



[Robina Foundation](#)

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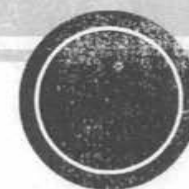
PENNY HUNT

ROBINA FOUNDATION
Annual Board Meeting

August 28 – August 30, 2017
Minneapolis, Minnesota

ROBINA FOUNDATION LEGACY PROJECT

Key themes and findings



ROBINA FOUNDATION LEGACY PROJECT

- INTERVIEWED 21 CURRENT AND FORMER TRUSTEES AND GRANTEEES DURING SPRING AND SUMMER OF 2017.
- PURPOSE:
 - REFLECT ON THE FOUNDATION'S EVOLUTION OVER TIME.
 - SHED LIGHT ON THE OUTCOME OF ONE DONOR'S UNUSUAL APPROACH
 - CAPTURE LESSONS THAT COULD BE USEFUL TO OTHER DONORS.
- FIRST PHASE – KEY THEMES AND FINDINGS.
- TODAY'S QUESTION: HOW BEST TO SHARE LESSONS LEARNED?

“He had thought this out and, at the end of the day, he trusted other people. He had confidence that there'd be a board and that they'd figure it out. He found the right balance between prescription and discretion...He clearly was interested in the four institutions and what they could contribute to society, not in changing society itself. He knew they could play an important role, but he wanted there to be a group to people to work with them over time.”

BOARD AND GRANTEEES GENERALLY AGREED ON KEY FINDINGS:

- THE FOUNDATION'S BOARD SHOWED EXTRAORDINARY FIDELITY TO JIM BINGER'S VISION.
- ROBINA FORMED UNUSUALLY STRONG PARTNERSHIPS WITH ITS FOUR DESIGNEES. THEY DEEPLY APPRECIATE THE EXPERIENCE OF BEING DISCOVERED, SUPPORTED, UNDERSTOOD AND TRUSTED.
- THE LIMITED-LIFE, LIMITED-DESIGNEE STRUCTURE ALLOWED ROBINA TO MAKE THE INVESTMENTS OF A MAJOR DONOR WITHOUT THE INFRASTRUCTURE.
- THE PARTNERSHIP APPROACH AND SCALE OF GIFTS RESULTED IN SIGNIFICANT LEARNING AND TRANSFORMATIONAL IMPACT.
- A STRONG WORKING BOARD WAS CRITICAL TO ROBINA'S SUCCESS.

FIDELITY TO MR. BINGER'S VISION

- The generosity (of the trustees) is incredible. They gave their all. It felt like Jim Binger was sitting in the room with them. They were determined to do what he wanted... Their motivation was long term and when you think that way you do things differently.
- The (Robina) directors are setting a great example of adhering to donor intent. It's a great example for others as they think about their philanthropy to ensure that the work is aligned with their interests and values.
- The document set such a high bar that it made us all rise to that occasion.
- "Go, be successful, spend the money" gets people committed and feeling responsible for doing good things.
- There was a richness, a calmness to the discussions. It would coalesce and gel... We were all on the same search to stay loyal to the document and to Mr. Binger

ROBINA FORMED UNUSUALLY DEEP PARTNERSHIPS WITH ITS GRANTEEES.

- We didn't force it, but we were more involved in the shaping than they would have experienced elsewhere. That could be frustrating for the recipient. That's why there was a lot of discussion, debate, soul searching in our meetings... Sometimes I think the organizations would be happy to present, have us decide and leave. The recipients had to adjust to something that was worthwhile but out of their comfort zone.
- In some respects, the foundation views this as an opportunity for a kind of partnership. If you weren't going to work in partnership with Robina, you weren't going to succeed. It was fun and highly productive.
- What I liked was there was something very friendly and encouraging from the beginning. They didn't focus on the fact that I was a rookie at this. I could see that these people were successful... I didn't expect this – I expected rule-oriented dull people. I got the opposite. The size of the board was enough, it allowed easy-going connections to occur.

PARTNERSHIP: TO BE DISCOVERED

Dr. Richard Adair:

- I'm a primary care doctor, dyed in the wool, deep in my bones. I'm not connected with philanthropy or wealthy people. I really just want to take care of people... Peter saw who I was and what I needed and told me to spend some money and get some good help. I never would have done that on my own.

Ben Casper Sanchez:

- This has been my only real foray into philanthropy. We hadn't even gotten into asking at this scale. I knew enough to know that what I was seeing was not typical. The board was six intellectually curious people who wanted to bring transformative change to society. I understood that this was an opportunity almost as great as the resources. There were open direct free flowing conversations about immigration policy and what we could do to make a difference. There was realism and flexibility. They took a risk, to do it with me, an atypical candidate to run something like this. I can't express how thankful I am to them

PARTNERSHIP: ON BEING TRUSTED

- Limiting designated recipients... gave us focus, the mandate to build deep relationships and to be helpful to the institutions over time.
- Once we got chosen, we felt the foundation was looking out for us.
- The foundation could be hard on us. But as the foundation became more experienced, as they understood the work we were doing and its success, they relaxed. I felt an unconditional trust. They'd seen a lot of our work... They were willing to stretch their minds.
- Being a designated entity is a very nice thing for the recipient. It's been great for me! It's allowed me to explore new areas. The freedom of not having to apply continuously, being given trust and room to roam, forcing me to wrestle with impact, have all been invaluable.
- As I began to understand more about fundraising, I began also to understand and appreciate what was distinctive about Robina. You gave adequate and long-term funding. You tended to trust people. There was a kind of trust and assurance (in the continuity of funding) that allowed us to create a much greater program.

PARTNERSHIP: WORKING WITH BOARD MEMBERS

- Having advisors from Robina was an amazing strength. The board brought together national advisors. It attracted people drawn to new models of care. They came to be helpful, to advise and push us.
- We would really love the continued engagement of Robina trustees, and their connections
- It aerated the pot. They forced us to articulate our rationale in language that could be understood by non-practitioners.
- The ability to meet with trustees, the chance for a relationship - that strengthens the work. When they were dealing with me I was at the table. That makes for a higher-level relationship. These are the things that create good feeling.

PARTNERSHIP: GRANTEES LOVED THE LEAD TRUSTEE MODEL.

- The lead trustee – that was just great...doing what she did with us was very enjoyable and liberating. She was clearly a champion. She understood us and seemed to love what we were doing. They took a chance on us. Bcs
- The liaison trustee is somebody who has a special familiarity with the organization. That can lead you to be more critical (in constructive ways).
- He was always really thoughtful, gentle, and encouraging. We established a connection that was more personal. He gave us some good ideas, and he understood that some weren't practical to execute. The interactions always showed a great deal of open mindedness, flexibility, and pragmatism....I thought that having the personal relationship with one trustee, who was interested, not obtrusive, and eager to be involved at a deeper level was very valuable.

BOARD MEMBERS WERE MIXED.

- It's a delicate balance between being an advocate for the organization vs. a critical friend. There is strength to the lead trustee role, but it should be a time-limited one. I don't think it's good to hold on to the role for too long.
- In the end it was very useful and a strength for us. Often in a discussion the lead would answer questions the others might have. It worked really quite well. We all realized that the decision was the group's.
- To have someone who was spending more time and knew more about the subject matter, that was valuable. sl
- It gave us a way not to get involved
- I was not as strong of an advocate as I might have been. The potential issue with the linkage of a board member to the grantee is that you become too much of an advocate. I didn't want to fall into that trap.

PARTNERSHIP: FRUSTRATIONS.

