it was inextricably based on race.

"For a whole set of unique circumstances, from the first encounters of Europeans with Africans, [it] became a racial system," Blight said.

"Slavery in the United States was based on ideological racial hierarchies that maintained that 'white' people were superior and that 'black' and other people of color were inferior — or even not quite human," said Associate Director Michelle Zacks. "Those racist mental and legal categories did not disappear when slavery ended."



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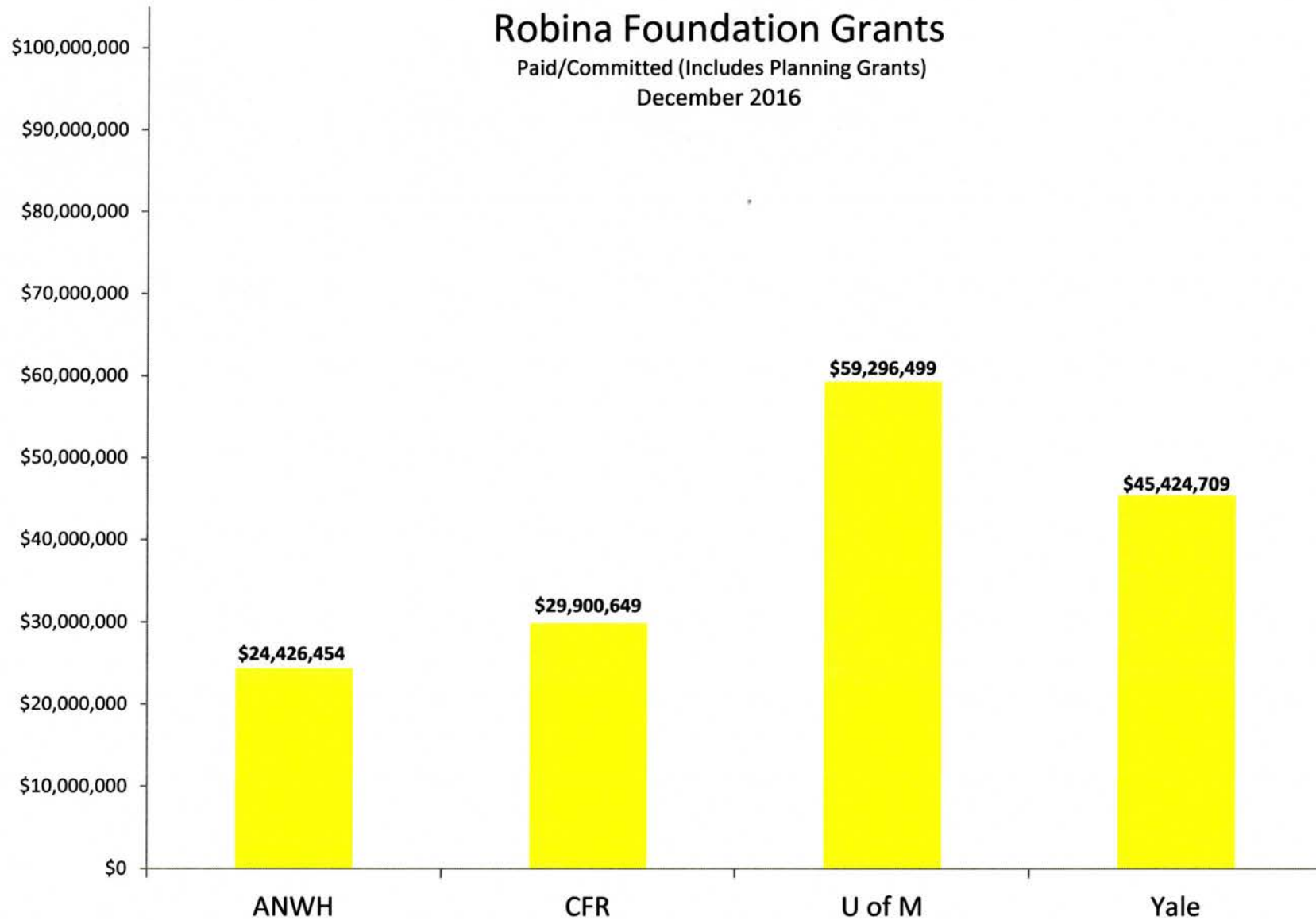
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	2008	2009	2010	2011	2012	ROBINA FOUNDATION GRANTS PAID/COMMITTED				2017	2018	2019	2020	2021	TOTAL
ANWH															
Care Guides	1,253,535	2,373,233	2,373,232												6,000,000
LifeCourse: Late Life Supportive Care + Additional Funding					2,356,696	4,245,492	4,334,266								10,936,454
LifeCourse:2015 Transition Phase/2016 Completion of Research Study								3,990,000	2,500,000	1,000,000					7,490,000
														ANWH Total	24,426,454
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
Endowed Chair in Global Governance									1,666,667	1,666,667	1,666,666				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
Endow James H. Binger Center for New Americans									23,500,000		500,000				24,000,000
Endow James H. Binger Professorship in Clinical Law									1,000,000						1,000,000
														U of M Total	59,296,499
YALE															
Yale Drama															
CNT	750,000	750,000	1,350,000	950,000	18,000,000										21,800,000
Yale Law															
Human Rig	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
Endow Robina Human Rights Fellowship Initiative									10,000,000						10,000,000
Endow Binger Clinical Faculty Chair in Human Rights									3,000,000						3,000,000
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	45,424,709
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	51,793,497	5,043,847	3,864,396	1,491,663	1,050,688		159,048,311
YEAR END NET ASSETS*				120,827,373	100,568,259	95,132,519	82,796,457	68,168,845	17,913,050	12,564,210	8,430,180	6,696,579	5,440,386		
	*Estimated by Mike Sullivan based upon the projected grant programs and using asset allocation and assumed return assumptions.														
	Planning Grants in 2005-2008 not included above: Abbott - \$125,000; CFR - \$50,000; U of M Law School - \$375,000; Yale University - \$50,000														
	Misc Grants not included above:		ArtPlace Initiative: \$500,000		Aspen Institute: \$130,575		The Center for Victims of Torture: \$26,000			Tandem: \$25,000		Orthopaedic International Education: \$25,000			
	Funds provided to Humanity in Action (HIA) Undergraduate Fellowship (\$247,878) and Diplomacy and Diversity Fellowship (\$600,720) after separation of CFR and HIA: \$848,598														

Robina Foundation Grants

Paid/Committed (Includes Planning Grants)

December 2016



ROBINA FOUNDATION

TO: Robina Foundation Board of Directors

FROM: Penny Hunt

RE: Grant Follow-Up / Reporting

DATE: February 28, 2017

As the Board moves forward to determine Robina's operations during the next several years and management after the sunset of the Foundation, the Board needs to determine how Robina Grantees will report on work conducted with Robina funding.

Program Grants

The following chart ("Robina Ongoing Funded Programs") identifies program grants scheduled for payments in 2017 – 2020. In addition to the programs listed on the chart, approximately \$150,000 of Robina's \$1.25 million grant to the U of M Law School for The Robina Scholars Match Program has not been used. Robina's current reporting schedule calls for annual reports a year after each payment, or in the case of the Scholars Match grant to the U, until all of the funds are expended.

This practice will continue unless the Board decides to alter the reporting schedule.

Endowment Grants

Robina has made six grants endowing Robina Grantees' programs:

- \$23.5 million to the University of Minnesota Law School for the James H. Binger Center for New Americans;
- \$1 million to the University of Minnesota Law School for the James H. Binger Professorship in Clinical Law;
- \$1.32 million to CFR for the Robina Franklin Williams Interns;
- \$5 million to CFR for the James H. Binger Chair in Global Governance;
- \$10 million to Yale Law School for the Robina Human Rights Initiative;
- \$3 million to Yale Law School for the Binger Clinical Faculty Chair in Human Rights;
- \$18 million to Yale School of Drama for the Binger Center for New Theatre.

All of the agreements in connection with the endowment grants include language regarding reporting that gives the Foundation the ability to determine:

- How long reports will be provided. (The indenture for the Binger Center for New Theatre does not include specific language giving the Foundation the ability to determine how long reports will be provided, but it does not set a time limit on reporting);
- The form and content of the reports;

- The continuation of reports after the Foundation is no longer in existence if the Foundation designates a representative in writing. This representative will also be consulted if a Robina Grantee wishes to change the use of funds due to changed circumstances. The indenture for the Binger Center for New Theatre gives the Foundation the ability to designate an organization to which reports will be made and with which consultation will continue when the Foundation has ceased to exist.

Time at this meeting is set aside for the Board to discuss reporting on endowment grants.

		ROBINA ONGOING FUNDED PROGRAMS								
GRANTEE			MONTH PD		2017	2018	2019	2020	Grant Totals	
Abbott (LifeCourse Completion of Research Study)			March		\$1,000,000				\$1,000,000	
CFR (Endowed Chair in Global Governance)			December		1,666,667	1,666,666			3,333,333	
U of M (Sentencing Law Program Enhancements)			July		922,980				922,980	
U of M (Public Interest Scholars)			July		726,688	1,074,188	1,076,688	809,188	3,686,752	
U of M (Bridge Fellowship Program)			July		150,000	150,000	150,000	150,000	600,000	
U of M (Class Agent Fundraising)			August		91,500	91,500	91,500	91,500	366,000	
U of M (Balance of \$25M Grant)			TBD			500,000			500000	
Yale University (Gilder Lehrman Center)			February		486,012	382,042	173,475		1,041,529	
				TOTALS	\$5,043,847	\$3,864,396	\$1,491,663.00	\$1,050,688	\$11,450,594	
									Total Grant	
2017 February									Commitments	

ROBINA FOUNDATION

TO: Robina Board of Directors

FROM: Penny Hunt

RE: University of Minnesota Law School / \$500,000

DATE: February 28, 2017

You will recall that in connection with Robina's \$25 million grant to the University of Minnesota Law School to endow the Center for New Americans and a clinical professorship, use of \$500,000 of the grant was not finalized. Following is the language in Robina's grant letter to the Law School:

- \$500,000 to be used by the Law School for scholarship funding and/or a purpose approved by Robina Foundation.

Robina pledged to provide those funds on or before June 15, 2020. (For planning purposes, Mike Sullivan's pro forma includes funding of that amount in 2018.)

Following are Dean Jenkins thoughts on the use of those funds:

"With respect to the \$500,000 portion of the \$25 million grant, I would like to use the funds to providing matching dollars for student scholarships. In particular, we would like to allocate the match to major gifts that create a new or supplement an existing scholarship (with gifts of \$100K or more) by providing a \$50,000 supplement to the corpus of each newly supported endowment fund.

This would allow us to leverage the Robina funds on a 2:1 basis--turning the \$500,000 into \$1.5 million or more. As you know, we have used Robina funds to provide matching dollars for smaller scholarships gifts through the annual fund (\$5,000 level). This past initiative has been very successful, and we believe a similar match challenge for major donors will also be effective in bringing in additional needed scholarship funds.

While the Law School has matched annual fund donors for 5+ years, the Law School has not offered a matching opportunity for our major gift donors in more than a decade, and I believe the time is ripe for such an initiative.

Of course, we are also deeply committed to the new class agent program, but we expect most of those gifts to come at the annual fund level, and we still have \$106,000 dollars available in the annual fund scholarship match pool from the Robina gift of 2011—we believe those funds will be promoted/used in conjunction with the new class agent program. Therefore, I hope that the Foundation and its Board will be supportive of the use of the \$500,000 to spur some new major giving for scholarships."

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Penny Hunt
RE: Sunsetting Discussion
DATE: February 28, 2017

We have allotted considerable time for a Board discussion of various aspects of sunsetting the Foundation:

Robina History/Legacy Project

I hope the Summary of Past Discussions provides a starting point for a discussion that results in agreement on a clear – or somewhat clear – direction for the project, which I believe should begin this year. It is particularly important, I think, that interviews with Board Members, former Board Members and others take place as soon as possible.

Timing of Sunset

Following is the language of the August 2010 Board Resolution establishing a time horizon for the Foundation:

Robina Foundation is a foundation of limited duration with a time horizon extending not later than December 31, 2025. Earlier termination may result if the Foundation identifies programs that merit larger grants during a shorter period of time to achieve maximum impact.

It seems to me that in light of the Foundation's significant endowment grants in 2016 and the pay-out established for the Foundation's remaining multi-year grants, the Board is in the position to target an earlier termination. This would help us, I think, plot the Foundation's operations during the coming years.

Process

I asked Faegre Baker Daniels to provide us with an overview of the legal requirements connected with the termination of the Foundation.

Communications to Robina Grantees

Whether or not the Board decides to change the target date for the sunsetting of the Foundation, I believe we need to update Robina Grantees on the current status of the Foundation and any plans that have been determined. As you can imagine, Robina Grantees are asking for clarification since all have been told that the Foundation has completed its major grantmaking.

Assuming you agree that we need to communicate with Robina Grantees, a discussion of key messages, our method of communication and the timing of communications will be helpful.

ROBINA FOUNDATION

HISTORY / LEGACY PROJECT SUMMARY OF BOARD DISCUSSIONS

AUDIENCE / ORIENTATION OF PROJECT

- People considering starting a foundation
- Family foundations
- Sunsetting foundations
- Foundations with designated grantees
- *Other Board*

HISTORY THAT MIGHT BE INCLUDED

- Rocky start, as is often the case, resolved over time
 - Brief description but great detail not needed
 - No effect on grants or ultimate, ongoing operation of the foundation
- "Just Money" – book edited by Peter - caught founder's attention and drove development of donor intent

THEMES/LESSONS LEARNED THAT COULD BE DEVELOPED

Founder's vision:

- Limited term of foundation
- Support for four grantees admired by founder:
 - Explore how/why the founder picked the chosen grantees
 - Enabled board to focus its creativity on the grantees
- Clear expression of donor intent: transformative grants with impact beyond grantees
- Guidelines for grants included parameters: e.g. all grantees need not receive same funding, no bricks and mortar
- Provided a clear sense of direction through times of trouble, but permitted considerable creativity and freedom in execution
- First board comprised of members with national and local expertise who were independent of founder's family

Small experienced staff and board

- Outside consultants engaged to conduct grant review, subject research, etc. to supplement staff
- Experienced, knowledgeable, active, small board with power and responsibility
 - Guided by founder's vision and selection of grantees
 - Focused on creatively applying founder's vision in grants to founder-selected grantees
 - Explored new possibilities with grantees during the foundation's life
 - Used a variety of tactics to foster transformative grants – with mixed success (request for "Big Ideas," Listening Tour, Lead Directors, Grant Principles, opportunistic funding, grant theme)

Nature of grants: wholesale, large multi-year grants, rather than small retail grants

- Concentrated the power of the grants
- Enabled staff and board to understand grants, gauge effectiveness

PROCESS TO DEVELOP HISTORY/LEGACY PRODUCT

- Capture significant parts of Robina story via interviews and documents. People to interview to include: Livio Desimone, Jane Mauer, current and former board members, Binger family (?), Robina Grantees
- Identify the right consultant for the process (see attached list of suggestions)
- Final product to be controlled by the board
 - Board / staff committee or all board and staff
- Format Options: paper, pamphlet, article, website
- Timing and cost of production and finalization - *\$20k in 2017 budget*
- Distribution of product – distribution by foundation or an infrastructure group in philanthropy

Interest of MN Council on Fdns. Perhaps NH. CoF.
Center for Effective Philanthropy?
February 2017 Board Meeting

QUESTIONS FOR SUNSETTING DISCUSSION (FEB. 27, 2017)

1. What are the goals for the project?
 - > lessons learned for philo field
 - > memorial of donor
 - > slowness of donor intent
 - > bring rel. to closure.
2. Who are the intended "audiences" for the report?
 - > Public beyond philanthropy
 - > And. in Twin Cities - closure.
3. What is the timeline for completing the project?
4. Balance between four areas of interest? (lessons learned from RF's structure as a sun-setting foundation, focus on four grantees, lessons from the grant-making activity)
5. Overall scope? (Who interview? How extensive the interviews? In-person interviews? Grantee site visits – in individual or group meetings?) Will interviews be conducted in confidence?
6. To what extent interested in long-term impact and/or ripple effects of grants? (i.e. interested in learning from those who benefited directly and/or indirectly from the programs funded?)
7. Interview "outside observers" – e.g. other foundations, COF, philanthropic affinity groups.
8. How address criticism that surfaces? Share criticism beyond the foundation?

Attachment to Summary of Board Discussions
on History/Legacy Project

*Talked with Lori
Sturdevant*

Possible consultants:

Local Consultants

Julie Dagleish

- Formerly at the Bush Foundation
- Background is providing technical assistance to arts groups
- Worked with some of the best national people
- Knows how to analyze, write and knows philanthropy

Karin Winegar

- Former Star Tribune journalist
- Not sure about knowledge of philanthropy

Carolyn Holbrook

- Founder of a nonprofit called SASSY, The Write Place
- SASSY merged with the Loft a few years ago
- Authored the Leadership in Neighborhoods report on nonprofit leaders who started new nonprofits
- Good story teller
- Not sure if she has the philanthropy background

Marg Walker

- Ph.D. evaluator
- Has used story telling as a type of evaluation
- Did some work for Knight Foundation on Ramsey County Children's Services
- Might be willing to take on project; if not, she is part of a larger network and might be able to recommend someone.

Other Consultants

Eric Abrahamson, PhD

- Principal Historian at Vantage Point Historical Services, Inc. in Rapid City, SD
- Recommended by executive at Margaret Cargill Foundation

Megan Scribner

- Washington DC
- Author and teacher
- Fast writer

Barbara Hindley

- Senior Director of Publications and Marketing at Boston Foundation
- Terrific writer
- Might be interested or could suggest others

ROBINA FOUNDATION DISSOLUTION CHECKLIST

Robina Foundation is a Minnesota nonprofit corporation. The Foundation was founded to fulfill the charitable goals of James H. Binger. While the Foundation was established as a nonprofit corporation of perpetual duration under Minnesota law, Mr. Binger requested that the Board pursue a charitable program that would continue for no more than 20 years after his death (which occurred on November 5, 2004).

We understand that the Foundation is interested in taking steps to distribute its remaining assets and dissolve the Foundation, consistent with the wishes of its founder. This checklist provides a high level summary of the steps that will be involved in winding up and dissolving the Foundation.

Identify and Distribute Assets

- Prepare a list of the Foundation's assets. Prepare a list of all assets, including cash, securities, alternative investments, intellectual property, tangible personal property, leases, etc.
- Liquidate alternative investments. Work with advisors to liquidate or assign any alternative investments such as real estate or closely held stock (e.g., any interest in Loring Pasta Bar).
- Develop distribution plan. Consider distributing charitable assets (less a reserve for final expenses) prior to formal dissolution. The Foundation may wish to enter into grant agreements with its grantees to ensure that assets are used in a manner that is consistent with the Foundation's intent after the Foundation dissolves.
- Establish reserve. Reserve sufficient assets to pay final expenses of dissolution, including filing fees, accounting fees, legal expenses, etc. Amounts remaining after expenses are paid can be distributed to one or more grantees.

Wind-Up Business Operations

- Notify grantees. Inform grantees of the Foundation's intended timeline for winding up its business operations and dissolving.
- Notify family members. Consider informing members of Mr. Binger's family of the intended timeline for winding up the Foundation's operations.
- Designate a post-dissolution point person. If provided for in the Foundation's grant agreements, designate an individual who will receive grantee reports and address concerns over the use of grant funds following the Foundation's dissolution.
- Identify legal agreements. Identify all legal agreements, review termination language, and provide notice of termination as necessary. This could include an office lease, equipment leases, online or physical storage agreements, trash removal contracts, etc.
- Cancel memberships and subscriptions. Identify and cancel all memberships and subscriptions.

- Transfer personal property. Sell, transfer, or otherwise dispose of tangible personal property such as office equipment, books, and records. Determine where books and records will be kept after dissolution and who will have access to them.
- Delete online presence. Make arrangements to transfer or delete the Foundation's online accounts and presence, including taking websites off-line, terminating email servers, etc.
- Assign intellectual property. Identify intellectual property owned by the Foundation (e.g., domain name, logos, images, etc.) and assign ownership rights as needed.