- As much as grantees don't like to have to fill out forms, when you encourage them to think out of the box, they struggle. They were comfortable serving up standard fare instead of doing the hard work.
- People brought out their favorite stuff, standard things they would have done anyway. They were less imaginative and flexible than I had hoped.
- There was an interesting tension between the desire of institutions to fulfill their perennial needs and the desire of the donor to be transformational. These seldom were in alignment. Getting to the best possible outcome within the tension was the work of the board
- With all the complexities, it felt like we were doing a really difficult thing, when some others were funded just for having proven investment opportunities. Things like endowed chairs. We felt like we had to work harder, and got less.
- They were very hands-on, in both a positive and negative sense. At first, the quarterly reports were a little burdensome, for example. We were spending too much time preparing reports. But after some feedback, they adjusted to a more reasonable level of reporting.
- There was no program officer. That may have, in our case, exacerbated the dilemma of explaining our work.
- There were several times in which the board said "pitch us big ideas." We are in the business of coming up with big ideas. We are used to pitching, that's what we do....But the feedback was not clear when the answer was no.

PARTNERSHIP: THE RIGHT STAFF HELPED.

- When Penny Hunt came along, that was a godsend. She's a consummate professional. She'd be so honest with me, she knew how to work with us and use us in an appropriate way. They (the board) wanted so much that we had to figure out how to speak to them and convey what they wanted in a report. I felt very respected during the relationship.
- Penny and Nancy are unbelievable. I had my doubts about a small staff, especially because the trustees' personality and styles were so different. It's one of the best professional organizations I've been involved in.
- Penny brought things to the table in just the right way.
- Penny was really good at specifying what the board wanted when there was ambiguity. Nancy was wonderful. We had two really good people .
- Penny Hunt was excellent. She'd come through and highlight places where we needed to make things more specific for the reports. She pushed us to produce shorter main reports. She urged us to focus on lessons and insights – themes rather than a blizzard... fewer trees, more forest. That's pushed us forward. We tell our story better.
- The administration was very smooth. Nancy was terrific.
- Penny gave us the trust that we needed. She doesn't micromanage.
- She would call us from the airport after a visit to give us feedback.
- Penny is a masterful facilitator for responding to a board with diverging perspectives.
- Etc.

INVESTING LIKE A MAJOR DONOR...

- Typically, legacy is seen in perpetuity (of the assets), and his (Jim Binger's) model was "through impact, perpetuity can come." It's the difference between a scattershot approach and focusing on deep impact with a few designated grantees.
- The amount of the funding was monumental for us. Robina was a very significant donor and an outlier by a couple of factors: their willingness to give a large grant over a relatively short period of time and in the operationally-inclined board members. We benefited from the wisdom of some very smart people.
- Most institutional funders are larger, but they have a broader mandate and don't provide this kind of comprehensive support over time, the kind that lets you develop the work. They have a more formal process, and program staff who vet everything. Robina didn't have those layers. You could talk directly to the decision-makers.

ENABLING LEARNING AND TRANSFORMATION

- (Robina's) gift represented the Foundation's commitment to invest in people. It wasn't like we were putting up a flashy new building. We were making a comprehensive investment in a small number of students. Even in a short time we have seen the powerful impact of that. They will make a contribution to making the world a better place. Robina's willingness to do that vs. a big, splashy new program was wonderful.
- There's no doubt in my mind: we will be dramatically better off in years to come because Binger chose to focus here and wanted it to be transformative.
- If Robina had not come along, we would have been able to generate some resources, probably less than 10 percent of what we have spent in the past ten years. There would be virtually no field-wide impact.
- We could not have ever thought about doing this work without Robina. It's allowed us to reimagine our models of care at a critical time. That's the way fee for service is, you scramble for every payment, and can't ever think about a big seeded investment. There aren't the resources to collect data. This work would not even have gotten started.

A STRONG WORKING BOARD WAS CRITICAL TO ROBINA'S SUCCESS.

- Trust is key. We have high caliber board members. We get along. We genuinely care about each other and yet are very professional. We still have the ability to maintain independent thinking and collegiality.
- It's a relatively small group, which is great. There are no shrinking violets. Everyone says what is on their mind. Everyone listens. These are genuine conversations, not everybody staking out positions. That is rarer than it should be. That has made it a lot of fun. People have difference experiences, and we take advantage of their knowledge.
- Our time was efficiently used. We really were dialoging. We didn't waste time, the lack of pushing us to resolve worked well. We were all very proud of the projects we funded and the outcomes.
- The dinners the night before were important. People came to know and like each other.
- Their investment, the vetting, the commitment and stewardship was absolutely top notch and outstanding. What I call it is responsible philanthropy.

RECOMMENDATIONS TO DONORS

- Think deeply about what matters most to you, what you believe about doing good in the world.
- Strive for Jim Binger's balance of control through structure and freedom for trustees.
- Think about the implications of these structural decisions for board and staff.
- Give attention to structuring and appointing the board.
- Set clear expectations for how impact will be tracked and assessed

RECOMMENDATIONS TO FOUNDATION LEADERS:

- It is possible to make major gifts and have significant impact with minimal infrastructure and lean staffing. But deep partnership in these circumstances is only possible if trustees engage deeply or if there is heavy reliance on external consultants.
- Frequent visits with grantees and deep immersion in their work builds trusting relationships that can deepen the impact of funding.
- Clear communications and rapid nos are key to grantee satisfaction.
- Attracting strong experienced trustees requires thought and care to the design of board meetings.
- If trustees are to be deeply engaged in the work, consider the lead trustee model, but rotate lead trustees regularly.
- Take time to regularly assess how the board process is working and whether the foundation is honoring the wishes of its founder.
- A culture of civility and partnership that is continually nurtured and reinforced will yield dividends in positive relationships and strong impact.

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors

FROM: Penny Hunt

RE: August 2017 Board Meeting

The agenda for this meeting is an interesting mix of items related to plans for Robina to sunset and meetings with leaders of programs funded by the Foundation. Note in particular:

Brad Smith, President of The Foundation Center, will join us at Monday night's dinner. Brad will talk about how Robina's work fits into the foundation world and ideas about who will be interested in our work. He will also participate on Tuesday morning in our discussion of Melinda Marble's work on Robina's Legacy Project. Melinda's summary is found at Tab 3.

Our discussion with Mike Sullivan will focus on implementation of Model D Investment Strategy approved by the Board at the May Board Meeting (Tab 4). In particular, Mike will discuss his calculation of funds available for new grants (page 16 of his report). Note that the "Year End Net Assets" near the bottom of the spreadsheet labeled "Robina Foundation Grants Paid/Committed" has not been changed to reflect the new investment strategy.

As you can see the agenda provides time for a lengthy discussion of plans for Robina to sunset. Tab 5 includes background material for that discussion.

On Tuesday Penny Wheeler and Paige Bingham will join us for lunch. They haven't been asked to provide a formal report on LifeCourse, but they are eager to update the Board on work during 2017 with Robina's last funding of LifeCourse. On Wednesday Kevin Reitz and Richard Frase, leaders of the Robina Institute on Criminal Law and Criminal Justice's Sentencing Initiatives, will describe their most recent work. (At the time of the mailing of the Board book, we have not received written material for Tab 6, but Kevin and Richard may bring material to the meeting.)

In addition to several governance issues and review of annual reports, on Wednesday the Board will consider once again an appropriate grant to honor Peter. Tab 8 provides information on the options as well as a draft resolution for a grant to the Karoff Fund.

As always, please feel free to contact me before the meeting if you have questions or concerns. I look forward to the meeting!

MONDAY, August 28

Lodging: Susan Berresford, Melinda Marble, Brad Smith
The Minneapolis Club
729 2nd Avenue South
Minneapolis, MN 55402
Phone: 612-332-2292

7:30 a.m.	Continental Breakfast at Faegre Baker Daniels
8:00 a.m.	Board of Directors' Meeting at Faegre Baker Daniels – see Agenda
5:30 p.m.	Appetizers at Penny Hunt's condo (200 Park Av So, #105) Nancy to pick up Berresford and Blatz from Minneapolis Club
6:15 p.m.	Dinner at Sea Change (612-225-6499) 806 S. 2 nd Street, Minneapolis 55415
8:30/9:00 p.m.	Nancy to take Berresford and Blatz back to the Minneapolis Club
Lodging:	Berresford and Blatz - Minneapolis Club

7:30 a.m.	Continental Breakfast at Faegre Baker Daniels
8:00 a.m.	Board Meeting continued at Faegre Baker Daniels – see Agenda
Noon	Adjournment of Annual Meeting

Robina Foundation Board of Directors' Annual Meeting
Tuesday, August 29, 2017

TIME	Faegre Baker Daniels Office 2200 Wells Fargo Center, 90 South 7th Street, Phone: 612-766-7089 (Go to 22nd floor and receptionist will direct you to the room.)	Tab#
7:30 a.m.	Continental Breakfast	
8:00 a.m.	Welcome and Call to Order – Blatz	
8:05 a.m.	Minutes from May 18, 2017 Board Meeting – Berresford – Action	1
8:10 a.m.	Executive Director's Report - Hunt	2
8:20 a.m.	Legacy Project Discussion • Guests – Melinda Marble and Brad Smith • Draft Robina Foundation Legacy Project – Summary Interview Findings	3
10:05 a.m.	Break	
10:20 a.m.	Foundation Finances • Investment Consultant ➢ Guest: Mike Sullivan ➢ Quarterly Report (2nd Quarter 2017) • Assets and Grants/Assets Detail • Robina Foundation Grants Paid/Committed and Bar Chart	4
11:00 a.m.	Sunsetting Discussion • Sunsetting Timeline • Additional Grants • Monitoring Grants	5
12 noon	Lunch • Guest – Penny Wheeler and Paige Bingham	
1:15 p.m.	Sunsetting Discussion - Continued	
4:30 p.m.	Adjournment	

Robina Foundation Board of Directors' Annual Meeting
Wednesday, August 30, 2017

TIME	Faegre Baker Daniels Office 2200 Wells Fargo Center, 90 South 7th Street, Phone: 612-766-7089 (Go to 22nd floor and receptionist will direct you to the room.)	Tab#
7:30 a.m.	Continental Breakfast	
8:00 a.m.	Welcome and Call to Order – Blatz	
8:05 a.m.	Grantee Meeting - University of Minnesota – <i>Criminal Law & Criminal Justice/Sentencing</i> - Guests: Kevin Reitz and Richard Frase	6
9:30 a.m.	Governance Discussion - Blatz Governance Action - Election of Vice Chair and Secretary – Action - Election of Directors: Berresford and Blatz: Third Term - Action - Conflict of Interest Policy/Board Member Disclosure – Action	7
10:00 a.m.	Grant to Honor Peter Karoff – Action - Grant Options - Proposed Resolution for Karoff Fund	8
10:20 a.m.	Grantee Reports Council on Foreign Relations: <i>IIGG</i> Annual Report U of M: <i>James H. Binger Center for New Americans</i> Annual Report U of M: <i>Class Agent Fundraising</i> Annual Report	9
11:00 a.m.	Other Business - Meeting Dates: 2017, 2018 (confirmed), 2019 (proposed) - Action - Executive Session	10
12 Noon	Adjournment	

1

MINUTES
May 18, 2017

2

EXECUTIVE DIRECTOR'S REPORT

3

LEGACY PROJECT DISCUSSION

4

FOUNDATION FINANCES

5

SUNSETTING DISCUSSION

6

GRANTEE MEETING
University of Minnesota

7

GOVERNANCE DISCUSSION/ACTION

8

GRANT TO HONOR PETER KAROFF

9

GRANTEE REPORTS

10

OTHER BUSINESS

**Robina Foundation
Meeting Minutes
May 18, 2017**

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on May 18, 2017, via conference call.

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

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

Tyla Wilder of OfficeTeam was present and served as recorder.

Welcome and Call to Order

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

Minutes of February 28 – March 1, 2017, Board Meeting

A motion made and seconded to approve the Minutes of the February 28-March 1, 2017, 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 her interviews of potential writers of Robina's "Legacy Project" with Blatz and Berresford, meeting with Dean Jenkins and David Jensen of the University of Minnesota Law School with Lewis, and information from Dean Bundy about the outside review of the Binger Center for New Theatre. Lewis provided an update on his attendance at the recent Council on Foreign Relations Council of Councils' meeting in Washington DC.

Treasurer's Report

The Board's consideration of Sullivan's Q1 Quarterly Financial Report focused on models described in Sullivan's "Optimal Payment and Investing Strategy," which are aimed at increasing the Foundation's rate of return during the next several years. Lewis emphasized that options are limited since the Foundation's assets are relatively small, but that matching the maturity of a portion of the Foundation's assets to the expenditure of Foundation funds could yield a bit more interest. Although Sullivan suggested that no change be made until the end of the year, Board Members supported investing most of the balance of funds in an investment that matures in 2019 or 2020 as soon as feasible. After further discussion of how and when to make the changes included in Sullivan's Model D,

The Board unanimously approved a motion made and seconded to authorize Treasurer Lewis and Executive Director Hunt to work with Sullivan and USbank to implement Model D as soon as feasible and to delegate Lewis and Hunt to act on behalf of the Board to take all steps necessary in the implementation of Model D.

The Board then discussed engagement of CliftonLarsonAllen's to conduct an audit of Robina's year ended December 31, 2016 and to prepare the Foundation's 2016 tax return. Hunt explained Faegre Baker Daniels' view that while an audit is not required in connection with the termination of the Foundation, conduct of an audit is a "best practice" recommended by Faegre. Hunt emphasized the practicality of an audit of 2016 when Robina's grants greatly diminished the Foundation's assets, as opposed to an audit of the last year of the Foundation's operations, with the understanding that CLA would conduct "agreed upon procedures" for the years following

2016. Gilberg pointed out that engagement of CLA to prepare Robina's 2016 tax return will necessitate the termination of the Foundation's agreement with CBIZ to prepare the return. She noted that the CBIZ agreement permits termination upon written notice ten days before the termination date. After further discussion,

The Board unanimously approved a motion providing the following:

- Engagement of CliftonLarsonAllen to conduct an audit of Robina's fiscal year ended December 31, 2016 and prepare the Foundation's 2016 tax return;
- Termination of the Foundation's agreement for the services of CBIZ; and
- Authorization of Hunt to execute all documents in connection with the engagement of CLA and the termination of CBIZ.

Legacy Project Update

Board Members discussed interviews with Melinda Marble as part of the "legacy project" aimed at exploring lessons learned from implementation of Jim Binger's vision for the Robina Foundation and expressed satisfaction with Marble's work to date. Following completion of all interviews, Marble will discuss her preliminary findings with several Board Members before the August Board Meeting and will attend the meeting to outline the "lessons" she believes could provide guidance for others.

Grant Follow-Up: University of Minnesota Law School

Lewis and Hunt updated the Board on their meeting with Dean Jenkins and David Jensen to discuss the use of the \$500,000 balance of Robina's recent \$25 million grant and the Dean's proposal as put forth in his May 2 email included in the Board Book. Following discussion of the Dean's proposal, including the timing of the payment of the \$500,000,

The Board unanimously approved a motion providing the following:

- Use of the \$500,000 balance to create a challenge grant pool for major gifts of \$100,000 or more to support endowed scholarships;
- Payment from time-to-time of \$50,000 in Robina funds when a donor commits to provide a donation of \$100,000 or more to support endowed scholarships at the University of Minnesota Law School as evidenced by a signed letter of intent.