Address Employment Issues

- Pay accrued benefits and terminate employment. Determine the date on which employees of the Foundation will be legally terminated. To the extent employees have accrued benefits (e.g., vacation, disability, unreimbursed expenses), satisfy these obligations, issue final paychecks, and take other steps to terminate employment.
- Terminate benefit plans. Work with legal counsel to terminate any benefit plans and provide related legal notices to employees and government agencies (such as the IRS).

Statutory Dissolution Process. The Foundation must comply with the statutory requirements for winding up and dissolving a Minnesota nonprofit corporation. The content of the notices described below are based on statutory requirements and are typically prepared by legal counsel.

- Board approval. Board of Directors must approve a plan of dissolution that provides for payment of liabilities and distribution of assets in a manner consistent with the Foundation's governing documents.
- Notice to MN Secretary of State. File a Notice of Intent to Dissolve with the Minnesota Secretary of State. Once the Notice has been filed, the Foundation's activities are limited to winding up the corporation.
- Notice to MN Attorney General. File a Notice of Intent to Dissolve with the Minnesota Attorney General. Once this Notice is sent, the Foundation must wait 45 days (with the possibility of an additional 45 day extension) before it distributes additional assets (if there are any remaining), other than to pay creditors. The Attorney General may waive the 45 day period.
- Determine if notice will be provided to creditors. Providing notice to creditors will impose a 90 day creditor's claim period. Once this period expires, outstanding claims against the Foundation will generally be cut-off. Dissolution without notice to creditors has a two year period for creditor's claims. We recommend providing notice to creditors to allow the Foundation can complete its dissolution with assurance that outstanding claims have been addressed.

- Provide notice to creditors. Mail notice of the Foundation's intent to dissolve to all known creditors. To inform unknown creditors, publish notice of the Foundation's intent to dissolve for four successive weeks in a legal newspaper in Hennepin County.
- Resolve claims. Each claimant has 90 days to submit its claim to the Foundation. Any claim not submitted during this period is lost by the claimant. The Foundation must accept or reject each claim within 30 days after receipt. Claimants whose claims are rejected have a limited period of time in which to pursue other remedies (e.g. file a lawsuit).
- Distribute remaining assets. After all claims have been resolved, pay any remaining expenses and transfer the remaining assets to one or more charitable organizations consistent the Foundation's governing documents.
- Notice to Attorney General. File a notice with the Minnesota Attorney General confirming that the transfers were made in accordance with the Foundation's plan of dissolution.
- File Articles of Dissolution. File Articles of Dissolution with the Minnesota Secretary of State. When the Articles of Dissolution have been filed and accepted, the Foundation will cease to exist as a corporation. The Secretary of State will issue the Foundation a Certificate of Dissolution.

Financial and Tax Requirements:

- Complete final year's audit.
- Pay any outstanding taxes, including the excise tax on investment income, any unrelated business taxable income, and any employment-related taxes.
- File the Foundation's final Form 990-PF with the IRS. This return will notify the IRS that the Foundation has dissolved and that all of its assets were distributed to public charities.
- File any other required tax returns.

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.

*Included as a
reminder.*

Approved August 30, 2016

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
09/30/16	58,526,903	108,367,625	51,237,261 (1)
12/31/16	17,913,050	148,904,293	11,450,594

(1) Includes the following commitments:

\$1,000,000 to Allina's LifeCourse

\$3,333,333 (2017-2018) Endowed Chair in Global Governance

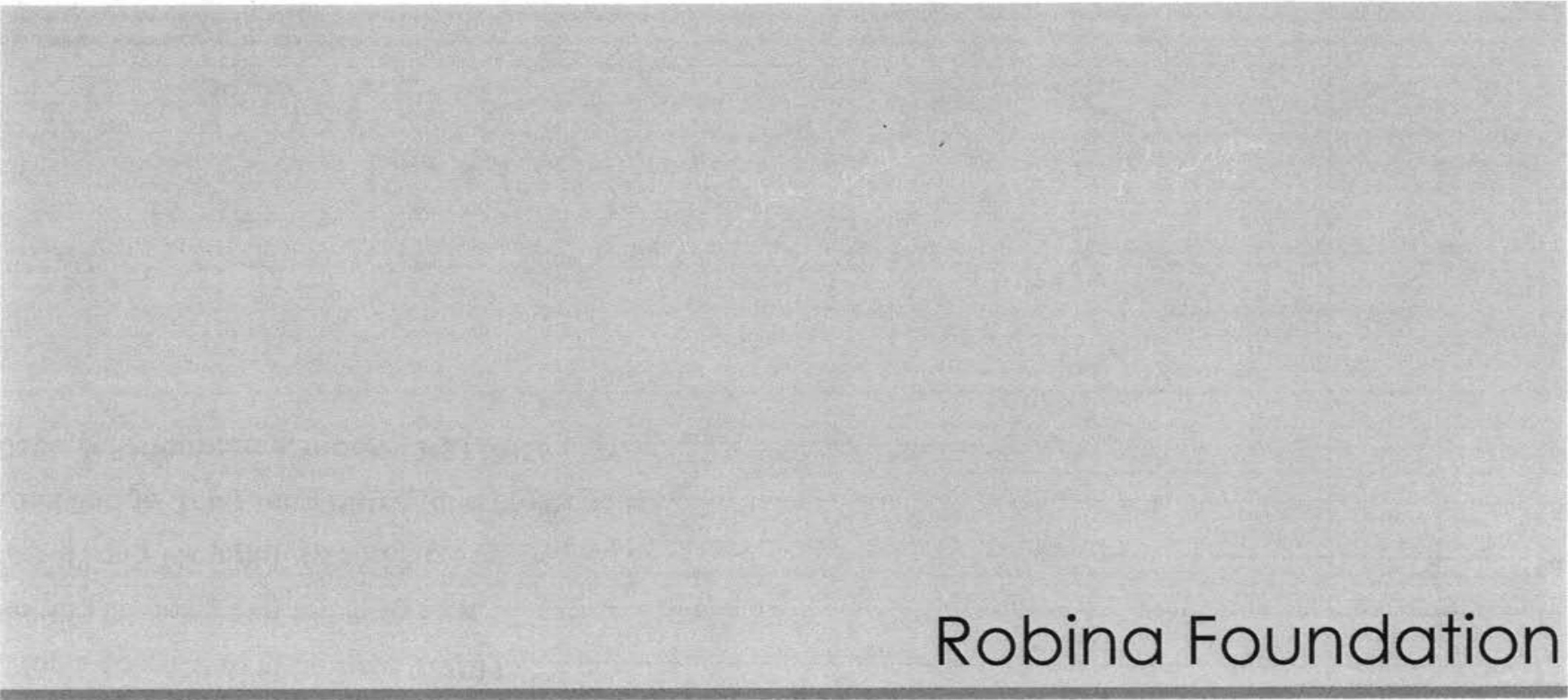
\$922,980 (2017) U of M's *Sentencing Law Program Enhancements*; \$3,686,752 (2017-2020) *Public Interest Scholars*; \$600,000 (2017-2020) for *Bridge Fellowship Program*; and \$366,000 (2017-2020) for *Class Agent Fundraising Pilot Program*; \$500,000 for balance of \$25M to Center for New Americans

\$1,041,529 (2017-2019) 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	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	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			
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	146,856
USbank Investment	62,846,641	63,326,107	58,380,047
Total	\$63,014,212	\$63,437,327	\$58,526,903
Assets	12/31/16		
USbank Checking	\$139,046		
USbank Investment	17,774,004		
Total	17,913,050		



Robina Foundation

Quarterly Financial Report – Q4, 2017

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

January 24, 2017

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.

1. The value of our portfolio was \$17,913,050 on December 31, 2016. We made significant grants during Q4 totaling \$40,536,667 which was the primary driver of the reduction in value.

	Q1	Q2	Q3	Q4	YTD
Beginning Balance:	\$68,168,845	\$63,014,212	\$63,437,327	\$58,526,903	\$68,168,845
Plus Earnings:	(\$41,535)	\$1,624,324	\$634,097	(\$102,597)	\$2,319,483
Less Grants:	(\$4,930,520)	(\$1,000,000)	(\$5,376,310)	(\$40,536,667)	(\$51,843,497)
Less: Operating Expenses	(\$137,529)	(\$156,359)	(\$157,595)	(\$173,036)	(\$624,519)
Less: Bank Expenses	(\$45,049)	(\$44,850)	(\$10,616)	(\$6,747)	(\$107,262)
Ending Balance:	\$63,014,212	\$63,437,327	\$58,526,903	\$17,913,050	\$17,913,050

Robina Foundation

2. Portfolio performance approximated or exceeded the benchmark in all time periods. Because we are now mostly invested in cash and short term fixed income securities, the benchmark has been changed by USBANK effective Q4 2016 to the Citigroup three-month T-Bill index.

	3 Month	Year to Date (1 Year)	3 Year	5 Year	From Inception
Portfolio % return, annualized	0.2	3.51	0.94	4.69	3.16
Benchmark % return, annualized	0.59	2.97	1.35	4.85	3.00

3. I project, using our current grants and commitments, a conservative rate of return, and declining operating expenses, that we will have available funds of \$5,440,386 in 2021. (This is calculated on page 15). We should be comfortable operating the foundation on this residual amount.
4. Today, we are primarily invested in liquid cash and fixed income securities. All remaining investments, except for the three PE funds (\$699,489, page 8) have been called by Robina and we expect all but \$400,000 to be sold and converted to cash by July, 2017. The final remaining \$400,000 will be converted to cash in July 2018.

Robina Foundation

5. We are exploring options to sell or distribute the three PE funds listed on page 8 and totaling \$699,489. USBANK has been authorized to solicit formal proposals to purchase the three securities. We should know the results by the board meeting late in February, 2017. We may receive bids at a discounted purchase price.

Alternately, we can provide these securities to our grantees as part of a grant payment.

When?

Finally, we could continue to hold the securities in anticipation of being fully funded at the appraised value (which is determined annually by USBANK).

Robina Foundation

Executive Financial Summary

	2015	2016			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Cash	\$1,769,178	\$560,983	\$37,759,744	\$38,693,142	\$9,160,721
Fixed Income	\$21,990,104	\$21,636,326	\$4,290,980	\$3,525,130	\$4,002,138
Equities	\$44,409,562	\$40,816,903	\$21,386,603	\$16,308,632	\$4,750,191
Grand Total	\$68,168,845	\$63,014,212	\$63,437,327	\$58,526,903	\$17,913,050

Robina Foundation

Sources of Capital

	2015	2016			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Asset Summary					
Cash					
USBank Private Client MM	\$1,584,752	\$393,412	\$37,648,524	\$38,546,286	\$8,334,134
IDR Core Equity – Cash <u>assumption</u>					\$566,616 ¹
GCA Credit Opportunity Fund - Cash assumption					\$120,924 ²
Robina Checking Account	\$184,426	\$167,571	\$111,220	\$146,856	\$139,046
Cash Total	\$1,769,178	\$560,983	\$37,759,744	\$38,693,142	\$9,160,721

¹ IDR Core Equity is a holdback position from a previous investment. We will receive the residual in cash in June of 2017.

² GCA Credit Opportunity Fund is a holdback position from a previous investment. We will receive the residual in cash in February of 2017. Prior to the fourth quarter of 2016 IDR and GCA are listed on page 8.

Robina Foundation

	2015	2016	Qtr2	Qtr3	Qtr4
	Qtr4	Qtr1			
Fixed Income					
Bonds					
Global Bond Funds - Loomis Sayles	\$6,109,130	\$6,063,829	\$0	\$0	\$0
USBank Credit Fund-Mainstay	\$6,067,218	\$6,128,297	\$0	\$0	\$0
Bank Of New York Mellon	\$3,971,227	\$5,733,473	\$3,026,925	\$2,516,623	\$250,868
Bank Of Montreal	\$1,264,088	\$1,264,913	\$1,264,055	\$1,008,508	\$250,013
NuVeen High Income Bond FD CLI	\$2,242,891	\$0	\$0	\$0	\$0
Global Bond Funds - T Rowe Price Fund	\$1,433,170	\$1,545,814	\$0	\$0	\$0
Oppenheimer Senior Floating Rate	\$902,381	\$900,000	\$0	\$0	\$0
Bonds Total	\$21,990,104	\$21,636,326	\$4,290,980	\$3,525,130	\$500,880
Bond Hedge Funds					
Gam Absolute Return Bond Fund	\$3,338,950	\$3,234,478	\$3,374,093	\$3,450,470	\$3,501,258
GCA Credit Opportunities Offshore	\$4,874,083	\$4,956,011	\$5,082,095	\$2,412,209	\$0
Marathon Credit Opportunity Fund Ltd	\$3,169,015	\$0	\$0	\$0	\$0
Bond Hedge Funds Total	\$11,382,049	\$8,190,488	\$8,456,189	\$5,862,679	\$3,501,258
Fixed Income Total	\$33,372,153	\$29,826,814	\$12,747,169	\$9,387,809	\$4,002,138

Robina Foundation

	2015	2016			
	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Real Estate					
IDR Core Equity Re Strategy 2010	\$8,059,076	\$8,059,076	\$8,202,852	\$5,666,161	\$0
Real Estate Total	\$8,059,076	\$8,059,076	\$8,202,852	\$5,666,161	\$0
Equities					
US and Non-US					
Stock Funds	\$19,512,387	\$19,551,985	\$0	\$0	\$0
Hedge					
Pointer Offshore Ltd	\$4,220,841	\$3,841,047	\$3,935,952	\$4,016,276	\$4,050,702 ³
Private Equity					
Flag Venture Partners III LP	\$301,305	\$301,305	\$245,485	\$217,390	\$186,690
Flag Venture Partners IV LP	\$597,488	\$536,586	\$423,158	\$423,158	\$389,831
Pfingsten Partners III LP	\$336,416	\$336,416	\$122,968	\$122,968	\$122,968
Private Equity Total	\$1,235,209	\$1,174,307	\$791,611	\$763,516	\$699,489 ⁴
Equities Total	\$24,968,438	\$24,567,339	\$4,727,563	\$4,779,792	\$4,750,191
Grand Total	\$68,168,845	\$63,014,212	\$63,437,327	\$58,526,903	\$17,913,050

³ 50% of the remaining balance is due to be paid in January 2017; the remainder is due in July of 2017 and subject to a 10% holdback. That holdback will be payable in July of 2018.

⁴ See options detailed on page 4, recommendation #5.

Robina Foundation

Asset Allocation Report: 12/31/2016

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
USBank Cash/MM "includes IDR & Gca"	\$9,021,674	50%		
USBank Checking	\$139,046	1%		
Cash Total	\$9,160,721	51%	\$14,330,440	80%
Fixed Income				
Bonds	\$500,880	3%		
Bond Hedge Funds	\$3,501,258	20%		
Fixed Income Total	\$4,002,138	22%	\$3,582,610	20%
Equities				
USBank Hedged and Private Equities	\$4,750,191 ⁵	27%	\$0	0%
Grand Total	\$17,913,050	100%	\$17,913,050	100%

⁵ When the Equity investments are sold the proceeds will be converted to cash.

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	\$24,500,000	\$29,651,097
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
James H. Binger Center for New Americans				\$23,500,000	\$23,500,000
James H. Binger Professorship in Clinical Law				\$1,000,000	\$1,000,000
Yale University	\$383,180	\$1,000,000		\$13,000,000	\$14,383,180
Yale Law School: Human Rights Fellowship Initiative Phase II		\$1,000,000			\$1,000,000
Gilder Lehrman Center	\$383,180				\$383,180
Robina Human Rights Initiative Endowment Fund				\$10,000,000	\$10,000,000
Binger Clinical Faculty Chair in Human Rights				\$3,000,000	\$3,000,000
Other				\$50,000	\$50,000
Tandem, Partners In Early Learning – Steve Schroeder's Board Service				\$25,000	\$25,000
Orthopaedic International Ed at UofM – Gordy Aamothe's Board Service				\$25,000	\$25,000
Grand Total	\$4,930,520	\$1,000,000	\$5,376,310	\$40,536,667	\$51,843,497

Grants committed to be paid in 2017

	Qtr1	Qtr2	Qtr3	Qtr4	Grand Total
Allina Health System/Abbott Northwestern	\$1,000,000				\$1,000,000
Life Course/Late Life Supportive Care	\$1,000,000				\$1,000,000
Council on Foreign Relations				\$1,666,667	\$1,666,667
The Council at 100 Campaign				\$1,666,667	\$1,666,667
University of Minnesota Law School			\$1,891,168		\$1,891,168
Sentencing Law Program Enhancements (CL&CJ)			\$922,980		\$922,980
Center for New Americans			\$726,688		\$726,688
Bridge Fellowship Program			\$150,000		\$150,000
Class Agent Pilot Program			\$91,500		\$91,500
Yale University	\$486,012				\$486,012
Gilder Lehrman Center	\$486,012				\$486,012
Grand Total	\$1,486,012	\$0	\$1,891,168	\$1,666,667	\$5,043,847

Robina Ongoing Funded Programs

	Month Paid "For 2017"	2017	2018	2019	2020	Grand Total
Allina Health System/Abbott Northwestern		\$1,000,000				\$1,000,000
Life Course/Late Life Supportive Care	March	\$1,000,000				\$1,000,000
Council on Foreign Relations		\$1,666,667	\$1,666,666			\$3,333,333
The Council at 100 Campaign	December	\$1,666,667	\$1,666,666			\$3,333,333
University of Minnesota Law School		\$1,891,168	\$1,815,688	\$1,318,188	\$1,050,688	\$6,075,732
Sentencing Law Program Enhancements (CL&CJ)	July	\$922,980				\$922,980
Public Interest Scholars	July	\$726,688	\$1,074,188	\$1,076,688	\$809,188	\$3,686,752
Bridge Fellowship Program	July	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
Class Agent Pilot Program	August	\$91,500	\$91,500	\$91,500	\$91,500	\$366,000
James H. Binger Center for New Americans – Balance of \$25M Grant	TBD		\$500,000			\$500,000
Yale University		\$486,012	\$382,042	\$173,475		\$1,041,529
Gilder Lehrman Center	February	\$486,012	\$382,042	\$173,475		\$1,041,529
Grand Total		\$5,043,847	\$3,864,396	\$1,491,663	\$1,050,688	\$11,450,594

Grant 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	\$1,000,000				\$24,426,454
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	\$1,000,000				\$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	\$1,666,666			\$29,900,649
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	\$1,666,666			\$5,000,000
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	\$29,651,097	\$1,891,168	\$1,815,688	\$1,318,188	\$1,050,688	\$59,296,499
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
James H. Binger Center for New Americans					\$23,500,000		\$500,000			\$24,000,000
James H. Binger Professorship in Clinical Law					\$1,000,000					\$1,000,000
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	\$14,383,180	\$486,012	\$382,042	\$173,475		\$45,424,709
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
Robina Human Rights Initiative Endowment Fund					\$10,000,000					\$10,000,000
Binger Clinical Faculty Chair in Human Rights					\$3,000,000					\$3,000,000
The Center for Victims of Torture	\$1,000									\$26,000
The Center for Victims of Torture	\$1,000									\$26,000
ArtPlace Initiative										\$500,000
Revitalizing Communities through Arts and Culture										\$500,000
Aspen Institute										\$130,575
Justice and Society Program										\$130,575
Other					\$50,000					\$50,000
Tandem, Partners In Early Learning – Steve Schroeder's Board Service					\$25,000					\$25,000
Orthopaedic International Ed at UofM – Gordy Aamoth's Board Service					\$25,000					\$25,000
Grand Total	\$26,428,609	\$13,152,126	\$13,576,037	\$13,245,756	\$51,843,497	\$5,043,847	\$3,864,396	\$1,491,663	\$1,050,688	\$159,099,310
Outstanding Commitments						\$5,043,847	\$3,864,397	\$1,491,663	\$1,050,688	\$11,450,595

Total Budget Long Term History and Projections

	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	\$17,913,050	\$12,564,210	\$8,430,180	\$6,766,029
Plus Revenues	\$6,822,930	\$8,418,009	\$2,077,836	-\$542,089	\$2,268,454	\$230,867	\$213,140	\$193,309	\$187,221
Less Expenses, 10% annual decline after 2017	-\$653,435	-\$701,623	-\$837,861	-\$839,767	-\$680,752	-\$535,860	-\$482,274	-\$434,047	-\$390,642 ⁶
Less Grants Paid	-\$26,428,609	-\$13,152,126	-\$13,576,037	-\$13,245,756	-\$51,843,497	-\$5,043,847	-\$3,864,396	-\$1,491,663	-\$1,050,688
Year End Net Assets	\$100,568,259	\$95,132,519	\$82,796,457	\$68,168,845	\$17,913,050	\$12,564,210	\$8,430,180	\$6,696,579	\$5,440,386
Return Assumptions	2012	2013	2014	2015	2016	2017	2018	2019	2020
Asset Allocation									
Cash					80.0%	80.0%	80.0%	80.0%	80.0%
Fixed Income					20.0%	20.0%	20.0%	20.0%	20.0%
Expected Return									
Market Portfolio					1.5%	1.5%	2.0%	2.5%	3.0%
Fixed Income					1.5%	1.5%	2.0%	2.5%	3.0%

⁶ Bank fees are listed as part of expenses and will decline significantly from 2016 "\$107,262" to 2017 "\$20,000" due to the type of investments and renegotiation of the fee schedule.