In connection with the Board's approval of the motion, the Board asked Hunt to clarify that the Robina match is only available for gifts of \$100,000 or more that create a new or supplement an existing endowed scholarship fund.

Grant Reports

Board Members reviewed the University of Minnesota Law School's Annual Report on the Public Interest Scholars and Bridge Fellowship Programs, noting in particular the level of funding provided by Robina, the opportunities the programs afford graduates, the synergy between the two programs, and how the programs help law school recruiting.

Other Business

Peter Karoff Memorial

The Board discussed three options for a \$25,000 grant in memory of Peter Karoff, similar to grants made to organizations when Steve Schroeder and Gordy Aamoth rotated off the Robina Board. Although Board Members expressed interest in a grant to support the Karoff Fund for Leadership in Philanthropy, c/o The Boston Foundation, no decision was made. Board Members asked Hunt to find out if the Karoff Fund will be administered as an endowed fund and to draft a resolution for a grant to be considered at the August Board Meeting, with the understanding that

the draft resolution will take into account the nature of the Karoff Fund and the vision and mission of the Robina Foundation as evidenced by Robina's bylaws.

Vice Chair Election

This will be considered at the August Annual Meeting in conjunction with the election of Board Members and other officers

Location of February 2018 Board Meeting

Board Members directed Hunt to move forward to schedule the February 2018 Board Meeting in New Haven, Connecticut at Yale University.

Agenda for August Board Meeting

Board Members agreed with the agenda items listed in the Board Book and discussed attendance by Brad Smith, President of the Foundation Center, at Monday night's dinner and on Tuesday morning during the Board's meeting with Melinda Marble regarding the Legacy Project. Hunt will draft an agenda and circulate it to the Board for comments in advance of the Board Meeting.

Future Board Meetings

While discussing proposed dates for future meetings and other events, Board Members asked Hunt to obtain details of the November 1, 2017, event for the Binger Center for New Americans so that Blatz can invite Binger family members to attend the event.

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
August 29, 2017
EXECUTIVE DIRECTOR'S REPORT**

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

Discussions with Robina Grantees:

University of Minnesota Law School: As noted on page 2 of the Minutes of the May Board Meeting (Tab 1), the Board determined the use and payment of the final \$500,000 of Robina's \$25 million gift to support the Binger Center for New Americans. I discussed this decision with Dean Jenkins and also asked him to clarify that the Robina match is only available for gifts of \$100,000 or more that create a new or supplement an existing endowed scholarship fund.

Following is his response to the Board action and request for clarification:

"I am so pleased to learn that the major gift match proposal has been approved. I think it will make a big difference for us.

Yes, I can confirm that the match would only be applied to new gifts of \$100,000 or more--regardless of whether the donation is used to create a new endowed fund or to supplement an existing fund. So, the new gift must total or exceed \$100,000 to receive the \$50,000 match from Robina. We will work on the language and roll-out this summer and include it as part of our campaign this fall; we are happy to work out the details with you to transfer funds from the foundation as the gifts are received."

Attachment 1 is a nice article on the Center for New Americans in the Spring 2017 *Legacy* publication of the University of Minnesota Foundation.

Council on Foreign Relations: FYI: The next Council of Councils Conference will be held May 6-8, 2018, in New York City. CFR will provide further information closer to the event.

Meetings and discussions with Mike Sullivan regarding Alternative Outlook Model C

Steve and I worked with Mike to begin implementation of Alternative Outlook Model C in place shortly after the Federal Reserve raised interest rates in June.

Legacy Project

Melinda and I touched base every few weeks to discuss her interviews for the Legacy Project and issues in connection with the project. On August 3, Melinda, Susan, Kathleen and I discussed Melinda's work and conclusions and plans for the August Board Meeting. With Susan's help, I engaged Brad Smith, President of The Foundation Center, to join the Board at Monday night's dinner and to participate in the discussion with Melinda Marble about the Legacy Project on Tuesday morning.

Development of Sunsetting Timeline

Tab 5 in the Board Book includes a "Sunsetting Timeline" I developed to help the Board (and Nancy and me!) understand the activities that will need to take place during the next several years in anticipation of sunsetting Robina Foundation at the end of 2020. We'll be busy! I suspect this will raise questions during the Board discussion, and I'm certain that additional activities and details will be added, and the timing of activities will change as we move forward.

Loring Pasta Bar LLC

You will recall that Kathleen and I planned to take necessary steps to terminate Robina's interest in Loring Pasta Bar LLC. That work was expedited when Jason McLean contacted us in late July to explain that he was terminating the LLC and selling the Pasta Bar. I worked with an attorney at Faegre Baker Daniels to assure that we documented the termination of Robina's interest in the appropriate way. Attachment 2 includes the documents prepared by Faegre and signed by Jason and me to effectuate Robina's withdrawal from the LLC. This all happened very smoothly and quickly. To document fully Robina's action, the Board should ratify the execution of the documents.

Peter Karoff Memorial Service

Nancy and I attended the June memorial service for Peter, which was held in Massachusetts in June. Steve and Sally Schroeder also attended. As we reported, the service covered the many facets of Peter and his life and beautifully reflected his personality and interests. We loved meeting all of his children and learned a few new things about Peter, including his passion for ice cream.

Foundation Audit

As planned, this fall CliftonLarsonAllen will audit Robina's work in 2016. We have received a comprehensive list of documents and information required by CLA to start the audit process. Mike's assistance will be needed for some parts of the audit preparation and implementation, and Nancy's "To Do List" has just been greatly expanded!

February 2018 Board Meeting

Nancy and I worked with Patty Pedersen, Yale Law School and Yale School of Drama and the Gilder Lehrman Center to set up the Board's February 2018 meeting in New Haven.

From: **Zacks, Michelle** michelle.zacks@yale.edu
Subject: RE: Robina Foundation / February 2018 Meeting
Date: May 25, 2017 at 4:24 PM
To: Penny Hunt pennhunt@gmail.com, david.blight@yale.edu david.blight@bulldogs.yale.edu
Cc: Nancy Gilberg ngilberg@robinafoundation.org

MZ

Dear Penny,

We are looking forward to your visit! If what I have written in my notes is correct, the play will run from March 16th through April 7th. A GLC-sponsored panel in conjunction with the play is scheduled for March 29th. But we are also planning a professional development workshop for teachers earlier in the semester, possibly including the play's director, Liz Diamond, or the play's dramaturg, to encourage teachers and students to learn about and attend the play. That workshop hasn't been scheduled yet. Perhaps we can schedule that for Wednesday afternoon, Feb. 28th—typically these events start at about 4:30pm and run until about 7pm. We need to discuss this event with our staff and with James Bundy. But would that be something you and the Board might be interested in attending, Penny?

It's also possible that the Spring Modern Day Slavery Working Group meeting will be scheduled for March 2-3, 2018. If so, the Board would of course be welcome to attend, if anyone is interested in and able to stay a few extra days.