Selected Period Performance
ROBINA FOUNDATION MGMT AGY
Period Ending: 12/31/2016

Sector	Market Value	3 Months	Year to Date (1 Year)	3 Years	5 Years	Inception to Date (115 Months)
Total Portfolio Gross of Fees	17,776,866	-.05	3.50	1.58	4.49	2.10
Total Managed Portfolio	17,077,377	.02	3.51	.94	4.69	3.16
→ Robina Custom Benchmark		.59	2.97	1.35	4.85	3.00
Total Managed Equity	4,050,702	-.51	4.74	2.87	8.89	
Wilshire 5000 Index		4.29	13.04	8.11	14.47	6.51
MSCI EAFE Index (Net)		-.71	1.00	-1.60	6.53	-.27
MSCI EM Free Index (USD)		-4.16	11.19	-2.55	1.28	.69
Hedged Equity	4,050,702	-.51	-3.55	4.77	4.68	
HFRI Equity Hedge Index		1.32	5.54	2.09	5.49	2.32
Domestic Fixed	251,018	.38	4.47	1.20	2.22	
BARC 1-3 Yr Gov/Cr		-.39	1.28	.90	.92	2.37
Hedged Fixed Income	3,501,258	.80	5.82	1.24	4.52	
HFRI Rel Val (Tot)		1.99	7.82	3.79	5.77	4.80
Foreign Fixed Income	251,082	.29	7.21	1.44	1.44	
Total Cash Equivalents	9,023,317	.05	.16	.19	.19	.70
Citigroup 3 Mo T-Bill Index		.08	.27	.11	.09	.54
Non-Mgd Other	699,489	-.50	1.62	-9.71	-13.69	

Portfolio Inception: 06/01/2007

Not A Deposit, Not FDIC Insured, May Lose Value, Not Bank Guaranteed, Not Insured By Any Federal Government Agency

Past performance does not guarantee future results. Performance returns may not reflect the deduction of applicable fees, which would reduce returns. Information is deemed reliable.

Performance layout adjusted for illustrative purposes. Performance data is not altered in any manner.

				2017 OPERATING BUDGET				
OPERATING EXPENSES				2016 Budget	2016 Actual	2017 Budget		
Administration: Contract Services								
	Penny Hunt			\$120,750	121,832.00		\$124,000	
	Baker Management (Nancy Gilberg)			49,000	49,160.00		50,160	
	Outside Consultants			15,000	2,250.00		20,000	
	Gilberg Overtime				1,499.92		1,600	
Accounting-Audit Fees				18,600	18,420.00		40,000	
Directors' Fees				228,000	213,000.00		168,000	
Insurance								
	D&O			2,250	2,250.00		2,250	
	Property			506	366.51		505	
Legal-Prof Fees				10,000	11,238.97		20,000	
Meeting Expense				43,000	27,754.43		28,000	
Membership Dues				750	750.00		750	
Misc Expense				3,500	3,432.22		3,500	
Office								
	Equipment and Furnishings			500	96.54		300	
	Misc			1,000	1,808.37		1,500	
	Supplies			1,000	995.07		1,000	
Parking and Mileage				3,000	2,688.00		2,800	
Postage and Delivery				1,600	1,317.41		1,200	
Printing, Web Design and Maintenance				1,000	667.22		800	
Professional Development				300	0.00		0	
Rent				25,400	25,304.95		26,000	
Taxes								
	Excise, State, Federal			60,000	60,000.00		10,000	
Telephone/Internet				4,000	3,659.32		4,000	
TOTAL OPERATING EXPENSES				589,156	548,490.93		486,365	
INVESTMENT MANAGEMENT FEES				200,000	132,261.00		50,000	
GRANTS				7,722,830	51,843,497.00		5,043,847	
TOTAL EXPENDITURES				8,511,986	52,524,248.93		5,580,212	

→ Does not include audit, last time - \$14,000

Robina Foundation Budget Notes
01/01/17 – 12/31/17

Operating Expenses

Administration – Consultants

Penny Hunt – annual contract: \$124,000

Baker Management (contract employer for Nancy Gilberg) - \$50,160 annual

* External Consultants - \$20,000: history/legacy research and writing

Accounting/Audit Fees

* \$20,000: CBIZ Accounting (Taxes & audit?)

Directors' Fees

\$168,000: \$30,000 annual fee for five directors plus \$18,000 additional for Chair

Insurance

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

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

Legal/Professional Fees

\$20,000: Legal fees in connection with sunseting and other issues

Meeting Expense (Board and Staff)

\$28,000: Includes travel, accommodations and meals for board meetings, grantee visits, staff meetings with advisors/outside consultants

Membership Dues

\$750: Exponent Philanthropy's annual membership dues

Miscellaneous

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

Office Expense

Equipment and Furnishings: \$300

Misc: \$1,500: Computer and technology consulting/maintenance/repair

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

Parking and Mileage

\$2,800: Staff parking

Rent

\$26,000: \$2,125.56/month lease for current space

Taxes

Excise Tax: \$10,000; estimated at 1% by CBIZ (tax accountant); reviewed/revised by CBIZ during the year

Telephone/Internet

\$4,000: Approximately \$334/month including Conference Calls

Estimated Investment Management Fees

USbank Fees: \$25,000

Management Fee: \$25,000 for Mike Sullivan

Grants

\$5,043,847: Grant payments currently scheduled for 2017. Additional grant payments will be made if approved by the Board.



LifeCourse™
Listen. Honor. Guide.

February 7, 2017

Dear Robina Foundation Board,

Thank you for the enduring gift of LifeCourse. We hope that as you read through the research results, you will continue to appreciate the innovation inherent in LifeCourse. As you read on into the Strategic Planning section, you will learn how we plan to continue sharing LifeCourse with others as we aim to make LifeCourse or LifeCourse-like services available to anyone in need of supportive late life care.

We hope you enjoy reading the attached report. Please let us know what questions you might have!

With great thanks,

A handwritten signature in black ink, appearing to read "Paige".

Paige Bingham, MBA
Director, LifeCourse

LIFECOURSE:

An Innovative Approach to Late Life Care

Final Research Results	1
Strategic Plan.....	7
Budget Narrative.....	10
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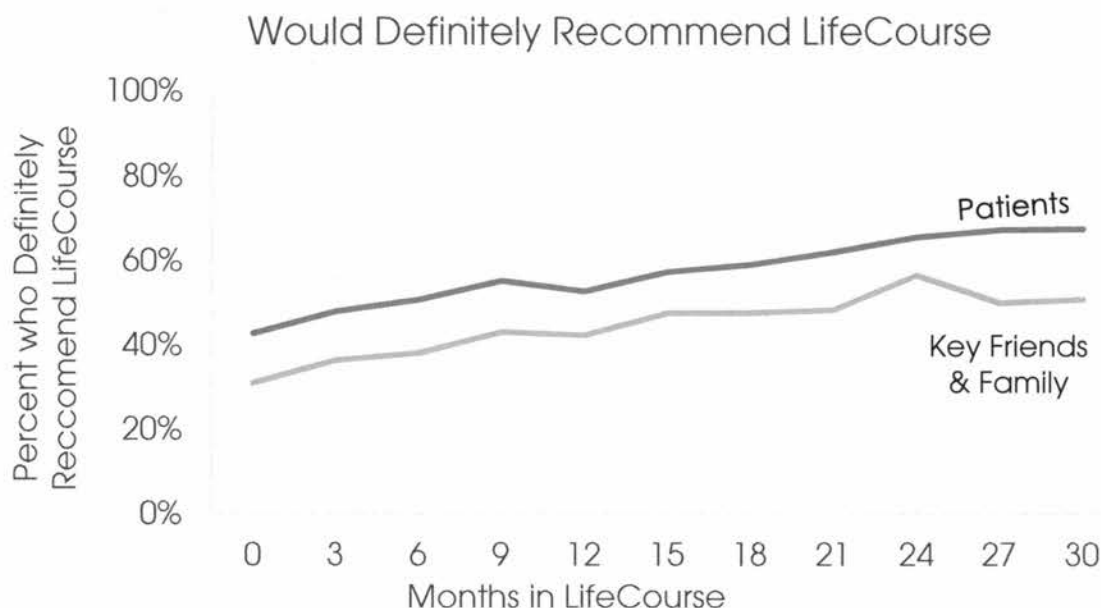
FINAL RESEARCH RESULTS

When examined against the expectations of the Triple Aim, LifeCourse yields positive impact on the experience of care, the satisfaction with care, the quality of life, and the utilization and costs experienced by patients and their key friends and families, along with the healthcare system. LifeCourse represents **an innovative approach to late life care that exceeds in performance across all areas of the Triple Aim** in an era where few programs achieve a single component.

A total of **902 patients were enrolled** in the LifeCourse research study, along with their key friends and family. About half received the LifeCourse program and the other half received usual care. The key results from this study are highlighted in graphs and figures below. Additional details can be found in the appendices.

LifeCourse Yields High Satisfaction among Patients and Key Friends and Family

The majority of patients and their key friends and family members said they definitely would recommend LifeCourse. Importantly, **satisfaction increased the longer patients engaged with the program** – clear evidence of the value of LifeCourse to patients.



LifeCourse Enables Patients to Complete Advance Healthcare Directives

LifeCourse patients were **4 times more likely to complete an advance healthcare directive** after enrollment as compared to usual care patients.

New Advance Healthcare Directives Completed



LifeCourse Patients Maintain Quality of Life Longer

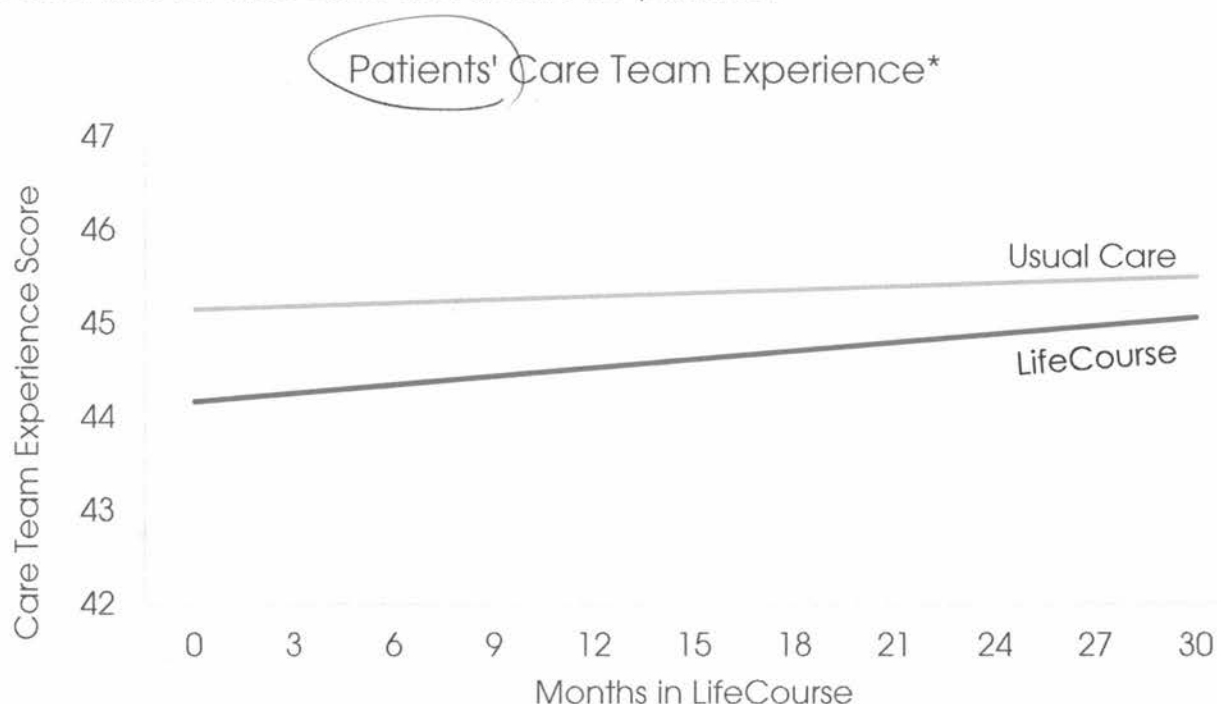
LifeCourse patients' quality of life was maintained while usual care patients' quality of life declined.



*This figure shows trend lines or the average change in quality of life over time. Complete data are included in Appendix A -- Figure A1. Of critical importance is the fact that LifeCourse patients were, on average, older and sicker than usual care patients, making the effect of LifeCourse on quality of life even more striking.

LifeCourse Improves Patients' Care Team Experience

LifeCourse patients revealed some improvement in care team experience while usual care patients' experience remained relatively stable. Other domains of care experience held stable over time for LifeCourse and usual care patients.



*This figure shows trend lines or the average change in quality of life over time. Complete data are included in Appendix A, Figure A3. It is also important to note that LifeCourse patients were slightly older and sicker than usual care patients, as a whole. Additionally, the care team experience for usual care and LifeCourse participants was tested statistically and is not different.

LifeCourse Decreases Total Cost of Care

Using insurance data from Medicare, BlueCross BlueShield of Minnesota, UCare, and HealthPartners, the total cost of care was calculated for a set of LifeCourse patients and a matched set of comparison patients.* Over approximately one year, **LifeCourse patients had an estimated \$959 per member per month savings** compared to matched controls.

Adjusted monthly costs for LifeCourse patients versus matched control patients

Matched Control Patients

LifeCourse Patients

Per Member Per Month Savings

\$3,484

\$2,525

\$959

*Patients were matched on demographic and health factors, as well as pre-enrollment costs. The number of patients included in this analysis was 125. Likely due to the small number of patients for whom we had access to their data, the findings are not statistically significant. *

LifeCourse Facilitates Appropriately Lower Hospital Utilization

Using electronic health record data, the impact of LifeCourse on emergency department (ED) visits, number of inpatient days, and intensive care unit (ICU) stays was evaluated.

Overall, LifeCourse patients had lower hospital utilization compared to usual care patients. A typical LifeCourse patient was in the hospital .4 fewer days than a usual care patient and had 0.4 fewer ICU stays than a usual care patient. Looking across all of LifeCourse, this means patients were in the hospital 630 fewer days and had 180 fewer ICU stays than would be expected in usual care. There were no significant differences in number of ED visits across the two groups.

Average Inpatient Days



Average ICU Stays



LifeCourse Promotes Earlier Enrollment in Hospice

LifeCourse patients are more likely than usual care patients to enroll in hospice across all three primary diagnoses – heart failure, cancer, and dementia, although these differences were not statistically significant. More importantly, LifeCourse patients, on average, spent 19 more days in hospice than did 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 program.

Days Enrolled in Hospice



Comparability of LifeCourse Patients to Usual Care Patients

The quality of a research study depends in large part on how comparable the treatment group (LifeCourse participants) is to the comparison group (those receiving usual care). The goal is to have the two groups be similar on important demographic and healthcare-related characteristics, so we can be confident that any differences in outcomes seen between the two groups are due to the LifeCourse intervention, and not differences in the kinds of patients treated.

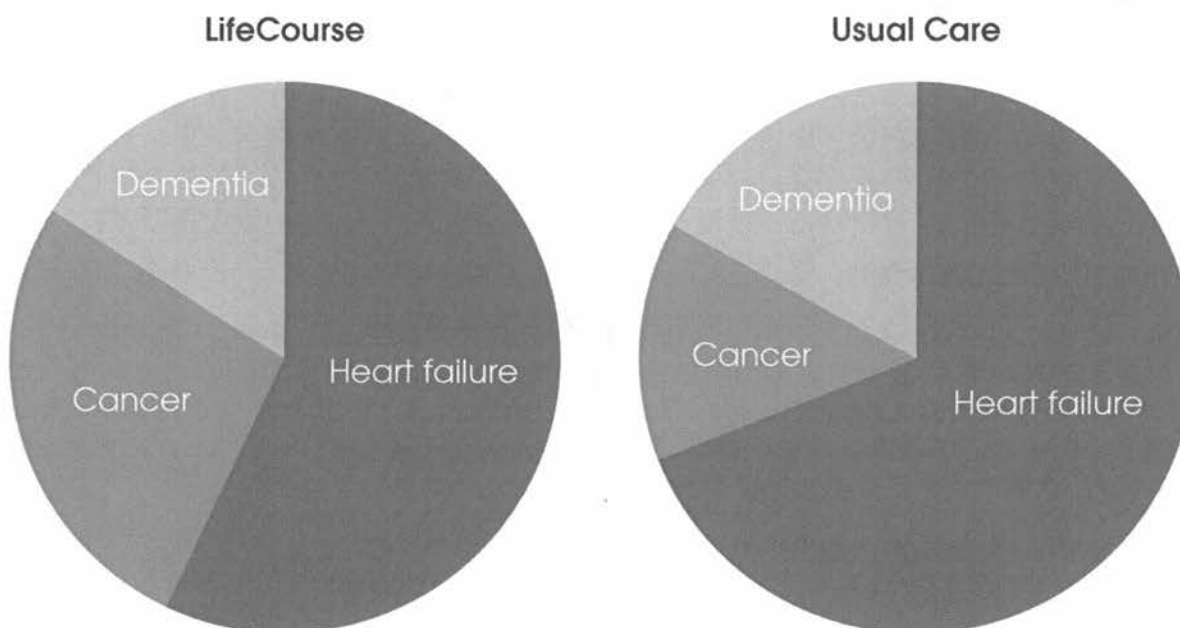
When we examine the demographics of LifeCourse and our usual care patients, we find that they are very similar, giving us **confidence in our findings**. As noted previously, LifeCourse patients were slightly older and sicker than usual care patients (as seen in Primary Diagnosis findings shown below), making the results obtained through the study even more impressive.

Patient Characteristics

	LifeCourse	Usual Care
Age	78 years old	74 years old
Female*	51%	51%
Caucasian*	95%	95%
Married or living with a partner*	45%	49%
College educated*	66%	61%

* Differences seen are not statistically significant

Primary Diagnosis



Communicating LifeCourse Outcomes

The LifeCourse team has a number of recently **published papers in top research journals** and a number of papers currently under revision for publication. A brief synopsis of the findings from each of these papers is below. We will be submitting the paper describing the primary LifeCourse findings to JAMA next quarter. We anticipate a total of 24 published articles by the end of 2017. LifeCourse findings have also been **invited for presentations at key academic and professional meetings**, also described below. The complete LifeCourse CV is included in Appendix B.

Recently Published Papers

New Tool to Measure Patient Experience, *BMC Palliative Care*

The LifeCourse team developed, tested, and published a survey to capture the unique care experience of patients living with an advancing serious illness. Improving patient experience has been shown to improve patient outcomes and quality of care.