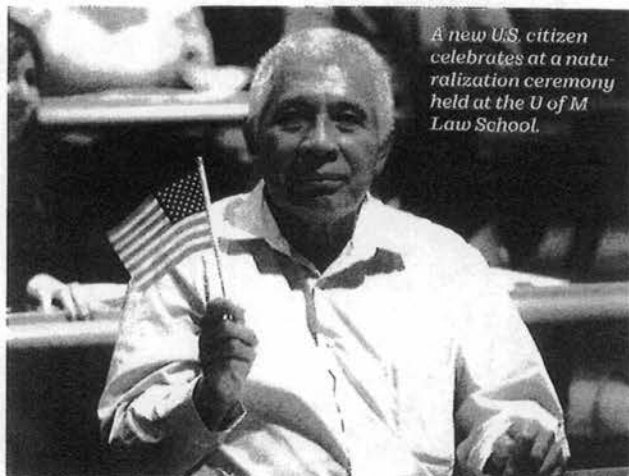
In the meantime, we have a Modern Slavery Working Group meeting scheduled for Friday and Saturday, Sept. 22-23, 2017 and are planning a public program in conjunction with that on Thursday, Sept. 21st—perhaps some of the Board members would be interested in attending that?

Best,
Michelle

Michelle Zacks
Associate Director
Gilder Lehrman Center for the Study of
Slavery, Resistance, and Abolition
The MacMillan Center at Yale University
PO Box 208206
New Haven, CT 06520-8206
203.432.9238
michelle.zacks@yale.edu

From: Penny Hunt [mailto:pennhunt@gmail.com]
Sent: Tuesday, May 23, 2017 2:47 PM
To: david.blight@yale.edu <david.blight@bulldogs.yale.edu>
Cc: Pedersen, Patricia <patty.pedersen@yale.edu>; Fitzpatrick, Tara <tara.fitzpatrick@yale.edu>;

New beginnings



A new U.S. citizen celebrates at a naturalization ceremony held at the U of M Law School.

Kelley Keefer, '17, will never forget the day she and other members of the U of M Law School's Detainee Rights Clinic finally succeeded in getting lawful immigration status for a client who had been detained for five months. "Watching him reunite with his family will go down as one of the most memorable moments of my law school career," says Keefer, student director of the clinic.

The Detainee Rights Clinic is one of three clinics within the James H. Binger Center for New Americans, which recently received a \$25 million gift from the Robina Foundation. The largest gift in the Law

School's history, it will fund the newly named center, establish the James H. Binger Professorship in Clinical Law, and provide student scholarship support.

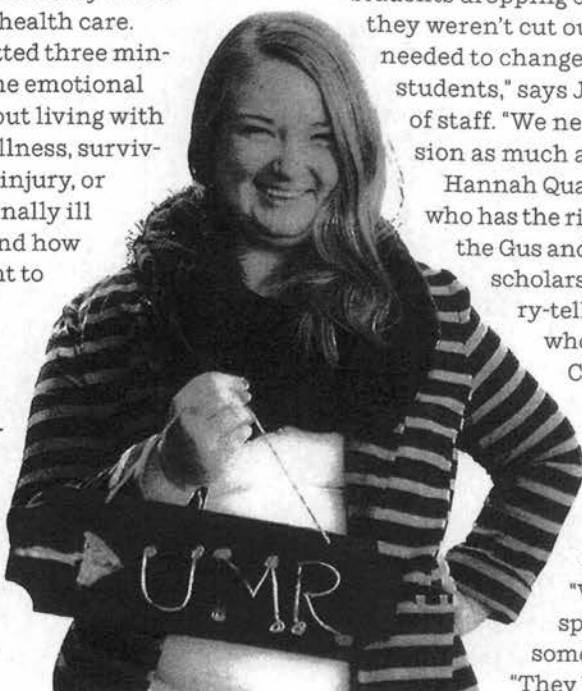
Since the center was founded in 2013 with a \$4.5 million gift from the Robina Foundation, it has provided immigrants and refugees with pro bono legal services—and given U of M law students valuable real-world experience. Students and faculty at the center have won a landmark case at the U.S. Supreme Court, secured political asylum for clients from around the world, and won release for detained immigrants in Minnesota.

"The center has proven itself to be a vital part of our community and a highly influential entity at a time when immigration is at the center of the national conversation," says Kathleen Blatz, '78 M.S.W., '84 J.D., chair of the Robina Foundation.

HEALTH CARE'S FUTURE HEROES

On a Saturday in February, 21 high school seniors took turns telling a panel of judges how they found their passion for health care. During their allotted three minutes, many became emotional as they talked about living with an undiagnosed illness, surviving a devastating injury, or caring for a terminally ill family member and how it made them want to help others.

The students, participants in the University of Minnesota Rochester's (UMR) second annual Health Care Scholars Day, were hoping their stories would earn them a scholarship.



mon in private schools, scholarship competitions are rare in public institutions. At UMR, which prepares students for health care careers, the idea for the event grew out of a donor's concern about students dropping out after discovering they weren't cut out for such work. "We needed to change the way we evaluated students," says Jay Hesley, UMR chief of staff. "We needed to look for passion as much as merit."

Hannah Quarnstrom is one student who has the right stuff. She received the Gus and Ann Chafoulius scholarship after last year's story-telling event. Quarnstrom, who was diagnosed with Crohn's disease at age 15, wants to become a physician assistant. She says receiving the scholarship helped her realize she belonged at UMR. "When I was giving my speech, someone saw something in me," she says. "They knew I would make it."

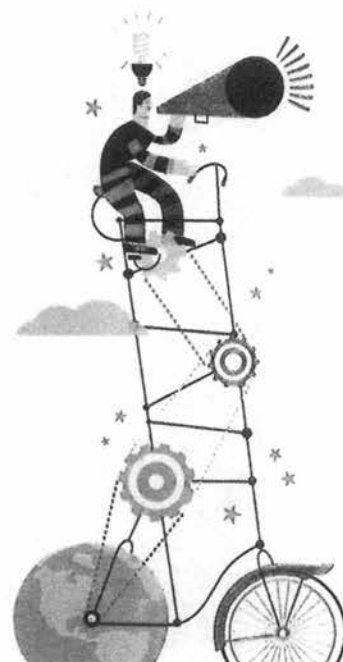
JOIN THE RIDE

Gear up and join the U i its quest to defeat cancer Chainbreaker is a cyclir event and celebration supporting collabora-tive, lifesaving cancer research at the Mason-ic Cancer Center and across the University.



Chainbreake

Choose one-day rides o 25, 50, or 100 miles or a two-day, 180-mile ride from the Twin Cities to Northfield and back. The event takes place August 11-13. Register to ride, volunteer, or sponsor a rider at chainbreakerride.org.



ROBINA FOUNDATION

80 South 8th Street, Suite 4900
Minneapolis, MN 55402
Phone: 612-333-2313
Fax: 612-333-0182
www.robinafoundation.org

July 28, 2017

Loring Pasta Bar, LLC
327 14th Avenue Southeast
Minneapolis, Minnesota 55414
Attention: Board of Governors

Ladies and Gentlemen:

Pursuant to Section 9.1 of that certain Member Control Agreement, dated as of July 1999 (the "**Agreement**"), of Loring Pasta Bar, LLC, a Minnesota limited liability company (the "**Company**"), the undersigned hereby requests the consent of the Board of Governors of the Company to resign as a member of the Company, effective as of the date hereof, and hereby waives any right to redemption for the undersigned's Membership Interest under the Agreement. All capitalized terms used but not otherwise defined herein have the meanings ascribed to them in the Agreement.

Sincerely,
Robina Foundation

By: Penny Hunt
Name: Penny Hunt
Title: Executive Director

Acknowledged and accepted:

Loring Pasta Bar, LLC

By: [Signature]
Name: Jason McLean
Title: Governor

Date: 7/20/17

RELEASE AGREEMENT

THIS RELEASE AGREEMENT (this "**Release**") is being executed and delivered by and between Robina Foundation, a Minnesota non-profit corporation ("**Robina**"), and Loring Pasta Bar, LLC, a Minnesota limited liability company (the "**Company**"), as of July 28, 2017 (the "**Effective Date**").