LifeCourse Impact on Experience, *American Journal of Hospice & Palliative Medicine*

LifeCourse patients reported improvements in patient experience, including less frustration and more access to team members. Improving patient experience leads to more personalized, patient-centered care which leads to improved patient outcomes.

Papers under Revision

Patient Goals in Person-centered Care, *American Journal of Hospice & Palliative Medicine*

LifeCourse patients reported caring just as much about non-medical issues as they do about medical ones. Understanding the self-defined goals of patients in late-life is necessary in order to make care more holistic and individualized.

LifeCourse Impact on Quality of Life, *Journal of Applied Gerontology*

LifeCourse improved patients' overall quality of life compared to patients receiving usual care. Higher quality of life is often linked to improved patient outcomes.

Identity in Healthcare Teams, *Human Relations*

LifeCourse offered a unique opportunity to examine the process of forming identity in forming a care team. Two critical moments were identified in forming team identity among a group of interdisciplinary healthcare workers. These moments are valuable for managers to identify in order to understand the social dynamics that affect the success of teams and to create effective work environments to improve patient care.

Upcoming Presentations

International Association of Gerontology and Geriatrics (IAGG) World Congress

LifeCourse is presenting findings at the International Association of Gerontology and Geriatrics (IAGG) World Congress. IAGG has 73 member organizations in more than 65 countries worldwide and only occurs in the US every 32 years. LifeCourse will have 4 paper presentations and a symposium moderated by Dr. Steve Schroeder.

Institute for Clinical Systems Improvement (ICSI) Colloquium

LifeCourse will also be presenting on the NorthPoint partnership at the colloquium for Institute for Clinical Systems Improvement (ICSI) Colloquium, a regional IHI partner. This annual conference brings together more than 300 leaders in the healthcare community.

STRATEGIC PLAN

In this section we outline our primary strategies: to build a movement so that LifeCourse may be available to all. We will continue to build the reputation of LifeCourse as a solution to the demographic, workforce and health system challenges we face in caring for those with advancing serious illness.

Driving Mission

Our driving mission for the future of LifeCourse is: For LifeCourse or LifeCourse-like services to be available to individuals (and families) navigating late life and seeking support that focuses on what matters most to them.

Approach

We will accomplish this by directing the dissemination of LifeCourse within and outside of Allina Health, in risk-based arenas where the financial value of LifeCourse can be realized. These “early adopters” will signal the value of LifeCourse to key advocacy organizations, government agencies, and more mainstream targets. We will leverage Robina Foundation dollars to build LifeCourse to ensure future growth, support and diffusion opportunities beyond 2017.

Goals

Our goal is to secure implementation of LifeCourse within **healthcare providers and payer organizations** in 2017, such as in integrated managed care organizations like Kaiser Permanente, and organizations invested in risk-based reimbursement structures, like Trinity Health. LifeCourse’s role would be to provide the model, the training, and technical support. The partner would provide the staff (e.g., hire care guides) and agree to conduct an evaluation and share information for mutual learning.

- We will also seek implementation partners such as Mercy Family Health Center that advance our **health equity goals**. By implementing LifeCourse in urban environments with participants of diverse backgrounds, we will refine and customize LifeCourse to ensure that it is equally effective across participants with a variety of backgrounds. Such evidence will enhance our marketability nationally.
- We will also seek partners such as Sanford Health to meet our **rural health goals**. A key growth opportunity for LifeCourse is refining protocols to support its implementation in rural environments where access to care is constrained.
- We will pursue **new philanthropic backing** to adapt LifeCourse models in urban and rural settings, to enhance spread and marketability. Philanthropic support will also allow us to enter into partnerships with organizations where the financial benefits of LifeCourse may not be realized, but which meet rural and health equity goals. *Our application for the MacArthur Foundation’s 100&Change grant cleared administrative review, which lifted 800 applicants to be reviewed from 1900 submitted.*

Key Points of Leverage

Reaching our driving mission will require a coordinated effort across several lines of action, leveraging the significant resources marshalled by and available to LifeCourse. These include:

Research. LifeCourse is built on a solid research foundation. We will leverage this by continuing involvement in conferences (such as the International Association of Gerontology and Geriatrics conference in San Francisco July 23-27 where our accepted symposium will include Steve Schroeder as the discussant) and professional associations such as the Center to Advance Palliative Care (CAPC) and the Coalition to Transform Advanced Care (C-TAC). These engagements will be strategically targeted to lead us to new implementation partners, to monitor the policy environment around late life care, and to build our stature and reputation.

LifeCourse Staff. LifeCourse has a nimble team of seasoned professionals poised to guide the program to national prominence. Paige Bingham MBA leads the team in her role as Director of LifeCourse. Haley Barton focuses on market development. Vivian Anugwom MPH and Laurie Sutter MPH continue as Program Managers with implementing sites. Meghan Jaka PhD, Mikaela Coburn MPH and Anne Betzner PhD lead our dissemination and evaluation. Judi Blomberg JD and Jessica Taghon are care guides who continue to support patients, new care guides, and knowledge sharing. Eric Anderson MD and Sandy Schellinger CNP continue practicing as hospital-based clinicians and spend a day a week supporting LifeCourse.

Partners. The University of Minnesota will continue as an active partner, as Nate Shippee, PhD and Tetyana Shippee, PhD shepherd research findings to publication in respected, peer-reviewed journals and secure presentation at prestigious conferences nationally. Additionally, Heather Britt, PhD and Cindy Cain, PhD (UCLA) will contribute to writing LifeCourse findings.

Relationships Nationally. Our National Advisory Committee (NAC) is composed of leaders in a variety of fields, selected for their insight regarding the issues and challenges of late life care. LifeCourse will engage with our NAC in a one-on-one format in 2017, in order to gain members' sustained attention and insight. Additionally, LifeCourse has developed a web of deep relationships across the country, supported by our active engagement in the fields of palliative care, hospice, and advanced serious illness. We have built strong partnerships with influential organizations like the Center to Advance Palliative Care (CAPC) and the Coalition to Transform Advanced Care (C-TAC). We had a team of experts visit in November and we are awaiting notification from the American Hospital Association on the Circle of Life Award. We will continue to build these relationships, and leverage them to meet our shared goals.

Relationships "at Home". For 2017, Allina has committed in the first quarter to training and deploying 14 Care Guides to implement LifeCourse with high-risk populations through its Care Management teams. This division will provide LifeCourse to over 120 patients by the end of the first quarter. LifeCourse continues to be a core program offering in three other Allina Health sites which provide care to over 150 patients and are supported through separate philanthropic funding.¹ Taken together, these implementations care for over 270 patients

¹ Minneapolis Heart Institute and Abbot Northwestern General Medical Associates, funding through the Abbott Northwestern Hospital Foundation, and the John Nasseff Neuroscience Institute funded through the Givens Family Foundation.

and represent a vital collaborative funding strategy and open the opportunity for dynamic learning opportunities.

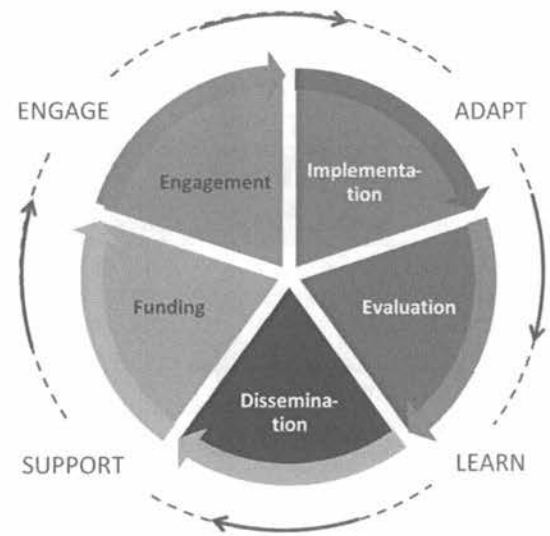
Real-World Learning. As LifeCourse implements the program within Allina Health, at NorthPoint Health and Wellness Center, and at new implementation sites as they emerge in 2017, we will be conducting a targeted cross-site evaluation with the goal of understanding what site-specific factors may be influencing how partners are implementing the program, and what outcomes they achieve. This information will be used to recruit new implementation sites, and to support and improve future implementations, as LifeCourse scales nationally.

Five Part Harmony

As synthesized from our discussion above, all of these activities will be conducted via an overall organizational strategy of **engaging** new partners to participate, **adapting** LifeCourse to new environments and contexts, **learning** from our experiences, and seeking **support** for future activities. Please see Appendix C for our full workplan.

Dissemination of research **findings** is the bedrock of our work at LifeCourse, and we will maximize the power of the quasi-experimental study fully funded by the Robina Foundation. Through peer-reviewed manuscripts² and conference presentations,³ LifeCourse will continue to build its reputation as a solution to the demographic, workforce, and health system challenges we face in caring for those with advancing serious illness in the later stages of life.

Taken together, our work builds a foundation so that we can develop a path to sustainability so that LifeCourse can be available to all in the years ahead.



² Three manuscripts have been accepted since our last report

³ See CV for acceptances

BUDGET NARRATIVE

2017 Robina LifeCourse Budget

In 2016, a total of \$4.8 million was approved to be invested in LifeCourse. Actual spending was \$3.6 million. The Robina Foundation provided \$2.9 million for the grant-funded research (which included \$2.5 million received in March 2016 and \$400,076 from the fund balance carry forward), and Allina Health paid \$659,777 to support clinic-based implementation of LifeCourse.

Please note that additional philanthropic support was received by the Abbott Northwestern Hospital Foundation from the Givens Family to hire Care Guides and implement LifeCourse in the Givens Brain Tumor Center. This major gift, along with memorial gifts made by thankful families, are not represented in the Total Revenue below.

Total LifeCourse					
2016 Approved Budget vs Actual Budget					
	Approved		Actual		
	Total 2016 LifeCourse		Robina 2016 LifeCourse	Allina 2016 LifeCourse	Total 2016 LifeCourse
FUNDING					
Robina Grant	2,500,000		2,500,000		2,500,000
Fund Balance	788,246 ¹		400,076		400,076 ¹
Allina Health Implementation	1,531,025			659,777	659,777
Total Revenue	4,819,271		2,900,076	659,777	3,559,853
EXPENSE					
Salaries	2,820,365		1,635,872	502,481	2,138,353
Benefits	753,906		487,992	142,025	630,018
Purchased Services ²	1,090,000		702,287	8,188	710,475
Supplies/Telecom	45,000		57,806	2,695	60,501
Equipment/Facilities	15,000		2,580	4,387	6,967
Miscellaneous	95,000		13,539	-	13,539
Total Expenses	4,819,271		2,900,076	659,777	3,559,853

¹ Please note that the difference between the fund balance for the 2016 Approved Budget (\$788,246) and the amount actually spent in 2016 (\$400,076) results in a fund balance of \$388,170 that will be carried over into our 2017 budget below.

² Purchased Services includes expenses for University of Minnesota relationship, National Advisors, National Organization Memberships (C-TAC, CAPC).

The most significant expenses were related to salaries and benefits, representing a total of \$2.7 million, 78% of the total actual budget. Purchased services was the second highest expenditure which supported activities such as community engagement, NorthPoint implementation, University of Minnesota research support, and website redesign. These expenses comprised 20% of the total actual budget. The additional supplies, telecom, equipment and facilities expenses supported the research team and care guides dedicated to the LifeCourse research and dissemination.

Please note that \$400,076 was spent from the fund balance of \$788,246 carry forward from 2015. The difference of \$388,170 is the remaining fund balance we carry forward into 2017. In 2017, the Givens Family Foundation will continue to support the Givens Brain Tumor Clinic and the Abbott Northwestern Hospital Foundation will continue to support the Minneapolis Heart Institute and Abbott Northwestern General Medicine Associate (Edina and Plymouth). Additionally, 14 care guides connected to our care management teams have just completed training and will offer LifeCourse to those in accountable care organizations and risk-based contracts (e.g., patients for whom Allina Health has financial incentive to manage cost).

As part of the diffusion and dissemination effort, LifeCourse is seeking an additional \$1 million in grant-funding from the Robina Foundation supplemented by the \$388,170 fund balance from 2016. Core to the work is a team of 11 individuals with a set of skills and expertise to advance the strategic plan. Additionally, through purchased services, LifeCourse continues to benefit from research talent at the University of Minnesota and the leadership experience of our national advisors and key consultants. We will continue to have expenses related to supplies, telecom, and equipment. Overall, the 2017 budget represents our efforts to economize on expenses as we find the pathway to sustainability.

Robina LifeCourse 2016 Actual vs 2017 Budget			
	Robina LifeCourse 2016 Actual		Robina Budget 2017
FUNDING			
Robina Grant	2,500,000		1,000,000
Fund Balance	788,246		388,170
Total Revenue	3,288,246		1,388,170
EXPENSE			
Salaries	1,635,872		820,262
Benefits	487,992		237,876
Purchased Services ¹	702,287		293,988
Supplies/Telecom	57,806		10,000
Equipment/Facilities	2,580		5,000
Miscellaneous	13,539		21,044
Total Expenses	2,900,076		1,388,170

APPENDICES

APPENDIX A- Research Results

Satisfaction

When surveyed, the vast majority of LifeCourse patients and key friend and family members said they would recommend LifeCourse to others. The responses based on months since enrollment are presented below.

Table A1

Patient: Would you recommend LifeCourse?

Month	Definitely No	Probably No	Probably Yes	Definitely Yes
3	2%	3%	45%	50%
6	2%	3%	45%	50%
9	2%	5%	35%	57%
12	1%	6%	34%	60%
15	2%	3%	29%	67%
18	3%	3%	31%	63%
21	4%	4%	27%	66%
24	0%	3%	24%	73%
27	0%	4%	22%	74%
30	0%	3%	17%	80%

Table A2

Key Friends & Family: Would you recommend LifeCourse?

Month	Definitely No	Probably No	Probably Yes	Definitely Yes
3	1%	9%	53%	36%
6	1%	8%	53%	38%
9	1%	8%	47%	43%
12	1%	9%	46%	44%
15	1%	6%	39%	54%
18	0%	3%	39%	58%
21	0%	2%	45%	52%
24	0%	3%	42%	55%
27	0%	4%	49%	47%
30	0%	5%	45%	50%

Advance Healthcare Directives

The table below shows that at the start of the study, 38% of LifeCourse patients had completed advance directives in the electronic health record and 45% of usual care patients had completed directives. Following enrollment in the study, an additional 40% of LifeCourse patients completed directives while only 13% of usual care patients completed directives.

Table A3 Advanced Healthcare Directive Status Stratified by Study Group

Advance Directive Status	LifeCourse (N = 450)		Usual Care (N = 452)		P-Value < 0.001
	N	%	N	%	
None	102	22%	191	42%	
Before Enrollment	170	38%	201	45%	
After Enrollment	178	40%	60	13%	

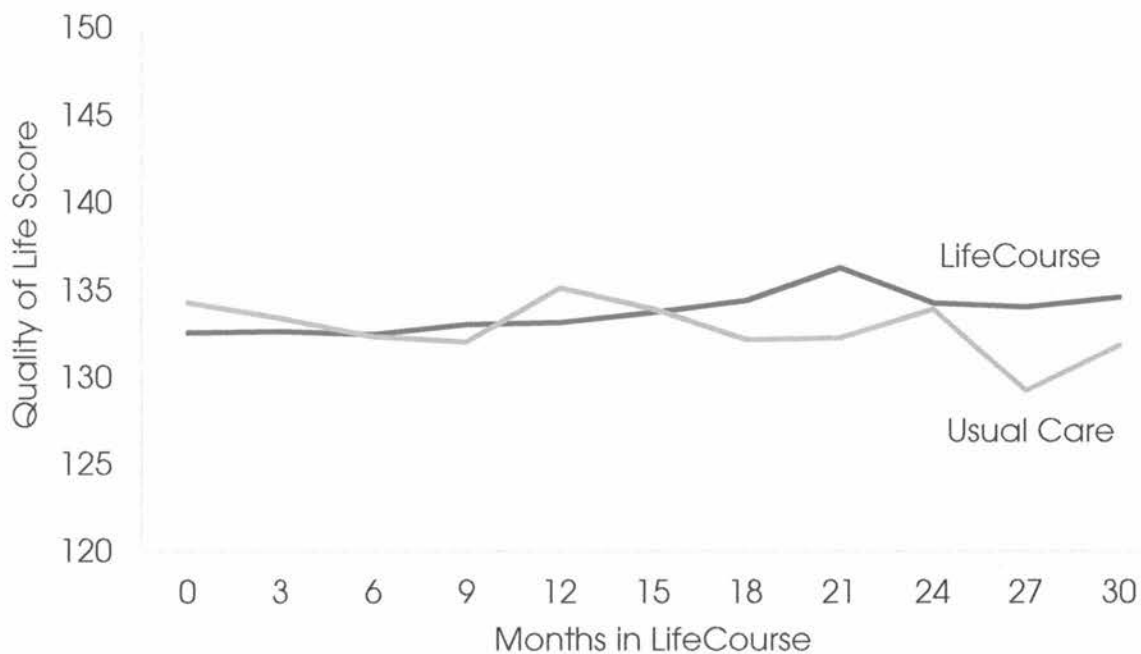
Quality of Life

The table and figure below show the average quality of life scores at baseline and months since enrollment for patients enrolled in LifeCourse or usual care. Quality of life increases in LifeCourse patients slightly over time and declines slightly over time in usual care patients. In the table below, SD represents standard deviation.

Table A4 Patient's Quality of Life during the Study

Month	LifeCourse			Usual Care		
	Mean	SD	N	Mean	SD	N
0	132	27	392	134	28	399
3	132	28	302	133	30	349
6	132	28	248	132	31	327
9	133	29	205	132	31	267
12	133	27	189	135	29	200
15	134	27	161	134	29	143
18	134	26	141	132	31	111
21	136	23	116	132	31	101
24	134	29	73	134	30	75
27	134	25	58	129	31	55
30	135	22	54	132	29	19

Figure A1 Patients' Quality of Life during the Study



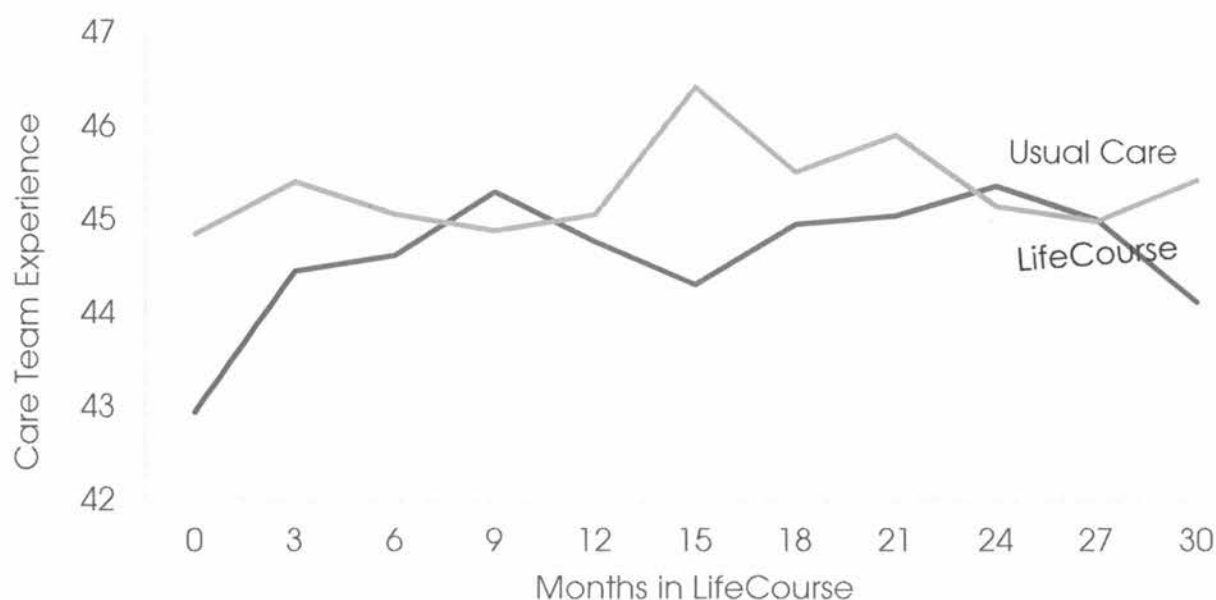
Care Experience

The table and figure below show the average patient experience scores at baseline and months since enrollment for patients enrolled in LifeCourse or usual care. Patient experience increases slightly in LifeCourse patients and stays relatively stable over time in usual care patients.

Table A5 Patients' Care Team Experience during the Study

Month	LifeCourse			Usual Care		
	Mean	SD	N	Mean	SD	N
0	42.9	7.3	317	44.8	6.3	379
3	44.4	6.5	241	45.4	5.9	302
6	44.6	7.4	208	45.1	6.6	287
9	45.3	6.7	185	44.9	6.6	240
12	44.8	7.4	154	45.0	7.1	187
15	44.3	8.3	141	46.4	5.9	118
18	44.9	8.2	116	45.5	6.5	105
21	45.0	7.3	104	45.9	6.3	95
24	45.4	6.4	66	45.1	5.9	76
27	45.0	7.4	55	45.0	6.2	60
30	44.1	7.9	45	45.4	6.2	20

Figure A2 Patients' Care Team Experience during the Study



Total Cost of Care

Total costs (including professional billing, facility expenses, and prescriptions) incurred by LifeCourse patients for all services covered by Allina Health's at-risk insurer contracts was obtained from claims files shared by Medicare, BlueCross BlueShield of Minnesota, UCare, and HealthPartners. Usual care patients were selected using propensity scores that took into account patient demographic characteristics and pre-period (12-month) expenditures (Table A6). The overall balance of the matching was within acceptable criteria. The mean bias attributable to potential confounders after matching was 5.1%.

Table A6 Patient Characteristics Before and After Propensity Score Matching

	Unmatched Payer Control (N = 21,993)	Matched Payer Control (N = 406)	LifeCourse (N = 125)
Age	56 ± 21	77 ± 13	78 ± 10
Prescriptions	3 ± 5	10 ± 8	11 ± 10
Follow-up period	718 ± 430	386 ± 289	376 ± 249
Male	47%	45%	44%
Caucasian	93%	96%	95%
Married	58%	40%	38%
Died during follow-up	11%	41%	42%
Principal diagnosis			
Cancer	25%	24%	14%
Cardiovascular	27%	36%	51%
Dementia	4%	11%	22%
Other	44%	29%	13%
Pre Enrollment Cost			
Total	11,066 ± 42,582	28,035 ± 127,867	25,533 ± 27,365
Inpatient	3,464 ± 20,129	16,278 ± 119,724	11,377 ± 17,673
Emergency	189 ± 1,009	26 ± 235	30 ± 240
Imaging	508 ± 5,566	45 ± 375	153 ± 1,388
IP – 1 month prior	614 ± 8,572	562 ± 5,755	1,914 ± 5,912

Preliminary Impact

To assess the potential impact of LifeCourse on costs, we examined expenditures in the follow-up period by applying multivariable gamma regression models with a log link (Table A7). Gamma regression models are the preferred model for cost data. (Note: LTCF=Long Term Care Facility; + indicates long term care patients were included; - indicates longer term care patients were not included.)

The average length of follow-up for LifeCourse patients included in the regression analysis was 376 days. Over that period, LifeCourse was associated with average adjusted savings in total costs of \$12,015 per patient ($p=.109$). This amounts to savings of approximately \$959 per patient per month followed compared with usual care or \$11,508 per patient per year.

Limitations: The number of intervention patients who met the analytical criteria was relatively small, so the findings should be interpreted with caution.

Table A7 Adjusted costs for LifeCourse Participants versus Propensity Score Matched Controls

Sub-Group	Matched Payer Control	LifeCourse	Net Change	Mean Follow-up Days	Savings PMPM	P-Value
+LTCF (N = 531)	\$43,658	\$31,643	\$12,015	376	\$959	0.109
-LTCF (N = 427)	\$50,194	\$33,546	\$16,648	401	\$1,245	0.131

Hospital Utilization and Hospice Enrollment

When we examine utilization data for LifeCourse patients, we find that 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 7% lower likelihood of having ED visits than usual care patients, although this difference is not statistically significant. For inpatient days, LifeCourse patients have 22% fewer inpatient days than comparison patients. And finally, for ICU stays, LifeCourse patients have 52% fewer stays than usual care patients.

Table A8 Utilization Regression Models Comparing LifeCourse to Usual Care*

	Incidence Rate Ratio for LifeCourse	95% Confidence Interval	P-Value
ED Visits	0.93	0.80, 1.09	0.355
Inpatient Days	0.78	0.66, 0.92	0.003
ICU Stays	0.48	0.27, 0.87	0.015

*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 19 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 A9 Hospice Utilization Prior to Death*

	U.S. (N=2.6M)	Allina Health (N=63,914)	LifeCourse (N=201)	Usual Care (N=123)	P-Value
Overall, %	42.8	16.9	49.3	44.7	0.427
Heart Failure		24.7	46.6	41.7	0.499
Cancer		32.3	55.6	55.6	1.000
Dementia		26.0	50.0	41.7	0.597
LOS, median days	18.7	18.0	33.0	14.0	0.014

*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.

Descriptive Characteristics

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

Table A10 Patient Characteristics

	Intervention (n = 450)	Usual Care (n = 452)	P-value
Age (mean $\pm$ sd)	78.1 $\pm$ 12	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%	
Cancer	27%	14%	
Dementia	16%	17%	

APPENDIX B-LifeCourse Curriculum Vitae



LifeCourse™
Listen. Honor. Guide.

Overview

The LifeCourse team has published three articles in top research journals, published two conference abstracts, and has ten additional papers under review. Research findings have been presented at more than 40 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 five webinars, and received press coverage in three 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.

Publications

- Anderson EW, Schellinger S. Upstream Adventures - Initial Results from a Clinical Trial of Early Palliative Care, Delivered in the Community by Trained Lay Persons (abstract). *Journal of Pain and Symptom Management*. 2016;51(2):348-349.
- 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*. 2016;15:99.
<https://bmcpalliatcare.biomedcentral.com/articles/10.1186/s12904-016-0172-x>.
- 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.
- 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. *American Journal of Hospice and Palliative Medicine*. 2017.
- Shippee T, Shippee ND, Mobley P, Fernstrom K, Britt H, Eckman P. LifeCourse: Lay Healthcare Workers Impact Quality of Life for Heart Failure Patients (abstract). *Journal of Cardiac Failure*. 2016;22(8):S96.

Book Sections

- Novelli B, Koutsoumpas T. In: Workman B, ed. *A Roadmap for Success: Transforming Advanced Illness Care in America*. Coalition to Transform Advanced Care (C-TAC); 2015:87-88.
- Tabbush V, Coulourides Kogan A, Mosqueda L, Kominski GF. *Person-Centered Care: The Business Case*. The SCAN Foundation; June 2016:27.

Under Peer Review

- Anderson EW, Frazer MS, Schellinger S, Roberts J, Radel K, Elumba D, Britt H. Building Supportive Care for Serious Illness Using a Systemic Human-centered Approach. *INQUIRY*.
- Anderson EW, Frazer MS, Schellinger S. Combining Best Practices and Patient, Caregiver, and Healthcare Provider Perspectives for Late Life Supportive Care: LifeCourse. *Journal of Nursing Administration*.
- Anderson EW, Schellinger S, Frazer MS. Expanding the Palliative Care Domains to Meet the Needs of a Community-Based Supportive Care Model. *American Journal of Hospice and Palliative Medicine*.
- Cain CL, Frazer MS. Lay Health Care Workers 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: Energizing and Depleting Work within an Innovative Health Care Team. *Journal of Interprofessional Care*.
- Schellinger S, Anderson EW, Frazer MS, Cain C. Patient Self Defined Goals: Essentials of Person-centered Care for Serious Illness. *American Journal of Hospice and 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*.

Presentations

2016

- Anderson EW. Improving Care for Persons Late in Life. 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, Greenberg P. LifeCourse - Brief Explanation of Preliminary Findings and the LC Intervention. Presentation at Minnesota Gerontological Society 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. Symposium presented at Gerontological Society of America 69th Annual Scientific Meeting: "New Lens on Aging"; November 16-20, 2016; New Orleans, Louisiana.
- 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.

- Bingham P, Anugwom V, Curran S, Hunt A, Johnson K, Nelson S, Sutter L. LifeCourse—Design to Implementation in a Health System. Poster presented at Center to Advance Palliative Care National Seminar (CAPC); October 27-29, 2016; Orlando, Florida.
- Borson S, Mobley P. Measuring Caregiver Activation for Managing Advanced Illness at Home: Insights From LifeCourse. Presentation at Gerontological Society of America 69th Annual Scientific Meeting: "New Lens on Aging"; November 16-20, 2016; New Orleans, Louisiana.
- Cain CL, Frazer MS. Repeated Group Interviews: Supporting and Empowering Staff during Transformation. Poster presented at AcademyHealth Annual Research Meeting; June 27, 2016; Boston, Massachusetts.
- Fernstrom K, Britt H. Health Care Utilization Outcomes for LifeCourse Patients. Poster presented at Center to Advance Palliative Care National Seminar (CAPC); October 27-29, 2016; Orlando, Florida.
- Fernstrom K, Mobley P, Britt H. LifeCourse: An Innovative Approach to Late Life Care in the Community. Symposium presented at Minnesota Health Services Research Conference; March 1, 2016; St. Paul, Minnesota.
- 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 Annual Research Meeting; June 27, 2016; Boston, Massachusetts.
- 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 69th Annual Scientific Meeting: "New Lens on Aging"; November 16-20, 2016; New Orleans, Louisiana.
- Schellinger S. The 21st-Century Advanced Illness Care Team: How Team-based Care is Moving Medicine Beyond the Clinic into the Home and Community. Panel discussion at Project on Advanced Care and Health Policy, a collaboration between the Petrie-Flom Center at Harvard Law School and the Coalition to Transform Advanced Care (C-TAC); November 2, 2016; Cambridge, Massachusetts.
- Schellinger S. Innovations in a Community Based Approach to Serious Illness Care Delivery (webinar). Stratix Health; May, 2016.
- Schellinger S, Anderson EW, Frazer MS. Dynamic Nature of Patient Self-defined Goals over the Serious Illness Experience. Symposium presented at Gerontological Society of America 69th Annual Scientific Meeting: "New Lens on Aging"; November 16-20, 2016; New Orleans, Louisiana.
- Schellinger S, Anderson EW, Frazer MS, Curran S, Fernstrom K. Speaking From the Heart: Heart Failure Goals Beyond ACP. Poster presented at Center to Advance Palliative Care National Seminar (CAPC); October 27-29, 2016; Orlando, Florida.
- 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 Conference; June 4, 2016; Twin Cities, Minnesota.
- Schellinger S, Curran S. An Innovative Approach to Operationalizing the Domains of Palliative Care. Presentation at Minnesota Network of Hospice & Palliative Care Annual Conference: Care, Connection & Renewal; April 10-12, 2016; Bloomington, Minnesota.
- Shippee T, Fernstrom K, Frazer MS, Mobley P, Shippee ND, Britt H. Evaluating Quality of Life: Whole Person Intervention for Late Life Patients with Chronic Illnesses. Poster presented at AcademyHealth Annual Research Meeting; June 25, 2016; Boston, Massachusetts.

Shippee T, Shippee ND, Fernstrom K, Mobley P, Frazer MS, Britt H. Improving QOL for Late Life Patients: LifeCourse Findings. Poster presented at Center to Advance Palliative Care National Seminar (CAPC); October 27-29, 2016; Orlando, Florida.

Taborda C, Cain C, Frazer MS. Forging Professional Identities: Lay Health Care Workers and Expertise. Paper presented at Eastern Sociological Society's Care Work Mini-Conference; March 19, 2016; Boston, Massachusetts.

2015

Anderson EW. Upstream Adventures: Early Results of a Late Life Supportive Care Trial. Presentation at Minnesota Network of Hospice and Palliative Care Annual Conference: Joining Knowledge, Passions, and People; April 20-21, 2015; Bloomington, Minnesota.

Anderson EW, Schellinger S, Shippee T, Frazer MS, Britt H. Using a Patient and Family Centered Approach in a Late Life Supportive Care Intervention-Pilot Phase Findings. Symposium presented at Minnesota Health Services Research Conference; March 3, 2015; St. Paul, Minnesota.

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 68th Annual Scientific Meeting; November 18-22, 2015; Orlando, Florida.

Anugwom V. Strengthening Cultural Sensitivity of a Late-Life Supportive Care Approach. Presentation at Connecting to Transform Communities Conference: Stakeholders in Health and Wellness; 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 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 68th Annual Scientific Meeting; November 18-22, 2015; Orlando, Florida.

Fernstrom K, Prenevost R, Tong T, Britt H. Effect of an Innovative Late Life Care Approach on Resource Utilization. Poster presented at Center to Advance Palliative Care National Seminar (CAPC); November 12-14, 2015; San Antonio, Texas.

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.

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, Mendenhall T, Berge J. Engaging Families in Healthcare Research (webinar). Collaborative Family Healthcare Association; 2015.

Schellinger S. LifeCourse: An Innovative Approach to Late-Life Care in the Community (webinar). International Palliative Care Network; 2015.

Schellinger S. What Matters at the End-of-Life? Honor, Respect and Support Goals and Preferences for Serious Illness. Presentation at Minnesota Network for Hospice and Palliative Care Annual Conference: Joining Knowledge, Passions, and People; April 20-21, 2015; Bloomington, Minnesota.

- Schellinger S, Anderson EW. Delivery on What Matters Most in Late Life. Presentation at Institute for Clinical Systems Improvement 18th Annual Colloquium on Health Care Transformation; 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 Gerontological Society of America 68th Annual Scientific Meeting; November 18-22, 2015; Orlando, Florida.
- 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.
- Shippee ND, Shippee T, Fernstrom K, Cain CL, Jones A, Britt H. Patient Experience with Care: Early Results from the LifeCourse Intervention. Poster presented at Gerontological Society of America 68th Annual Scientific Meeting; November 18-22, 2015; Orlando, Florida.
- 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 Center to Advance Palliative Care (CAP-C) November 12-14, 2015; San Antonio, Texas.
- 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.
- Shippee T, Frazer MS, Shippee ND, Britt H, Fernstrom K. Patient and Caregiver Quality of Life. Paper presented at Gerontological Society of America 68th Annual Scientific Meeting; November 18-22, 2015; Orlando, Florida.
- Shippee T, Frazer MS, Shippee ND, Britt H, Fernstrom K. Patient and Caregiver Quality of Life: Early Results from the LifeCourse Intervention. Poster presented at Center to Advance Palliative Care National Seminar (CAPC); November 12-14, 2015; San Antonio, Texas.
- Shippee T, Frazer MS, Shippee ND, Britt H, Fernstrom K. Patient and Caregiver Quality of Life: Early Results from the LifeCourse Intervention. Poster presented at AcademyHealth Annual Research Meeting; June 14-16, 2015; Minneapolis, Minnesota.

2014

- Anderson EW, Schellinger S. Moving the Elephant in the Room Upstream: A New Spin to the Traditional Palliative Care Team. Presentation at Minnesota Network for Hospice and Palliative Care Annual Conference: Improving Education-Improving Lives!; April 6-9, 2014; Bloomington, Minnesota.
- Anderson EW, Schellinger S, Frazer MS. New Model for Late Life Care: Intervention, Quality of Life, and Experience (webinar). International Palliative Care Network; 2014.
- Anderson EW, Schellinger S, Frazer MS, Britt H. What Matters Most for Patients Living with Progress Chronic Illness? Understanding Goals for Individuals with Chronic Illness. Poster presented at Center to Advance Palliative Care National Seminar (CAPC): Pathways to Quality Palliative Care; November 13-15, 2014; Orlando, Florida.
- Britt H, Fernstrom K, Hanson K, Jones A, Shippee T, Shippee ND. Quality of Life and Care Experiences among Patients with Chronic Illness and their Caregivers: Early Results. Poster presented at Center to Advance Palliative Care National Seminar (CAPC): Pathways to Quality Palliative Care; November 13-15, 2014; Orlando, Florida.
- Cain CL, Frazer MS, Kilaberia R. Identity Work Within Attempts to Transform Health Care. Roundtable discussion presented at American Sociological Association 109th Annual Meeting; August 16-19, 2014; San Francisco, California.

Frazer MS, Trudeau-Hern S, Cain CL, Kilaberia R. "Here's What I Do:" Role Definition within an Interdisciplinary, Late Life, Supportive Healthcare Team. Roundtable discussion presented at Collaborative Family Healthcare Association 16th Annual Conference; October 16-18, 2014; Washington, D.C.

Friedman J. Decision Support Through Focused Observations from the Electronic Health Record: Using HEADS-UP Technique to Support Non-Clinical Professionals. Poster presented at Gerontological Society of America 67th Annual Scientific Meeting; November 5-9, 2014; Washington, D. C.

Schellinger S. "What Matters Most" for Individuals and Families Living with Serious Illness (webinar). Coalition to Transform Advanced Care (C-TAC); August, 2014.

Schellinger S, Cain CL, Frazer MS, Britt H. Team Wellbeing in the Development of a Supportive Care Program for Adults with Chronic Illness. Poster presented at Center to Advance Palliative Care National Seminar (CAPC): Pathways to Quality Palliative Care; November 13-15, 2014; Orlando, Florida.

Trudeau-Hern S, Chant A, Frazer MS. Barriers, Successes, and Role Development: A Content Analysis of a Family Therapist as a Member of Team-based End-of-life Healthcare Delivery Model. Poster presented at Collaborative Family Healthcare Association 16th Annual Conference; October 16-18, 2014; Washington, D.C.

2013

Anderson EW, Herman K, Spinelli W, Chant A, Rosenberg E, Shibrowski K, Roberts J, White K. Seeing the Whole Person: Systematic Implementation of the Domains of PC for all Care Team Members (PRED). Poster presented at Center to Advance Palliative Care National Seminar (CAPC); November 7, 2013; Dallas, Texas.

Anderson EW, Schellinger S. Moving Palliative Care Upstream: An Emerging Model; Presentation at Minnesota Network of Hospice and Palliative Care Annual Conference; April 14-16, 2013; Bloomington, Minnesota.

Britt H, Anderson EW, Schellinger S, Frazer MS. LifeCourse: Development and Implementation of a Late Life Supportive Care Intervention. Symposium presented at Minnesota Health Services Research Conference; March 5, 2013; St. Paul, Minnesota.

Fernstrom K, Krueger J, Hanson K, Anderson EW, Britt H. Creating a Flexible, On-demand, Report for Identifying Subjects for a Care Delivery Redesign Project Tasked with Improving End-of-life Care. Poster presented at American Medical Informatics Association Annual Symposium; November 16-20, 2013; Washington, D.C.

Nelson B. Pharmacist Role. Presentation at Minnesota Society of Hospital Pharmacists Annual Conference; 2013; Minnesota.

Schellinger S, Anderson EW, Britt H, Radcliff K. Team Based Supportive Care Approach Late in Life. Poster presented at Center to Advance Palliative Care National Seminar (CAPC); November 7, 2013; Dallas, Texas.

Winden T, Krueger J, Krypel K. Utilizing the Electronic Health Record for Research: Workflow Documentation and Developing EHR Tools for Subject Identification, Tracking, and Data Collection. Presentation at American Medical Informatics Association Annual Symposium; November 16-20, 2013; Washington, D.C.

News

Quality of life in late life can be good (press release). American Association for the Advancement of Science, November 8, 2016.

Allina Health researchers present LifeCourse findings at national palliative care conference (press release). American Association for the Advancement of Science, October 20, 2016.

Allina Health presents LifeCourse developments at national conference (press release). American Association for the Advancement of Science, June 15, 2016.

Howatt G. Allina Offers Life Lessons for the Dying. *Star Tribune*. June 16, 2016.

MinnPost Series

Schmickle S. Late-in-life care: Fragmentation and complexity for the chronically ill. March 18, 2014.

Schmickle S. Minnesota's 'health care homes' aim to fill gaps in support for late-in-life patients. March 19, 2014.