WHEREAS, Robina owns certain equity interests in the Company and desires to withdraw as a member of the Company pursuant to Section 9.1 of that certain Member Control Agreement, dated as of July 1999 (the "**Agreement**");

WHEREAS, as of the Effective Date, Robina is tendering its resignation as a member of the Company to the Board of Governors of the Company; and

WHEREAS, in connection therewith, the parties intend to provide mutual releases of each other from all claims which Robina may have against the Company or which the Company may have against Robina.

NOW, THEREFORE, in consideration for the mutual releases set forth herein, and for other valuable consideration, the receipt and sufficiency of which are hereby acknowledged, and intending to be legally bound, the parties hereby agree as follows:

Section 1. Releases.

(a) Effective as of the Effective Date, Robina, on behalf of itself and each of its officers, directors, employees, agents, representatives, successors and assigns, hereby releases and forever discharges the Company and each of its respective officers, directors, employees, agents, representatives, predecessors, successors and assigns (collectively, the "**Releasees**") from any and all actions, arbitrations, audits, causes of action, claims, contracts, costs, damages (including incidental and consequential damages), demands, disputes, encumbrances, expenses (including costs of investigation and defense), indebtedness, investigations, liabilities, liens, obligations (including fees and disbursements of counsel), losses and other proceedings whatsoever, whether known or unknown, suspected or unsuspected, disclosed or undisclosed, present or future, fixed or contingent, both at law and in equity (collectively, the "**Claims**"), including but not limited to any Claims arising pursuant to the Agreement or Chapter 322B of the Minnesota Statutes, which Robina now has, has ever had or may hereafter have against each Releasee arising contemporaneously with or prior to the Effective Date or on account of or arising out of any matter, cause or event occurring contemporaneously with or prior to the Effective Date whether or not relating to Claims pending on, or asserted after, the Effective Date.

(b) Effective as of the Effective Date, the Company, on behalf of itself and each of its officers, directors, employees, agents, representatives, successors and assigns (collectively, the "**Company Releasers**"), hereby releases and forever discharges Robina and each of its officers, directors, employees, agents, representatives, successors and assigns from any and all Claims, including but not limited to any Claims arising pursuant to the Agreement or Chapter 322B of the Minnesota Statutes, which any Company Releaser or any of its officers, directors, employees, agents, representatives, successors and assigns now has, has ever had or may hereafter have against Robina arising contemporaneously with or prior to the Effective Date or on account of or arising out of any matter, cause or event occurring contemporaneously with or prior to the Effective Date whether or not relating to Claims pending on, or asserted after, the Effective Date.

Section 2. Severability. If any term or provision of this Release is invalid, illegal, or unenforceable in any jurisdiction, such invalidity, illegality or unenforceability shall not affect any other

term or provision of this Release or invalidate or render unenforceable such term or provision in any other jurisdiction.

Section 3. Modification. This Release, and each of the terms and provisions hereof, may only be amended, modified, waived, or supplemented by an agreement in writing signed by each party.

Section 4. Governing Law. This Release is governed by and will be construed under the laws of the State of Minnesota, without regard to principles of conflicts of law.

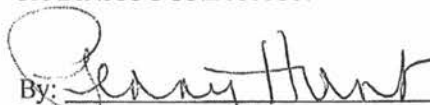
Section 5. Entire Agreement. This Release is the sole and entire agreement of the parties regarding the subject matter contained herein, and supersedes all prior and contemporaneous understandings, agreements, representations and warranties, both written and oral, regarding such subject matter.

Section 6. Counterparts. This Release may be executed in counterparts, each of which is deemed an original, but all of which constitutes one and the same agreement. Delivery of an executed counterpart of this Release electronically or by facsimile shall be effective as delivery of an original executed counterpart of this Release.

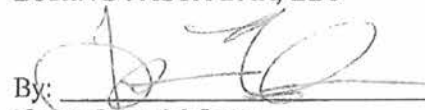
[Remainder of page intentionally left blank. Signature page follows.]

IN WITNESS WHEREOF, the undersigned have executed this Release Agreement as of the date first written above.

ROBINA FOUNDATION

By: 
Name: Penny Hunt
Title: Executive Director

LORING PASTA BAR, LLC

By: 
Name: Jason McLean
Title: Governor

[Signature Page to Release Agreement]

MELINDA MARBLE

335 Concord Avenue, Cambridge, MA 02138 cell: 617-417-6543 home: 617-876-7434

email: melindamarble@gmail.com twitter: @melindamarble

Summary

DEEP EXPERIENCE GIVING, GETTING, LEADING AND MANAGING SOLUTION-ORIENTED NONPROFITS AND FOUNDATIONS. ACTION-ORIENTED AND ENERGETIC, AN INNOVATOR WHO IS CREATIVE AND PRACTICAL. PASSIONATE ABOUT HELPING NONPROFITS FULFILL THEIR PURPOSE, AND DONORS FIND THEIR FULLEST EXPRESSION THROUGH GIVING. PRESENTLY ON A SABBATICAL FOCUSED ON LEARNING ABOUT MUTUALITY PRACTICES AND ISSUES AFFECTING WORKING POOR FAMILIES..

EXPERIENCE

DIRECTOR OF STRATEGIC INITIATIVES, PILOT HOUSE ASSOCIATES JUNE, 2014 - MAY, 2016

- Directed the startup of a philanthropy practice within the family office of Barr Foundation's founders to manage personal giving and special initiatives.
- Built the team and systems to manage a broad portfolio of personal gifts.
- Set the stage for engaging next generation family members.
- Designed and launched a special initiative on the future of Boston Harbor.

DEPUTY DIRECTOR, THE BARR FOUNDATION 2009 – 2014

- Managed all grant making for this family foundation. Worked with staff to develop strategies and giving programs in public education, arts and culture, and climate change. Led effort to strengthen relationships with grantees.
- With the Executive Director, developed new strategies for the Foundation's public education and environmental work, including a shift to focus on climate change action. Revamped cultural giving to focus on providing flexible growth capital and a civic arts policy for Boston.
- Developed a New Common portfolio of investments designed to build grassroots leadership to bring new voices into civic and policy issues affecting Boston.
- Built a "lean and kind" grant making team of 12 strong individuals, moving from a siloed individual portfolio culture to team work, focused on using data and knowledge of the landscape to achieve impact.
- Served on the Selection Committee for the Barr Fellows program, which provides outstanding grassroots leaders with a sabbatical and leadership support.
- Served as Interim Director during search for new President, 2013-14.

EXECUTIVE DIRECTOR, THE PAUL AND PHYLLIS FIREMAN FOUNDATION 1998-2008

- As first staff of this family foundation, developed a giving program focused on human rights and on ending family homelessness in Massachusetts through direct aid, systems change, and public-will building.
- At trustees' behest, created One Family, a 501© 3 organization to lead a statewide campaign against family homelessness; served as founding executive director. Achievements include design of a pilot that moved 600 families from shelter, creation of new soft rent subsidies, and the enrollment of thousands of needy families in utility discount programs. Administered annual operating budget of \$4 million.
- Developed the One Family Scholars Program, which provides 125 formerly homeless mothers annually with access to higher education, supports, and leadership development. Secured funding from other foundations and individuals to grow the program to its present size.
- Partnered with other private donors to create Home Funders, a \$20 million pooled gap fund for very affordable housing units that has financed 1000 new homes for families earning less than \$30k annually.
- Managed trustee-directed gifts in international human rights, culture, health and other fields.