Harvey K. How do shuttling snowbirds handle their health care? March 31, 2014.

Albright S. Late-in-life care: Your experience, insights, and advice. April 16, 2014.

Perry S. Late-in-life health needs: Are we ready: A Q&A with Dr. Steve Miles. June 12, 2014.

Perry S. Late-in-life care: Dr. Steve Miles on coping with illness, and transitioning from home. June 13, 2014.

Perry S. Few doctors discuss end-of-life planning with heart-failure patients, Mayo study finds. June 18, 2014.

Fitzgerald J. Late-in-life: To live at home, rural seniors need food, socialization, support. June 23, 2014.

Schmickle S. Late-in-life health care: Initiatives aim to cut costs while increasing quality. August 4, 2014.

Beal D. Transportation for the aging poses mounting challenge in Twin Cities. August 4, 2014.

Cronin M. Minnesota responds to rural doctor shortage with teams, training, telemedicine. August 11, 2014.

Perry S. Late-in-life care: The stressful, complicated world of surrogate decision-makers. August 20, 2014.

Cronin M. The big late-in-life move: Assisted living is becoming a rite of passage. August 22, 2014.

Schmickle S. Late-in-life: As U.S. 'spends more and gets less,' the Dutch offer myriad health and social supports. October 30, 2014.

Schmickle S. Late-in-life: Innovations focus on care coordination and tailored support. November 17, 2014.

Goetzman A. Late-in-Life: Unpaid caregiving ranges from shoveling the walk to working 24/7. December 22, 2014.

Perry, S. Family Caregivers often asked to perform medical tasks with little or no training. December 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.

Making a Difference. tpt aired 22 times between Nov 2015 and August 2016.

A Conversation with Atul Gawande. tpt aired 14 times between Jan 2016 and August 2016.

KMOJ Radio

Bell F, Burger K, Wheeler P. Community Conversation: What Matters Most. KMOJ. May 17, 2015.

Bell F, Azzahir A, Anugwom V, Curran S. Community Conversation: What Matters Most. KMOJ. August 16, 2015.

Milford B, Erickson P, Anugwom V. Senior Perspectives. KMOJ. July 23, 2016.

APPENDIX C- Full 2017 Work Plan

Goal 1: Funding		
Key Initiative	Deliverables	Timing
1.1 Identify potential major donors ✦	Review Hanover Report information on potential 10 funders	Q1
	Research 10 identified funders	Q1
	Continue to expand funder list as targeted opportunities arise	Q1
	Prioritize target funders based on <u>Robina Board</u> & NAC conversations	Q1
1.2 Cultivate relationship	Build relationship leveraging existing advisors/contact points	Q1
	Understand what "they" (the 10 funders) are looking for	Q1
	Collaborate with funder on grant strategy	Q2
	Explore new NAC Advisory members	Q2
1.3 Request funding →	Create short case to request funding from at least 7 targets	Q1
	Develop detail case: Social Movement, Training, Health Equity, Rural	Q1
	Write customized proposal or application for 5	Q2
	Obtain funding from 3 orgs	
1.4 Sustain relationship	Steward relationship with Robina, ANWF & other funders	Q1
	Report back to funders on formal and informal basis	Q1

Goal 2: Engagement

Key Initiative	Deliverables	Timing
2.1 Conferences	Prioritize 3 national conferences (IAGG, CAPC, C-TAC) Engage in conversation with conference leader and/or submit proposals/abstracts to secure main stage Identify networking opportunities	Q1 Q1-Q2 Q1-Q4
2.2 Prospects	Complete prospect assessment (research) → Prioritize 4 prospects (Kaiser, Intermountain, Sutter, Trinity Health, WellPoint/Allegheny) Update current status of relationships with prospects	Q1-Q3 Q1 Q1
2.3 Pitch Kit	Create general pitch document Create positioning framework for targeted audience (framework of support includes: philanthropy, managed care, value-based, operating dollars) Identify collateral (patient brochure, infographic, What is LifeCourse? video) Deliver the pitch Scope of Work (Contract) Close the deal Prep sr execs and advisors with LifeCourse pitch	Q1 Q1 Q1 Q1-Q4 Q2-Q4 Q1 Q2-Q4 Q2-Q4
2.4 Communications	Maintain external website Update/create collateral as needed (patient brochure) Respond to media requests Media blitz corresponding to key conferences	Q1-Q4 Q1-Q4 Q1-Q4 Q2-Q4
2.5 Health Equity Stakeholders	Leverage NorthPoint experience with health system prospects Maintain relationship with C-TAC community initiative Build relationship with CAPC community initiative Expand reach to Medical homes/healthcare homes Maintain NorthPoint/Heritage Park Engagement	Q1-Q4 Q1-Q4 Q1-Q4 Q2-Q4 Q1-Q4

Goal 3: Implementation

Key Initiative	Deliverables	Timing
3.1 Site Setup	Identify priority changes from previous implementation Implementation Assessment Refine and Generalize Implementation Workplan	Q1 Q1 Q2-Q4
3.2 Training	Identify priority changes from previous implementation Refine and Generalize Training Develop sustainable training plan	Q1 Q2-Q3 Q4
3.3 Precepting ?	Identify priority changes from previous implementations Refine and Generalize Precepting	Q1 Q2-Q4
3.4 Technical Support	Identify priority changes from previous implementations Define technical support with new LifeCourse backbone	Q1 Q1
3.5 Model Adaptation	Create common tracking tool for model changes Track model adaptations with evaluation to support engagement, funding, and dissemination efforts	Q1 Q1-Q4
3.6 Allina Health <u>Implementation Support</u>	Care Management Hospital-based Clinics w LifeCourse Relationship between all LifeCourse at Allina Health sites	Q1-Q4

Goal 4: Evaluation

Key Initiative	Deliverables	Timing
4.1 Evaluation Plan	Overall:	
	Produce revised logic model based on a critical assessment of the need and audiences for such a tool	03/31/17
	Determine our flexibility for meeting evaluation requests of existing implementations or new sites	02/28/17
	Cost framework to share with implementing sites utilizing Medicare data (e.g. MSSP, NextGen) in analyzing LifeCourse cost savings	TBD
	For existing Allina sites:	
	Determine the availability and feasibility of obtaining key data points for existing implementations	01/31/17
	Revise and narrow existing evaluation plan	01/31/17
	Create evaluation tool package based on revised evaluation plan	02/28/17
	Maintain human subjects protections as appropriate	01/31/17
	For new implementation sites:	
	Develop draft evaluation plan for new sites, based on evaluation for existing sites	03/31/17
	Tailor evaluation plan for each new site based on its particulars, as each new site comes on board	TBD
	Tailor evaluation tools for new sites as necessary, based on their particulars.	TBD
	Collaborate with Implementation team to develop common tracking tool for model changes	04/28/17
	Draft approach to ensure that human subjects are protected as appropriate	2/28/2017
	Tailor human subjects approach to each new site as appropriate	Ongoing
4.2 Ensure evaluation buy-in with new implementation sites	Contribute to scope of work and evaluation agreements with Engagement team	TBD
	Collaborate with Implementation team to include evaluation section in the implementation assessment	04/28/17

4.3 Training and technical assistance	For existing Allina sites:	
	Articulate evaluation roles and responsibilities for all parties, key deliverables, and timeline	01/31/17
	Assess evaluation knowledge and engagement of existing sites in the evaluation	01/31/17
	Continue evaluation engagement to ensure receipt of high quality evaluation data	Ongoing
	Collaborate with Implementation team to develop evaluation training materials and provide evaluation training	01/31/17
	For new implementation sites:	
	Collaborate with Implementation team to develop draft evaluation training materials	04/28/17
	Collaborate with Implementation team to develop draft technical assistance materials	05/31/17
	Refine training and technical assistance materials for each new site based on its particulars	TBD
	Collaborate with implementation team to provide evaluation training and technical assistance as needed, to ensure participation in the evaluation and receipt of high quality evaluation data	TBD
4.4 Conduct Interim Cross-Site Evaluation of Existing Implementations	Overall Data Collection: - Develop detailed data collections plan with timeline - Per the evaluation plan, collect data as appropriate, including conducting interviews, gathering EHR process and outcome data, and non-EHR process and outcome data	2/28/17 Ongoing
	IAGG Symposium: - Develop detailed analysis plan for any information that might be used in the IAGG presentation - Pull data - Analyze data - Collaborate on presentation as needed	2/28/2017 5/1/17 6/30/17 7/22/17
	Cross-Site Evaluation: - Develop detailed cross-site evaluation plan for data collected at JNNI, MHI, ANGMA, and Care Management through June 1, 2017. Determine if NorthPoint should be included in cross-site evaluation, or should be reported separately. - Analyze data - Collaborate to develop CAPC presentation - Collaborate to develop C-TAC presentation	3/31/2017 7/30/17 8/30/17? 9/30/17
	Create internal report for documentation purposes	10/30/17
	Determine the information needs of the Funding, Engagement, and Implementation teams that the evaluation may help to meet.	04/28/17
	Share evaluation findings and develop materials as needed for the Funding, Engagement, and Implementation teams	Ongoing
4.5 Promote use of evaluation findings by internal LC team		

Goal 5: Dissemination

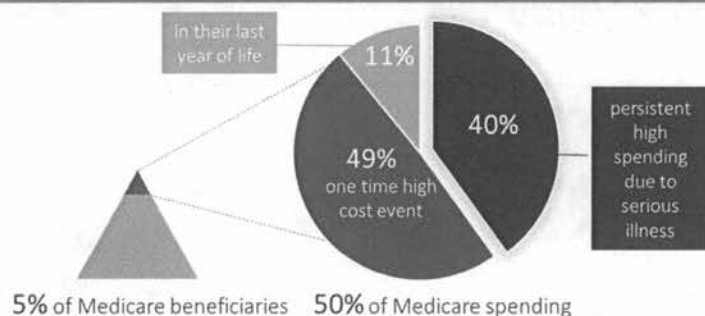
Key Initiative	Deliverables	Timing
5.1 Data Collection	Final comparison survey sent IRB management Comparison cost/utilization data collection Data cleaning	Q1 Q4 Q1 Q1/Q2
5.2 Data Analysis	Analyze data for Robina Report Analyze data for 8 manuscripts Send data set to consultants Analyze data for 13 presentations (see list below) Analyze data for 2 potential new abstracts	Q1 Q1/Q2 Q1 Q1-Q4 Q3
5.3 Abstracts	Write & submit 2 potential new abstracts	Q2
5.4 Presentations	Prepare & present 13 presentations (see list below)	Q1-Q4
5.5 Papers	Write & submit 12 papers (see list below) Revise, resubmit & publish 19 papers	Q1-Q4 Q1-Q4

APPENDIX D- Infographic



LifeCourse™
Listen. Honor. Guide.

WHY LIFECOURSE?



The end of life period often spans years, not just weeks or months...



...yet traditional health care models artificially distinguish curative and supportive care.

Sources: 1, 2

PATIENTS

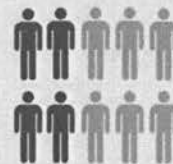
Electronic eligibility report
using EHR data



Patient-Provider
conversations



TARGET POPULATION:
Patients living with serious
illness in the later stages of life



INTERVENTION



Monthly in-home visits
from a trained lay
healthcare worker called a
care guide.



Assistance with articulating
preferences, goals, and
what matters, including
completion of advance
care planning.



Whole person care via a
structured visit framework
to facilitate discussion of a
patient's medical and non-
medical concerns.



A family and community
oriented approach to help
patients meet their needs
and prepare for what is
coming next.

OUTCOMES



better quality of life
higher patient care experience
more patients with advance care plans

MEDIAN
HOSPICE
LENGTH
OF STAY

with LifeCourse: 28 days

with usual care: 17 days

22%

fewer inpatient days

52%

fewer ICU stays

\$959

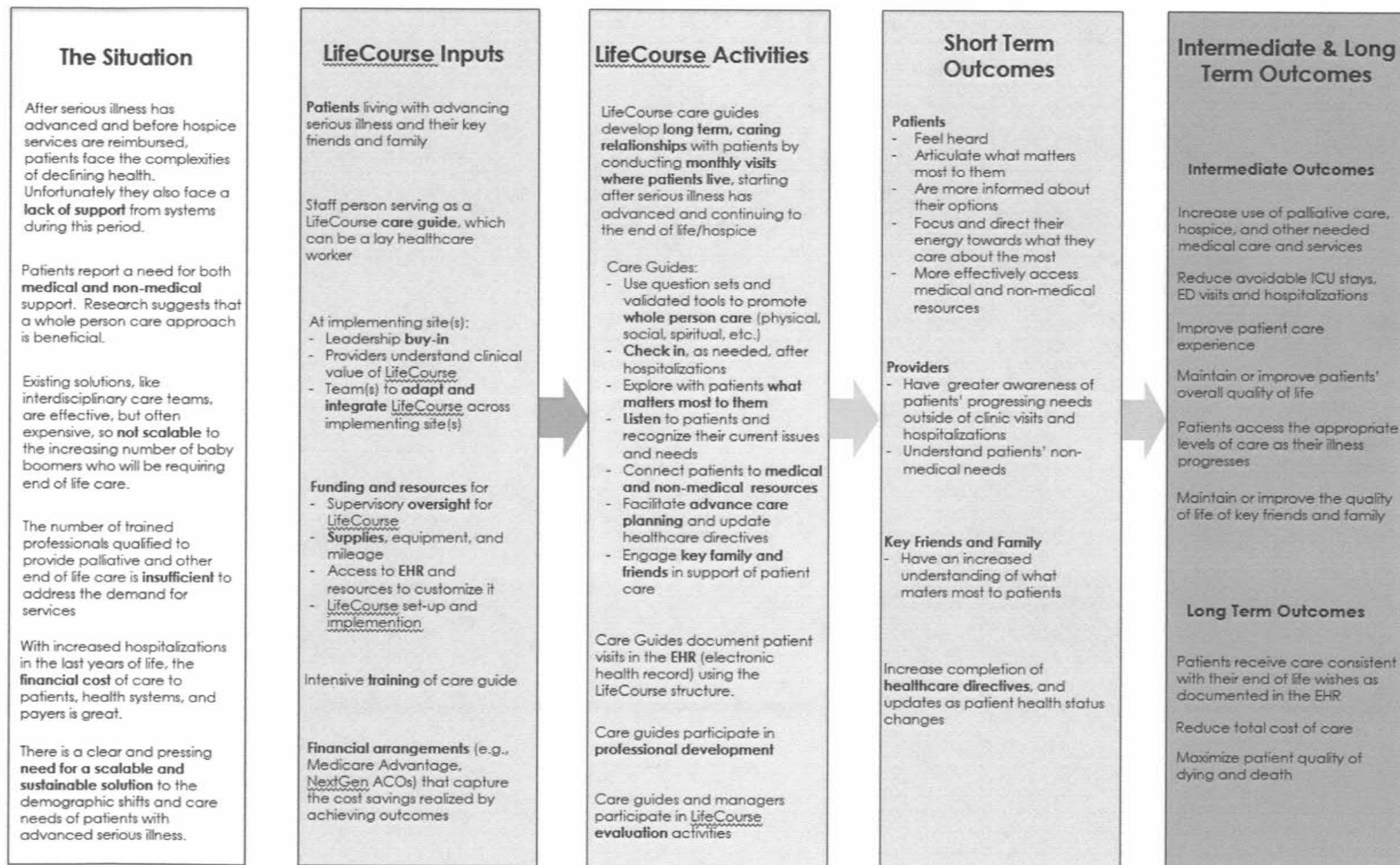
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The Gilder Lehrman Center for the Study of Slavery Resistance, and Abolition

AT THE WHITNEY AND BETTY MACMILLAN CENTER FOR INTERNATIONAL AND AREA STUDIES

Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition
MacMillan Center for International and Area Studies, Yale University
Robina Foundation Annual Report and Work Plan
Year 1 (2016) and Projection for Year 2 (2017)

February 2017

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INTRODUCTION

The Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition is pleased to provide a report on the activities supported by a generous four-year grant from the Robina Foundation.

BACKGROUND

In December 2015, the Robina Foundation awarded the Gilder Lehrman Center (GLC) a four-year grant totaling \$1,424,709. The first payment of funds was made in February 2016, with funds available for use the following month. Thus, the first award year comprised approximately nine months of funding. This report includes an update on projects undertaken during Award Year 1 (2016) and projection for projects underway during Award Year 2 (2017). The general project areas of the Center covered by Robina Foundation funding include: Human Trafficking and Modern Day Slavery (HTMDS); New Media and Communications Initiatives; Teacher Outreach, including a three-year international Africa Teachers' Institute; and the annual Gilder Lehrman Center-Yale Public History Institute.

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. With support from the Robina Foundation, the goal of the Center is to expand its institutional leadership in the public understanding of and 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 and nationally;
- Create knowledge about the history and legacy 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 human trafficking;
- Promote international interaction between secondary school educators and the Center; and
- Produce and circulate academically grounded educational materials for public schools and general audiences.

PROGRESS TOWARD GOALS

Administration

- Promotion of position from Assistant to Associate Director; Michelle Zacks hired August 2016
- Administrative Assistant, Melissa McGrath: hours increased to 25/week; student assistant Eva Branson hired; additional hires of undergraduate and graduate student assistants planned
- Director of Education, Thomas Thurston: increased to full-time
- Media Project Manager, Daniel Vieira: hired December 2016

Refer to the Work Plan below (pages 5 through 12) for the detailed goals, strategies, actions, deliverables, and intended outcomes of Gilder Lehrman Center activities in the four project areas. A brief summary regarding each project area follows:

Program Area 1. Human Trafficking and Modern Day Slavery (HTMDS)

- Postdoctoral teaching and research fellowships granted (3 in 2016-2017; 2 planned for 2017-2018), resulting in: expansion of Yale undergraduate course offerings on the topic, research and publications, inter-departmental collaborations, conference presentations, secondary school visits
- Co-sponsorship of online policy debates; pre-production of two short films
- Formation of international Modern Slavery Working Group comprised of 13 leading scholars; four meetings scheduled (March and Sept. 2017; March and September 2018); specific outcomes, including probable print publications, to be decided by the group
- Plans to hire additional student assistant to help with administration of Modern Slavery Working Group

Program Area 2. New Media and Communications Initiatives

- Media Project Manager Daniel Vieira hired; enhanced work flow of multiple digital media projects
- Digital communications (website, newsletter, social media) updated and improved
- *Slavery and Its Legacies*, a podcast series featuring GLC fellows and associated scholars launched January 30, 2017; one interview every two weeks will be posted. Listen here: <http://glc.yale.edu/slavery-and-its-legacies>
- Four short films produced or in planning
- *Voices from the Archives*, digital research project initiated
- Planning for Digital Humanities (DH) advisory board and symposium underway. Both will contribute toward development of a major project undertaken by a GLC DH postdoctoral fellow (2017-2018 academic year; fellowship funded by general operating funds)
- Curricular modules in development to supplement GLC short films; teacher focus groups and graduate student research assistance involved

Program Area 3. Teacher Outreach and Africa Teachers' Institute

- 5 Professional Development Workshops offered (April-December 2016), 12-25 regional secondary school teachers participated in each; 5 workshops scheduled for Spring 2017; new workshop theme will be offered during academic year 2017-2018
- 3 Document-Study Workshops offered (October-November 2016), approximately 65 secondary school teachers and students participated; 2-3 additional workshops will be scheduled for Spring 2017
- "Exploring Justice": week-long summer seminar, co-organized with area teachers, for 45-50 high school students (June 2016, June 2017)
- Director of Education- December 2016: Planning trip to South Africa and Rwanda in preparation for "History & Memory in South Africa, the United States, and Rwanda," a three-year series of weeklong, international institutes involving cohorts of 10 teachers from each of three countries; decision made to shift second African partner from Rwanda to Sierra Leone (see "Unanticipated Results and Changes," below)

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- “History & Memory in South Africa, the United States, and Sierra Leone”: First institute scheduled for Johannesburg, South Africa, August 5-13, 2017. Professors of record contracted (Prof. Daniel Magaziner, Yale University; Sekibakiba Lekgoathi, University of Witwatersrand); syllabus in development. Johannesburg venues and institutional partners selected (University of Witwatersrand, Apartheid Museum). Recruitment of teachers from U.S. and South Africa underway; initial contacts made with Sierra Leone teachers and institutions. Logistical planning (food, lodging, ground transportation) in process. Interactive web platform development in process. Media Project Manager Daniel Vieira will accompany Director of Education Thomas Thurston in order to document the institute through video and audio recordings, collection of ambient sound and images, and interviewing of participants.

Program Area 4. Gilder Lehrman Center-Yale Public History Institute

- July 2016: Week-long seminar led by Richard Rabinowitz (President, American History Workshop), with supplemental public history expertise provided by Fath Ruffins (curator, Smithsonian’s National Museum of American History) and Christy Coleman (CEO, American Civil War Museum, Richmond, Virginia); lectures by Professors Mia Bay, David Blight, Robert Harms, Jonathan Holloway. 21 participants (13 public history professionals representing 12 cultural institutions; 8 graduate students from 5 universities) gained insight into dynamics of exhibit construction, site interpretation, and community engagement regarding slavery and its legacies.
- June 2017: Week-long summer seminar planned, under direction of Rabinowitz, Ruffins, and Coleman. Based on feedback from 2016 program, the Institute will be structured around the theme of “Making Difficult History Public” and will address a broader range of thematic concerns emerging in U.S. history museums in addition to slavery and its legacies (including modern day slavery, racism, conquest and colonialism, incarceration, and historical trauma). In order to encourage participants to share their experience and pressing concerns alongside the expertise of the seminar leaders and lecturers, the 2017 Institute will be structured as a Working Group, with about eighteen mid-career professionals from institutions across the country invited to participate.

UNANTICIPATED RESULTS AND POTENTIAL CHANGES

Program Area 1. Human Trafficking and Modern Day Slavery (HTMDS)

Robina-funded expenditures for the first Postdoctoral Fellow in HTMDS will not begin until year 2 (June 2017); outstanding balance from that line will be applied toward a Year 4 Fellow. Three gatherings in New Haven of the international Modern Day Slavery Working group originally were budgeted for; in consultation with the two co-chairs of the group (Professors Genevieve LeBaron and Jessica Pliley), an additional meeting is planned, for a total of four meetings.

Program Area 3. Africa Teachers’ Institute, “History & Memory in Africa and the United States”: As a result of GLC Director of Education Thomas Thurston’s December 2016 planning trip, the decision was made to not include Rwanda as the second African partner for three primary reasons:

- ① political tensions between South Africa and Rwanda would greatly complicate travel and other logistics for teachers from the two countries;
- ② Rwanda’s political authorities exert close control over the presentation and teaching of the country’s history of genocide in schools and other public institutions, posing difficulties for outsiders to effectively and safely engage in discussion of sensitive topics; and language barriers would be difficult to surmount in the time allotted to the program. In place of Rwanda, and in consultation with South African partners, Sierra Leone is proposed as the third partner country. Several reasons make Sierra Leone a good alternative: the country’s legacy is tied to the British Empire

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and the Atlantic slave trade, which has relevance for both the United States and South African history; because of the history of the *Amistad* rebellion and court case, Sierra Leone has close ties to New Haven; New Haven and Freetown, Sierra Leone are sister cities, leading to existing relationships between the municipal governments and public schools; and several scholars at Yale and others connected to the Gilder Lehrman Center have conducted research and field work in Sierra Leone, which will facilitate the development of institutional contacts. Please contact the Center with any questions about this change and the progress of the program.

FINANCIAL REPORT

MacMillan Center Financial Report: Gilder Lehrman Center						
Robina Foundation- Years 1 and 2 (2016, 2017)						
	YR1 budget	YR1 actuals through 12/31/16	YR1 balance carry into YR 2	YR2 budget	Projected expenses in YR2	Projected balance by 12/31/17
Teacher Workshops and Outreach	55,000.00	67,861.09	-12,861.09	144,419.00	177,729.00	-46,171.09
Yale Public History Institute	32,000.00	13,977.36	18,022.64	32,000.00	32,000.00	18,022.64
Human Trafficking and Modern Day Slavery Initiatives (HTMDS)	88,000.00	84.00	87,916.00	88,000.00	142,114.00	33,802.00
Media Production and Online Initiatives	118,200.00	34,894.56	83,305.44	118,200.00	100,011.00	101,494.44
Additional Staff Resources	40,000.00	8,084.05	31,915.95	40,000.00	27,230.00	44,685.95
Program total	333,200.00	124,901.06	208,298.94	422,619.00	479,084.00	151,833.94
Indirect costs	49,980.00	18,735.25	31,244.75	63,392.85	71,862.60	22,775.00
Total Expenditures	383,180.00	143,636.31	239,543.69	486,011.85	550,946.60	174,608.94

Expenditures for Award Year 1 (2016) began in March 2016. The first Robina Postdoctoral Fellow in Modern Slavery at the GLC, Tammy Ingram, was appointed for academic year 2016-2017. In Program Area "Human Trafficking and Modern Day Slavery" (HTMDS), payments for Prof. Ingram will be disbursed in June 2017 (Award Year 2). Also included in projected Year 2 expenses for HTMDS are the first four months of payments to the next Robina Postdoctoral Fellow in Modern Slavery (applications currently being solicited). HTMDS expenses for Years 3 and 4 are projected to include payments for two additional Postdoctoral Fellows. We propose to apply the projected outstanding balance at the end of Award Year 2 toward the Year 4 Fellow and a fourth meeting of the Modern Day Slavery Working Group, which will occur in Award Year 3- 2018 (three meetings originally were budgeted for). Carried-over funds also will be directed toward the shortfall in the Director of Education's salary, indicated in Program Area "Teacher Workshops and Outreach."

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Program Area I: Human Trafficking and Modern Day Slavery (HTMDS)						
Goal	Strategy	Actions	Start date	Target audience	Outcome/Dissemination	Completion
Advance and deepen knowledge about contemporary forms of coerced labor	Establish cohort of GLC Fellows in Human Trafficking and Modern Day Slavery (HTMDS)	Fall '16-Spring '17: Recruited two full-year GLC postdoctoral teaching fellows: Wendy Hesford (funded through general GLC operating budget); Tammy Ingram (first Robina Fellow in Modern Slavery at the GLC). Recruited one-month visiting scholar: Elena Shih	August 2016- May 2017 (Hesford & Ingram)	Scholarly community; NGO sector; under-graduate students	Course: Human Trafficking and Modern-Day Slavery (Hesford)	Fall 2016
					Course: Neo-Slavery in the Jim Crow South: Sex, Race, and Forced Labor After the Civil War (Ingram)	Spring 2017
					Publication: <i>Exceptional Rhetorics: Regulating Childhood and Children's Rights</i> (Hesford)	June 2018 (expected submission, Duke Univ. Press)
					Publication: <i>The Wickedest City in America: Sex, Race, and Organized Crime in the Jim Crow South</i> (Ingram)	May 2018 (contract expected)
					Publication: <i>The Price of Freedom: Moral and Political Economies of the Anti-Human Trafficking Movement in China, Thailand, and the United States</i> (Shih)	April 2017 (expected submission, Univ. CA Press)
	* One funded through Robina; one through GLC general operating budget	Recruiting two full-year GLC postdoctoral teaching fellows*	Fellowship deadline: March '17	Scholarly community; NGO sector; students	One undergraduate course each; research; publications; scholarly collaborations; classroom visits	Sept. 2017-May 2018
Build field of scholarly research on HTMDS internationally; share scholars' knowledge with broad audience	Create partnerships with international research groups; participate in online publications	Co-sponsorship of policy debates with <i>openDemocracy-Beyond Trafficking and Slavery</i> (UK-based web research & advocacy portal)	Sept. 2016	Scholarly community; NGO sector; students	Two debates thus far: <i>Global supply chain debate</i> https://www.opendemocracy.net/beyond-slavery-themes/debate-can-corporations-be-trusted-to-tackle-modern-day-slavery <i>Hidden Costs of Awareness Campaigns</i> https://www.opendemocracy.net/beyondslavery	Ongoing

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Program Area I: Human Trafficking and Modern Day Slavery (cont.)						
Goal	Strategy	Actions	Start date	Target audience	Outcome/Dissemination	Completion
Build field of scholarly research on HTMDS internationally; Train and equip leaders working to secure human rights against harms caused by HTMDS	Develop ties with individual scholars and academic research centers; create research-based guidelines, analysis and policy recommendations	Form Modern Slavery Working Group to act as hub for collaboration and to steer and advance the field; thirteen international scholars successfully recruited	Summer 2016 (planning); Meetings: March & Sept. '17; March & Sept. '18	Research groups in U.K., U.S., Canada, and Australia; broad scholarly community; NGO community	• Anchored by former GLC fellows Genevieve LeBaron and Jessica Pliley • Specific outcomes determined by group. Possibilities include: field-defining edited volume on modern slavery; new web-based resources; position papers and articles in popular press; public conferences or institutes	Ongoing
Bridge academic research and the general public by sharing scholars' knowledge with the broadest possible audience; creative dissemination of GLC scholars' work	Produce digital resources regarding Modern Slavery & Human Trafficking	<u>"Global Supply Chains"</u> short film (15-20 minutes): definitions, history, and scope of the problem of coerced labor <u>"Human Trafficking & Slavery Today"</u>: Filmed conversation between GLC scholars Hesford, Ingram & Shih	Research & planning begun Oct. 2016; Filming: March '17; Post-production: March-June 2017 March 2017	General public; activists; scholars in related fields; secondary school teachers & students	• GLC website; Yale YouTube channel • CityWide Youth Coalition (New Haven youth-led social justice group) • openDemocracy-Beyond Trafficking & Slavery (UK-based web research portal) • Films for Action (online documentary distribution network) • Teaching for Change; Teaching Tolerance (distribution networks for social justice curricula) • Secondary school classroom presentations in New Haven region	July 2017 April 2017
FEEDBACK AND EVALUATION: - Collect website and YouTube analytics - Qualitative evaluation forms following classroom visits - Create and circulate qualitative feedback forms for Working Group participants; create interactive online space for maintaining contact between meetings - Maintain list of former HTMDS fellows annotated with current publications & projects to promote their work through GLC website, social media & newsletter - Supplemental funding for Working Group publications will be sought through the Yale University MacMillan Center's Kempf Memorial Fund						

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Program Area II: New Media – Communications						
Goal	Strategy	Actions	Start date	Target audience	Outcome/Dissemination	Completion date
Bridge academic research and the general public by sharing scholars' knowledge with the broadest possible audience	Harness new digital media to benefit GLC mission; increase GLC productivity; increase awareness of GLC programs; improve accessibility of GLC digital resources	New hire: Daniel Vieira, Media Project Manager; part-time, two-year position	Hired Dec. 2016	GLC audiences at large	• Manage production of digital resources, including GLC photographic archive, short films, podcasts, and multimedia and digital research projects • Develop contracts and manage workflows • Enhance GLC website and social media communications • Solicit and incorporate feedback from variety of collaborators and stakeholders • Develop and enhance distribution networks	Dec. 2016- Dec. 2018
		GLC website, newsletter, and social media development	Sept. 2016	General public; teachers and students; researchers; partner institutions	• Improved graphics • New organizational design and functionality • Continually updated information • New pages devoted to digital resources • New page devoted to Modern Day Slavery: http://glc.yale.edu/modern-slavery • Expanded audience & networking	Ongoing
	Expand awareness of historical roots of contemporary human rights problems; bridge academic and popular interest in GLC concerns	Produced short documentary film about the legacies of the 14 th Amendment; series of brief clips	July 2016	Univ. and secondary school teachers and students; general public	GLC website; Yale YouTube channel http://glc.yale.edu/lectures/evening-lectures/20152016/equal-protection-origins-and-legacies-fourteenth-amendment	Oct. 2016
		Produce podcast series, <i>Slavery & Its Legacies</i> . Short audio interviews with GLC Fellows about their work	Sept. 2016 (recordings begun)	General public; university students & faculty	GLC website and newsletter; Yale iTunes and Soundcloud channels; social media; local community and public radio stations 8 complete interviews on file thus far; 1 new interview will be posted every 2 weeks. Listen: http://glc.yale.edu/slavery-and-its-legacies	Jan. 2017 (public launch date)

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Program Area II: New Media – Communications (cont.)						
Goal	Strategy	Actions	Start date	Target audience	Outcome/Dissemination	Completion date
Bridge academic research and the general public by sharing scholars' knowledge with the broadest possible audience	Increase use of GLC resources by secondary school teachers and students	Develop curricular resources based on: <i>The Right to Vote: Protection or Suppression Since 1965</i> —video-recorded panel discussion (Nov. 3, 2016). Teacher focus group convened to develop curricular modules regarding efforts to abridge and to ensure the electoral franchise	Sept. 2016: planning; Nov. 3, 2016: panel discussion; October 2016-ongoing: teacher focus group meetings	Yale faculty & students; general public; voting rights activists; secondary school teachers and students	• Live panel discussion; digitized film of event: http://glc.yale.edu/events/lectures-and-panel-discussions/20162017/right-vote-protection-or-suppression-1965 • Curricular modules: historical chronologies, discussion questions, digitized primary source documents, classroom activities—distributed on GLC website • Workshop for regional secondary school teachers on content & pedagogy • Presentation by GLC Director of Education & key teachers at 48th Annual NE Regional Conference for the Social Studies (Hartford, CT)	Posted Nov. 2016 Target completion: August 2017 Fall 2017 April 2018
	Expand public awareness of historical roots of contemporary human rights problems	Two short documentary films in planning: "Truth & Lies: Voting Rights and Voting Suppression" (45 minutes): history and contemporary realities of efforts to expand and constrict the electoral franchise "Global Supply Chains" short film (15-20 min.)	April 2017 Jan. 2017	General public; activist communities; scholars in related fields; secondary school teachers & students	• GLC website; Yale YouTube channel • CityWide Youth Coalition (New Haven youth social justice group) • openDemocracy-Beyond Slavery (UK-based web research portal) • Films for Action (online documentary distribution network) • Teaching for Change; Teaching Tolerance (distribution networks for social justice curricula) • Local broadcast stations	April 2018 (projected) July 2017

Program Area II: New Media – Communications (cont.)						
Goal	Strategy	Actions	Start date	Target audience	Outcome/Dissemination	Completion date
Share Yale resources with the broadest possible audience; engage Yale and GLC with the growing university networks of accountability for legacies of slavery	Identify, analyze, and circulate Yale archival holdings regarding regional histories of slavery	Digital research project: <i>Voices from the Archives</i> . Short historical narratives regarding slavery based on Yale manuscripts and archival materials	Sept. 2016	Yale faculty & students; New Haven area community; Ivy League & other institutions of higher education	- Digitized resources accessed through GLC webpage - Maps & walking tours - Enhanced network of institutional accountability for legacies of slavery - Digital resource packages for secondary school and college instructors - Planning for best uses of GLC Digital Humanities Fellowship project (fellowship funded through regular operating budget)	April 2017 (launch date)
		Digital Humanities advisory board and symposium, “New Directions in Digital Resources on Slavery and Its Legacies”	April 2017 (planning & recruitment)			Spring & Summer 2017: advisory board meetings
						Late Fall 2017-symposium
FEEDBACK AND EVALUATION: - Collect website, YouTube, SoundCloud, and iTunes analytics - Add comments and feedback section to each digital resource page - Qualitative survey instruments distributed to secondary school teachers through the NE Regional Conference for the Social Studies - Feedback on GLC projects solicited through GLC Director of Education’s role as member of Advisory Board for Teaching Tolerance project: “Teaching History of Race in America” - Evaluation of GLC New Media projects by GLC Digital Humanities Advisory Board						

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Program Area III: Africa Teachers' Institute and Teacher Outreach						
Goal	Strategy	Actions	Start date	Target audience	Outcome/Dissemination	Completion date
Enhance the intellectual lives of teachers on two continents; create models for teaching national trauma & its aftermaths; encourage international communication between students	Develop multiyear program: <i>History & Memory in South Africa, the United States, and Sierra Leone**</i>	Week-long institutes over the course of three summers with a cohort of ten teachers from each of three countries focused on learning and teaching about apartheid, slavery, and civil war	Sept. 2016: Planning; Dec. 2016: Planning trip to So. Africa & Rwanda <u>Summer '17</u> : South Africa Inst.; <u>Summer '18</u> : ** Sierra Leone Inst.; <u>Summer '19</u> : U.S. Inst.	Secondary school teachers & students-international	• Interactive web platform • Electronic networks for international exchange • Curricular materials and teaching modules • Video journals, visual documentation, and written reports	Dec. 2019
Enhance the intellectual lives of teachers; improve effectiveness of classroom teaching about difficult national issues	Professional development for regional middle school and high school teachers	Teacher Workshop series: <i>New Histories of the African Diaspora</i>--Monthly development workshops, including visiting guest lectures, documents for classroom use, and discussion Teacher Workshop Series: <i>Historical Roots of Social Inequalities</i>—Lectures and pedagogical workshops	Sept. 2016 Sept. 2017	Secondary school teachers & students; Yale faculty, fellows, and students	• Eight workshops per school year • Intellectual enrichment • Enhanced teaching methodologies and resources • Engagement of teachers and students with contemporary social and political crises • 2017-2018: Video and/or audio recording to document and disseminate select sessions and events	May 2017 May 2018

Program Area III: Africa Teachers' Institute and Teacher Outreach (cont'd)						
Goal	Strategy	Actions	Start date	Target audience	Outcome/Dissemination	Completion date
Enhance the intellectual lives of teachers; improve effectiveness of classroom teaching about difficult national issues; expose students to advanced research methodologies	Increase dissemination and use of Yale archival materials; create platforms for interaction between researchers, teachers, and students	Document-study workshops for teachers and students. Hands-on introduction to working with primary source documents, led by Yale archivists and graduate students	Sept. 2016; Sept. 2017	Secondary school teachers & students	- Intellectual enrichment - Enhanced teaching methodologies and resources	May 2017; May 2018
Foster social awareness and community participation among area high school students	Direct engagement between local students, organizations & institutions	"Exploring Justice"- Weeklong student seminars, co-organized with area teachers: speakers, discussion, field trips, participation in local events	June 2016; June 2017	45-50 New Haven area high school students each year	- Teachers use students' summer experience as basis for independent projects in following school year - Community service credits 2017: Video and/or audio recording to document and disseminate select sessions and events	Projects-ongoing
FEEDBACK AND EVALUATION: AFRICA INSTITUTE ** NOTE: Based on outcomes from GLC Director of Education's Dec. 2016 planning trip to South Africa & Rwanda, the Rwanda component of the Africa Teachers' Institute was deemed not feasible; Sierra Leone teachers, students, and institutions have been confirmed as the third partner. - Employ "Formative Evaluation" methodologies to collect and respond to real-time feedback from Institute participants. See for example: http://evaluationtoolbox.net.au/index.php?option=com_content&view=article&id=24&Itemid=125 - Create interactive website with Institute syllabus, photos, and daily documentation of participant interactions and reflections (e.g., photos, written reflections, short video and audio observations) - Following each institute: Ongoing evaluation forms and scheduled monthly check-ins with teacher participants; two face-to-face or Skype meetings a year - Curated web-based presentation of teacher-student projects that arise from each Institute TEACHER WORKSHOPS & SEMINARS - Qualitative evaluation forms from participating teachers following each workshop, and from students in document study and "Exploring Justice" seminars - Teacher reports on classroom use of workshop and seminar materials - 5-10 classroom visits/school year by GLC Director of Education						

Program Area IV: GLC Yale Public History Institute (PHI)						
Goal	Strategy	Actions	Start date	Target audience	Outcome/Dissemination	Completion date
Bridge academic research and the knowledge of senior, mid-level, and advanced public history practitioners to enhance the field; integrate experience and innovation	Develop models for public history knowledge & interpretation	GLC- Yale Public History Institute: weeklong summer seminar to explore innovative ways to interpret African American history and culture for the broader public, led by eminent public historians and scholars	Jan. 2016 (planning)	Practicing public historians; staff at cultural institutions; graduate students; public history audiences	- Professional networks for public historians - Enhanced historical knowledge for staff of museums and other cultural institutions - Enhanced interpretation skills - Exhibits and programming grounded in scholarly excellence	July 2016
		PHI 2017: Working Group model- approximately 18 invited participants from a range of cultural institutions will address the topic of "Making Difficult Histories Public"	Nov. 2016 (planning)		- Working Group structured by three topics: The Museum as Medium; Constructing the Project Narrative Using Museum Resources; Fashioning the Visitors' Pathway - Interactive digital platform to track outcomes; follow-up site visits - Video and/or audio recording to document and disseminate select sessions and events	June 2017
						June 2017- June 2018
FEEDBACK AND EVALUATION: - Employ "Formative Evaluation" methodologies to collect and respond to real-time feedback from Institute participants. See for example: http://evaluationtoolbox.net.au/index.php?option=com_content&view=article&id=24&Itemid=125 - 2017: Detailed post-institute report required from each PHI participant - Create and maintain interactive digital platform for post-Institute feedback, communication, and collaboration - Follow-up site visits						

Calendar for Year 2017 (United States)

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

Robina Foundation 2017 Board Meeting Dates

DATE (2017)	PLACE/TIME
February 27 – March 1, 2017 (Mon, Tues, Wed) New York City (Lodging at The Lotos Club, Meetings at CFR and The Lotos Club)	New York City 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 18, 2017 (Thursday) Conference Call	10:30 a.m. to 12:30 p.m. (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:○
April Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 8:● 15:● 22:● 29:○	May Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 7:● 15:● 21:● 29:○	June Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 6:● 13:● 20:● 28:○
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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)

Nancy Gilberg

allina

From: Bingham, Paige E <Paige.Bingham@allina.com>
Sent: Thursday, February 02, 2017 10:28 PM
To: Penny Hunt
Cc: Nancy Gilberg
Subject: RE: 2017 Robina LifeCourse Request

Penny,

Thank you for the quick response. I wanted to be sure as I prepared the final numbers, so this clarity is very helpful.