SENIOR ASSOCIATE, THE PHILANTHROPIC INITIATIVE 1994-1997

- Provided counsel to individual donors, corporations, and foundations through this national organization focused on strategic philanthropy.
- Worked with clients to create major new initiatives in after-school programming, homelessness, and other areas.
- Designed and offered seminars and training materials on strategic philanthropy.
- For an anonymous donor, created the Boston Neighborhood Fellows Program, a 26 year-old award that honors six unsung community heroes each year with a no-strings-attached fellowship of \$30k.

VICE PRESIDENT FOR PROGRAM, THE BOSTON FOUNDATION 1991 – 1994

- Managed all grant making for this community foundation, including a discretionary grant program focused on children and urban poverty.
- Led a strategic planning process that shifted the Foundation's funding to community-building strategies; returned the foundation to funding the arts, and created the Vision Fund for nonprofit capacity building.
- Collaborated with the head of Donor Relations to develop donor education programs and services.
- Created a Youth Fellows program in which urban teens managed grants to youth-serving organizations.

PLANNING CONSULTANT, LINCOLN FILENE CENTER, TUFTS UNIVERSITY 1986-1990 (3/5 TIME)

- Developed programs in nonprofit management, trusteeship, and community service for graduate students and New England nonprofit organizations. Facilitated major community planning efforts in youth service and coordinated AIDS care.

- Conducted planning with faculty and students for what ultimately became the Tisch College of Citizenship and Public Service.
- During this period and beyond, maintained an individual consulting practice in which I assisted a wide range of nonprofit clients with evaluation, strategic planning, program design and other services. Clients included the Community Builders, the Boston Parks Department, the Council on Foundations, and the Ford Foundation.

PROGRAM EXECUTIVE, THE SAN FRANCISCO FOUNDATION

1980-1985

- Created a monitoring and evaluation program for this community foundation that provided independent feedback on grantee and foundation performance.
- Built a technical assistance program that helped grantees build capacity and achieve greater impact.

EXECUTIVE DIRECTOR, NORTHERN CALIFORNIA GRANTMAKERS

1975-1980 (1/2 TIME)

- As first director of this regional association of funders, developed monthly programming and other professional development activities for 60+ members.
- Led efforts for more open communication between foundations and grant seekers; including a first-in-nation public meeting where member foundations shared information on their guidelines and policies with more than 400 nonprofit representatives.

CO-DIRECTOR, SAN FRANCISCO STUDY CENTER

1973-79 (1/2 TIME)

- While still a college student, created a research and technical assistance program that helped community organizations understand and influence local government and policy.
- Led a neighborhood planning process in the City's Tenderloin district that engaged more than 350 individuals and led to the formation of the North of Market Planning Council. (now Tenderloin Neighborhood Development Corporation).

EDUCATION

UNIVERSITY OF CALIFORNIA, BERKELEY

BA, Journalism, 1974

References, volunteer service, and publications available on request.



bks@foundationcenter.org

Bradford K. Smith, President

Bradford K. Smith joined Foundation Center as its president in October 2008. Previously, he was president of the Oak Foundation in Geneva, Switzerland, a major family foundation with programs and grant activities in 41 countries. With the Ford Foundation, he worked as representative in Brazil before becoming vice president in the New York headquarters, responsible for the global Peace and Social Justice Program, which provided hundreds of millions of dollars to organizations working on issues of human rights, international cooperation, governance, and civil society. He has devoted his entire career to the philanthropic and nonprofit sectors.

Mr. Smith serves on the board of directors of the Tinker Foundation and the advisory board of the United Nations Trust Fund for Human Security. He holds an M.A. in economics from the New School for Social Research in New York and a B.A. in anthropology and ethnomusicology from the University of Michigan.

ABOUT FOUNDATION CENTER

Established in 1956, Foundation Center is the leading source of information about philanthropy worldwide. Through data, analysis, and training, it connects people who want to change the world to the resources they need to succeed.

Foundation Center maintains the most comprehensive database on U.S. and, increasingly, global grantmakers and their grants — a robust, accessible knowledge bank for the sector. It also operates research, education, and training programs designed to advance knowledge of philanthropy at every level.

Thousands of people visit Foundation Center's website each day and are served in its five regional hubs and its network of more than 400 funding information centers located in public libraries, community foundations, and educational institutions nationwide and around the world.

Robina Foundation Legacy Project – Summary Interview Findings

In March, June and July 2017, I interviewed 21 current and former trustees and grantees of the Robina Foundation. The purpose was to reflect upon the Foundation's evolution over time, to shed light on the outcome of one donor's unusual approach, and to capture lessons that might be useful to other donors and to foundation leaders.

Robina's origins.

Shortly before his passing, Jim Binger created Robina, a limited-life foundation with four designated grantees: the Council on Foreign Relations, Abbott Northwestern Hospital (the trustees later decided to include Allina Health Care when Abbott Northwestern became part of its system), the University of Minnesota Law School, and Yale University. Mr. Binger did not specify the time frame for sunseting the foundation, but specified that the directors close it roughly twenty years from the date of his passing.

Mr. Binger had a personal connection to each of these institutions. He was an alumni of Yale and of the University of Minnesota Law School. He was a long-time member of the Council on Foreign Relations, and regularly attended events there. He and his wife had been treated by Abbott Northwestern physicians for many years.

(The following background is provided for the trustees and could be redacted from a final document): Prior to his passing, Mr. Binger met with the four designee organizations and indicated that he intended to make a major gift or bequest to them. He did not specify the scope, duration, or amount of these gifts. He met with potential board members of the foundation, although he did not notify them that they had been selected to serve.

Mr. Binger retained the Philanthropic Initiative to advise him on establishing the foundation. His partner, Jane Mauer, participated in many of these discussions and Mr. Binger expected that she would manage the foundation on his passing until she reached the age of 65 – about the 20-year mark for the Foundation. After his death, a challenge to the estate by family members was resolved with an agreement in which she withdrew from participation in the foundation. An early leadership change and the departure of key trustees created the need to expand the founding board. From the start, Robina operated as an independent foundation, with no family members on the board.

Following is a summary of preliminary themes and insights that surfaced during the interviews:

The founding documents and Mr. Binger's vision

- According to those who knew him, Mr. Binger was very comfortable with the foundation's design, and was confident that the board would "do the right thing."
- The limited life provision originated due to Mr. Binger's desire to provide a job for his partner, but it was also influenced by his concern about a possible dilution of vision in successive generations of trustees.

- Naming opportunities or recognition were not top priorities for him.
- He accorded the board great freedom to enact his vision within the structure provided by the limited-life time frame and the four designees. He did provide general guidance in the foundation's bylaws through a Mission Statement on Charitable Activities, in which he briefly outlined the types of projects the board should look for and the qualities he sought in board members.
- The flexibility given the board and the mandate to support transformation were a compelling charge that helped the foundation attract all-star board members. Board members agreed to serve because they thought it would be fun and interesting – and it was.
- The limited life provision also meant that the foundation had to punch above its weight in terms of grant size. It made gifts comparable in size to the very largest foundations, yet did this with a very lean staff.
- As a result, board members engaged deeply and directly with the four designees. This was greatly appreciated by the grantees (discussed below) and is viewed as a near-unique experience in their dealings with foundations.
- Throughout the life of the foundation, the board has shown great fidelity to Jim Binger's wishes. Board members referred to the bylaws and talked about "what would Jim want?" at nearly every meeting. There was a deep and almost continuous conversation among the board about what transformational change means.
- Despite (or, perhaps, because of) the fact that some board members had no connection to Mr. Binger, great care was taken to be true to his vision. One wonders how this might have been different if family members (who might have felt their interpretation of his wishes was privileged) had served alongside outside board members.
- There was strong consensus among board and grantees who had met Binger that the Foundation as it evolved over time lived up to this trust and consistently reflected his vision and values.