Nancy did supply the date of Tuesday, February 7 and we are on target to have the report submitted next week.

Have a good evening. Paige

From: Penny Hunt [mailto:pennhunt@gmail.com]
Sent: Thursday, February 02, 2017 8:42 PM
To: Bingham, Paige E <Paige.Bingham@allina.com>
Cc: Nancy Gilberg <ngilberg@robinafoundation.org>
Subject: Re: 2017 Robina LifeCourse Request

Hello Paige,

I'm glad you asked for this clarification. I'm very sorry my earlier communications were not clear.

At the November meeting, the Robina Board reviewed the decision made last March along with your request for 2017 and decided to provide total funding of \$1 million for 2017. Thus, the 2017 funding of \$1 million includes the \$800,000 that was discussed earlier, so your budget should describe your plans for use of \$1 million. I'm sure this is not the answer you wanted, but I hope this clarification is helpful.

The Board is looking forward to reviewing the final results of the LifeCourse research and learning your plans for the coming year. I believe Nancy provided you with the date for submission of your report.

Warm regards,
Penny

On Feb 2, 2017, PM, Bingham, Paige E <Paige.Bingham@allina.com> wrote:

Hi Penny,

I hope you are doing well and enjoying the warmer than usual winter (although it sounds like the Ground Hog saw his shadow, so new early exit to spring). We are preparing the Annual Report to submit next Tuesday. As I work through the LifeCourse financials, I wanted to clarify the information you shared with me regarding the Robina Foundation considering providing \$1 million in 2017.

When the board reviewed the policy goals of LifeCourse, considered the uncertainty of future federal policy, and the need for support beyond what Robina can offer in its sunset mode, the board determined that rather than funding the policy approach, the better course for the foundation is to provide a \$1 million grant in 2017 for Allina to use as Allina determines is best to take the program forward, given its own resources and plans.

Is this in addition to the \$800,000 from last year when the board approved \$3.3M and provided a check for \$2.5M in March 2016?

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

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

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

As I read through the two attached email I was not sure if we could submit a budget with the combined \$1.8 million referenced?

Thank you for helping clarify the ask. Take care, Paige



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January 2017

Robina Foundation
Attn: Penelope A. Hunt
80 S 8th Street, Suite 4900
Minneapolis, MN 55402

Dear Penny,

Happy New Year!

Thank you for being a loyal friend to Abbott Northwestern Hospital in 2016.

You were among our most generous donors last year and a member of our special President's Circle giving society.

You are in good company! Included with this note you will find a list of our wonderful President's Circle members: those who made a gift of \$5,000 or more to Abbott Northwestern in 2016. Thanks again.

Sincerely,



Richard Meyer
President, Abbott Northwestern Hospital Foundation
612-863-4005
Richard.Meyer@allina.com

Your strategic philanthropy will have an everlasting impact on the quality of patient care and the whole community's well being / health.

P.S. – Save the date for our annual President's Circle party on Wednesday, June 28, 2017 at the home of Foundation board member Linda Goldenberg.





Abbott Northwestern Hospital Foundation President's Circle 2016

Anonymous (5)
3M Championship
3M Company
3M Foundation, Inc.
Abbott Northwestern Hospital
Abbott Northwestern Hospital
Gift Shop
Abbott Northwestern
Medical Staff
Abbott Vascular Devices
Accredited Investors, Inc.
AgriBank, FCB
Drs. Hossein Aliabadi &
Mumtaz Kazim
Allina Health
Howard & Camilla Alton,
Alton Foundation
American Anesthesiology of
Minnesota
AMN Healthcare
Clifford I. & Nancy C.
Anderson
Lisa K. & Jon Anderson
Catherine C. Andrus, John E.
Andrus III*
DeWalt & Margaret Ankeny
Martha & Bruce Atwater
Dr. Ben & Marge Bache-Wiig
Linda & Robert Barrows
Walter & Jane Barry
Chris & Evon Bent
Dr. Tom & Rebecca Bergman
Helen & Gary Bergren
Ned* & Marlene Bixby
Jane Blanch
Broadway Cares/Equity Fights
AIDS
Carol & Conley Brooks, Jr.
Stephen H. Brown
Rod* & Barbara Burwell,
Burwell Family Foundation
James & Carmen Campbell
Nicky Benz Carpenter
CoBank
Lisa* & James Colbert
Consulting Radiologists, Ltd.
David & Kitty Crosby
David Crowell
Dr. Guillermo* & Maxine
Dacumos
Kit Dahl & Deb Hopp

Rob & Julie Daugherty
Julia W. Dayton
Ruth Stricker Dayton
Pat & Lisa Denzer
Drs. William Dickey & Karen
Steiner
DJM & CMJR Charitable Trust
Mark & Anne Donahoe
Dr. Gregg & Cynthia Dyste
Ecolab Foundation
Theodore* & Judy Edin
Emergency Care Consultants
Engelsma Family Foundation
Brian & Susan Erickson
Cari Erickson
Gerry & Kay Erickson, KG
Foundation
Neal D. & Susan B. Erickson
Ronald A. & Kristine S.
Erickson
Marna W. Fullerton
Dr. Walter Galicich
Ellen & Gary Gallagher
Gilbert Mechanical
Contractors, Inc.
Elaine L. Gingold
Linda Givens, MG Charities
Linda & Jack Goldenberg
Jon & Janey Gordon
Jane Griffin
Tom & Pat Grossman
Charles M. Harrington Trust
Harris Companies
Lorraine R. Hart
Bumper & Marnie Hartfiel
Sharon Hawkins
James & Rosalyn Hawley
Martha Head
Roger & Lynn Headrick
Donald & Jan Hennings
HGA Architects & Engineers
Hope Chest for Breast Cancer
Foundation
Michael & Susan Horovitz
Hospital Pathology Associates
Meredith & Richard* Howell
HRK Foundation
J. E. Dunn Construction
Benjamin Jaffray
Dr. Aimee Klapach

Hugh Klein & Judy Lebedoff
Dr. Brian & Kimberly Kobienia
Barbara G. Koch
Roger & Neroli Lacey
The Langdon, Inc.
Dr. James R. & Lorrie Larson
Dr. James & Mary Lawrence
Dorothy K. Lee*
Larry & Jean LeJeune
Dr. Tami & Kent Lillemoe
Dr. Kelley Lockhart & Rich
Ehrich
Dr. Ted & Mary Loftness
The Longview Foundation
Mrs. Harriet T. Ludwick
Ron & Virginia Lund
Lee Lynch & Terry Saario
Donald & Cynthia MacMillan
Donna MacMillan
The Martha "Muffy"
MacMillan Family
Nivin MacMillan, W. Duncan*
& Nivin MacMillan
Foundation
Jan Malcolm & Kris Carlton
Dr. Deane C. Manolis
Sue & Dean Mathews, III
Jane Mauer
Charles Maxwell
Mr. Robert W. Maynard
Laurie McCannel
Mr. & Mrs. Robert K. McCrea
Dr. Jonathan McCue
Lynne & Paul McDonough
Dick & Joyce McFarland
John G. & Lois McNutt
Foundation
Kita McVay & Jim Johnson
Mary McVay
The McVay Foundation
MEDNAX Services, Inc.
Dr. Amir & Ashley Mehbod
Dr. Roman Melamed
Meristem Family Wealth
Metropolitan Mechanical
Contractors, NYCO, Inc.
Dr. Mark & Sara Migliori
Minneapolis Heart Institute
Foundation



Abbott Northwestern Hospital Foundation President's Circle 2016

Minnesota Community
Foundation
Minnesota Epilepsy Group, PA
Minnesota Gastroenterology
Ray Mithun, Jr. & Mary
Mithun, Mithun Family
Foundation
MMK Plastic Surgery
Martha Morfitt
Chris & Jack Morrison
John & Susan Morrison
Mortenson Construction
The Mortenson Family
Foundation
Mort & Alice Mortenson
Dr. J. Bart & Norma
Muldowney
Dr. John & Beth Mullan
Ken Murray
Dr. Mahmoud & Nancy Nagib
Mike & Barb Nelson
Steve L. Nelson
Neurosurgical Associates, Ltd.
Drs. John Nicotra & Lisa
Schneider
Opus Foundation
Opus Healthcare
Greg & Cindy Page
Parsons Electric
Jason & Renee Paulnock
Richard Perkins, Perkins
Foundation
Dr. & Mrs. William Petersen
Nancy & Richard Pflager,
Nancy Pflager Fund of the
Minneapolis Foundation
Harry & Mary Piper
Tad & Cindy Piper
Piper Family Fund of The
Minneapolis Foundation
Dr. David & Susan Plimpton
Ron & Molly Poole
Jody & Octavio Portu
Thomas & Mary Racciatti
William T. and Marquelle
Rahr, Rahr Corporation
Bill & Donna Ramsay
Mr. & Mrs. Gordon H. Ritz, Jr.
Nat & Mary Robbins
Robina Foundation

Abigail Rose & Michael Blum
Dr. David & Claire Ruebeck
Richard M. Schulze Family
Foundation
Shoulak BreastFest Music
Festival
Judy & Jim Shoulak
Dr. Tim Sielaff & Paula Sell
Rob & Gayle* Sit
Roger J. Sit
Sit Investment Associates
Foundation
Marie Abbott Slaton*
Sharon & Jim Smith
Sodexo, Inc. & Affiliates
Mr. & Mrs. Robert K. Spinner
Sports & Orthopaedic
Specialists, PA
Gordon & Dee Sprenger
Mary & Warren Staley
Michael & Deb Stein, David J.
Weiner Foundation
Drs. Alexandra Stillman &
Paul Crowell
Joseph & Pamela Strauss
Surgical Specialists of
Minnesota
Bruce Taher & Janis Houston
Taher Professional Food
Service Management
Marsha, Gary & Scott
Tankenoff
Carolyn Taylor
Jean E. Thomson Foundation
Anita Thompson
William Toles & Jill Daniels,
Tolomatic, Inc.
Dr. John E. Trusheim
Emily Anne Tuttle
Twin Cities Orthopedics, PA
Twin Cities Spine Center
William & Mary Upjohn
Upsher-Smith Laboratories
Steve & Julie Vanderboom
Dr. Bob & Betty Van Tassel
Dr. Bill & Emily Wagner
Patrick Weber
Wells Fargo Bank
Dr. Penny Wheeler & The
Honorable Margaret Chutich

Whitney Foundation
William Randolph Hearst
Foundation
Dr. Mark & Gina Young

** deceased*

Nancy Gilberg

From: Suzanne Helm <shelm@cfr.org>
Sent: Tuesday, February 07, 2017 11:23 AM
To: Penny Hunt
Cc: Nancy Gilberg; Betsy Gude
Subject: RE: Robina Foundation / CFR
Attachments: Binger 1988 CFR bequest letters.pdf

Hi Penny,

We have now had conversations with many former staff and members, and gone through our archives, and I am pleased to share some information we hope the Robina Board members will find of interest about Mr. Binger's relationship with the Council. David Rockefeller's office was particularly helpful to us, as unfortunately most of Mr. Binger's peers are deceased. David Rockefeller served as chairman of the CFR board from 1970 to 1985.

Mr. Binger was nominated to CFR membership by Robert Schaetzel (obituary: https://www.washingtonpost.com/archive/local/2003/11/09/j-robert-schaetzel-86/4d8e9024-9566-4664-a9b3-3c421ee26219/?Utm_term=.c5057b86b6ff). Mr. Binger was a CFR member from April 1974 until his death in 2004.

Mr. Binger served on the board of Chase Manhattan with David Rockefeller from 1972 to 1980, and also served on the board of 3M with Pete Peterson. Pete succeeded David Rockefeller as CFR Board chairman from 1985 to 2007. Mr. Binger attended CFR meetings on his frequent trips to NY for board meetings as well as his theatre-business interests.

Like David Rockefeller and many other CEOs of his time, Mr. Binger was something of an internationalist in his view of the world. CFR was then, as it remains today, the organization where leading CEOs often gathered with current and former government officials and others to discuss issues at the intersection of business and international affairs.

In 1987 he became a member of the CFR Bequest and Planned Giving Committee, chaired by David Rockefeller after he stepped down as CFR Chairman. You will see Mr. Binger's name on the committee's letterhead attached. As a member of that Committee he approached other CFR members about similar provisions. I have attached the correspondence which indicates that in 1988 he intended to make a "substantial grant" for CFR as part of his own estate plan (although, as you will see, he was "in no hurry to do so!") So obviously this intention came to fruition through his designation of CFR as one of four beneficiaries of the Robina Foundation.

I hope this is helpful to you. I will be back in touch again soon with any final details on the February 27th dinner. We are looking forward to seeing you and your colleagues later this month.

Kind regards,
Suzanne

Suzanne E. Helm
Vice President, Philanthropy and Corporate Relations
Council on Foreign Relations
58 East 68th Street, New York, NY 10065
Tel 212.434.9781 Fax 212.434.9832

1777 F Street, N.W.
Washington, DC 20006

JAMES H. BINGER
SUITE 4522 IDS CENTER
80 SO. 8TH STREET
MINNEAPOLIS, MINNESOTA 55402
612 / 341-3500

James Hinger
Request Program
Committee Member
Reg. Prog.
End Oxy

February 16, 1988

Mr. Peter G. Peterson
Council on Foreign Relations
58 East 68th Street
New York, New York 10021

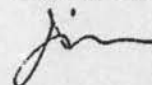
Dear Pete:

I have your letter with respect to the Council on Foreign Relations which was hardly unexpected.

Although I have not yet done so, it is my intention to provide for a substantial grant to the Council in a codicil to my will. However, I am in no hurry to have the grant completed, as you will understand.

Best wishes, and

Sincerely,



JHBinger:pr



COUNCIL ON FOREIGN RELATIONS

March 29, 1988

Mr. James H. Binger
Suite 4522 IDS Center
80 South 8th Street
Minneapolis, MN 55402

Dear Jim:

I was so pleased to learn that you are planning a testamentary gift to the Council. You'll be interested to know that response to our bequest mailing both to the special committee group and the Council's over-sixty members has been most gratifying.

With the problems we face in Central America, the Middle East and other parts of the world, a secure future for the Council on Foreign Relations is of great importance.

Thank you for your fine support.

Sincerely,

David Rockefeller

cc: Peter G. Peterson

BEQUESTS AND PLANNED GIVING COMMITTEE

David Rockefeller, Chairman

William S. Beinecke
James H. Binger
Howard L. Clark
Douglas Dillon
William A. Hewitt
Robert S. Ingersoll

Walter J. Levy
John J. McCloy
Peter G. Peterson
Arthur Ross
Edson W. Spencer
Cyrus R. Vance

J. Robert Schaetzel, 86

November 9, 2003

J. Robert Schaetzel, 86, a career officer with the State Department who worked to strengthen U.S.-European relations as U.S. ambassador to the European economic communities from 1966 to 1972, died of pneumonia Nov. 7 at his Bethesda home.

Mr. Schaetzel was based in Brussels, where he represented U.S. interests in negotiations with the European Iron and Steel Community, the European Economic Commission and Eurodam Supply Agency.

During his tenure, he developed a reputation as a sharp-tongued diplomat who sought to draw attention of policymakers to pressing issues involving trade in steel, textiles and agricultural products.

In retirement, Mr. Schaetzel frequently wrote opinion pieces on international economics for The Washington Post, and he wrote a book on U.S.-European relations, "The Unhinged Alliance." He was president of the Jean Monnet Council in Washington and a consultant to the Brookings Institution and the General Accounting Office.



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PO Box 2038
New Haven CT 06521-2038
T 203 432-8654
F 203 432-2916
cynthia.mariani@yale.edu

location
157 Church Street
New Haven CT 06510-2100

February 24, 2017

Ms. Kathleen Blatz
The Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402-2100

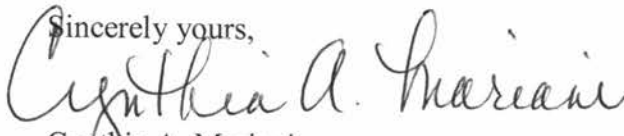
Dear Ms Blatz:

I write today with appreciation for the Binger Center for New Theatre Funds at the Yale School of Drama. Endowment funds such as these help Yale in its mission to improve the world through outstanding research and scholarship, education, preservation, and practice.

There is much to celebrate at the university this year. The schools of Art, Architecture, Nursing, Public Health, and Forestry & Environmental Studies enriched Yale's exceptional intellectual community by welcoming new deans. Treasured campus landmarks were revitalized, including the Yale Center for British Art and the Beinecke Rare Book & Manuscript Library, and the renovated and expanded Hendrie Hall reopened as part of the Adams Center for Musical Arts. New projects on the horizon—such as the two residential colleges, a science building, and a home for the humanities—will enable the university to sustain its tradition of excellence while innovating for the future.

All of this is made possible by the generosity of our dedicated benefactors. We are grateful for the support provided by the Binger Center for New Theatre Funds, and I am pleased to enclose your first annual financial report.

Sincerely yours,


Cynthia A. Mariani
Recording Secretary

CAM:ker
Enc.

The Yale Endowment

The Yale endowment earned a 3.4% investment return for the fiscal year ending June 30, 2016. Net of spending that supports faculty salaries, student scholarships, and other expenses, the endowment value declined from \$25.6 billion on June 30, 2015, to \$25.4 billion on June 30, 2016. The university's longer-term results remain in the top tier of institutional investors: Yale's endowment returned 12.6% over the past two decades. Compared to the estimated 7.5% average return of college and university endowments during the twenty-year period, Yale's investment performance added \$22.1 billion of incremental value. Endowment distributions to the operating budget have nearly doubled in the last decade; the university projects spending of \$1.2 billion from the endowment in fiscal year 2017, representing approximately 34% of the university's net revenues.

Binger Center for New Theatre Endowment Fund

Principal Value as of June 30, 2016:	\$15,000,000
Market Value as of June 30, 2016:	\$19,015,867
Spendable Income for 2016–2017:	\$865,309

Binger Center for New Theatre Fund

Principal Value as of June 30, 2016:	\$1,868,382
Market Value as of June 30, 2016:	\$1,879,860
Spendable Income for 2016–2017:	\$85,542