The Grant Making

- Because of the mandate to be transformational, simply dividing the assets into four and giving it to the designated institutions was never considered by the board.
- In the board's view, the designated institutions' existing lists of priority needs were not often aligned with the mandate to support transformational work. When asked to "think big and out of the box," the institutions often struggled. The board rejected some proposals outright and painstakingly worked with the grantees to shape programs before support was awarded.
- There is strong consensus among board members that the work of two of the four designees was transformational, would not have happened without Robina support,

and will be sustained over time. Transformational here is interpreted as *both* significant strengthening of the designee institution *and* strong social impact.

- Board members are divided about the lasting impact of the work of a third grantee; they generally agree that the project supported was ahead of its time and lacks a clear path to sustainability, but that the work helped the institution move towards a new model that will improve its outcomes. In the case of the fourth grantee, board members believe that good, possibly transformational, work was done, but it probably would have happened without Robina support. Trustees also generally agreed that they do not see how this outcome could have been avoided, given the size and scale of the organization, its resources and leadership.
- The board relied on lead trustees to learn more about each designee. The lead trustee often had deep knowledge of the designee's field and was able to provide advice and context on the work to both board and grantee, as well as guidance on how best to work with the foundation.
- The pattern with most giving was to make a planning grant, followed by three to five years of implementation support. These were sometimes renewed for up to ten years.
- Despite rejecting endowment requests in the early years, the Foundation has made capstone endowment gifts as a sustainability strategy when a program has proven itself.
- The board has sought to build measurable outcomes into each grant. How impact – particularly transformative change – should be defined and measured has been an ongoing subject of conversation. Trustees felt that the foundation has gotten better at this through the years.
- As the Foundation winds down its grant making, both board and grantees have questions about how the work will be monitored and assessed once the Foundation is gone.

Grantee perceptions

- The grantees deeply appreciate the care Robina took to learn about their work. Many interviewees described an experience of being discovered, understood, supported, and trusted that was moving, inspiring, and confirming for them – a profound experience.
- Several interviewees described working with Robina as unique because of the opportunity to meet ~~and~~ regularly with board members.
- With one exception, grantee interviewees were very enthusiastic about the lead trustee model. They felt they had gotten invaluable advice, connections, and guidance. The Minnesota grantees particularly appreciated having access to national expertise and connections.
- The grantees appreciated that credit and naming opportunities weren't center stage in negotiating the gift. In their experience, that is atypical for gifts of this size, and often

donors expect something in return for support. Here the negotiation was about program.

- Grantees found the process of applying rigorous but transparent and reasonable for the most part. They appreciated the lack of bureaucratic layers found at some foundations.
- A few individuals felt that they were asked to spend too much time developing proposals that failed to go forward; they would have appreciated a faster no.
- A few also noted that, unlike major foundations, Robina decision-making timetables were not always consistent.
- Some discontinuity of communication occurred during leadership transitions and board changes. Interviewees were understanding about this, and expressed sympathy for the losses the board has endured during a relatively short time frame.
- A few individuals wished that the foundation had or would hire program staff with deep knowledge of their field.
- A few interviewees felt that the reporting requirements in the early years were somewhat onerous, but nearly all were comfortable with the combination of written reports and briefings they are asked to provide now. Two of the grantees particularly appreciated being able to challenge and push back on these requirements.
- Two grantees felt that negotiating how external assessments would be conducted created some tension. They also felt that the external reviewers selected did not fully understand their organization or the context in which it is working.
- Grantees appreciated Robina's flexibility and willingness to change its mind from time to time (re endowments, for example). They also appreciated that the Foundation had not forced an artificial collaboration among them.
- There is incredible respect for and appreciation of Penny and Nancy, for their alacrity of response, clear communication, and bridging between board and recipient.
- Grantees feel a true sense of partnership with Robina that is unusual in a funder/donee relationship. Most feel that Robina has grown in understanding their work and that there is mutual trust.

The view from the board

- Generally, board members feel deep satisfaction with the experience of serving. They feel they have supported important work, formed deep relationships with each other and with the designees. They value the deep partnerships they have formed with the designees.
- Board members felt good about the care and attention they gave to grantees through frequent visits and soundings. This contact helped build trust and confidence in the work.

- They have some unease with the lead trustee model. Some expressed concern that the board member becomes an advocate who is difficult to challenge. Regularly rotating lead trustees was suggested by both board members and grantees.
- The way board meetings were designed and structured (dinner the evening before, briefings with grantees, a full day of deliberation) allowed a disparate group of individuals to get to know each other and build trust.
- Board members feel free to challenge and disagree with one another, which they believe has led to richer discussion and better decisions.
- They appreciate being modestly compensated and feel that has encouraged accountability and making Robina work a priority.
- They share the strong appreciation and regard for Penny and Nancy held by the grantees.
- Board members feel that Chairs Tom Crosby and Kathleen Blatz have done a masterful job in creating an atmosphere of open conversation, civility, and shared sense of mission.
- Board members as well expressed regret that the four designees were unable to find a joint enterprise or project, which had been one of Mr. Binger's wishes. There was appreciation of the difficulty of this with such disparate institutions, however, and the decision not to push harder was made out of respect for the designees.

Recommendations to other donors

- Think deeply about what matters most to you, what you believe about doing good in the world. Then capture that in founding documents that will provide guidance to the board long after you are gone.
- Strive for Jim Binger's balance of control through structure and freedom for trustees. If the foundation's resources are not major, limiting program areas can ensure that the foundation will remain strategic and focused. Designating beneficiaries can encourage deep partnership between the foundation and its grantees. Limiting the foundation's life span provides the opportunity for deeper immediate impact.
- Think about the implications of these structural decisions for board and staff. If, like Robina for example, you choose to keep staff small, understand that larger demands will be placed on board members, particularly if you also want close partnerships with grantees. Augmenting staff with external consultants may be necessary.
- Give attention to structuring and appointing the board:
 - In addition to conveying specific preferences, founding documents can be used to set the tone and culture of the organization, covering such issues as how the donor wants board members to work together and with grantees. They can also

encourage transparency, accountability, and partnership with grantees if those are important to the donor.

- Attention to board processes, setting term limits and selecting trustees who are committed to group process will result in a better experience for trustees.
- Reflect on the commitment board members are being asked to make and compensate them if appropriate.
- Set clear expectations for how impact will be tracked and assessed. Help board members understand what level of risk is acceptable, and what impact would be meaningful to you.

Recommendations to foundation leadership

- It is possible to make major gifts and have significant impact with minimal infrastructure and lean staffing. But deep partnership in these circumstances is only possible if trustees engage deeply or if there is heavy reliance on external consultants.
- Frequent visits with grantees and deep immersion in their work builds trusting relationships that can deepen the impact of funding.
- Clear communications and rapid responses are key to grantee satisfaction.
- Attracting strong experienced trustees requires thought and care to the design of board meetings. Giving trustees the opportunity for significant conversations about issues that matter, time to form relationships and get to know one another, and encouraging free and frank discussion are key to trustee satisfaction.
- If trustees are to be deeply engaged in the work, consider the lead trustee model, but rotate lead trustees regularly.
- Take time to regularly assess how the board process is working and whether the foundation is honoring the wishes of its founder.
- A culture of civility and partnership that is continually nurtured and reinforced will yield dividends in positive relationships and strong impact.

ROBINA FOUNDATION LEGACY PROJECT

Key themes and findings



ROBINA FOUNDATION LEGACY PROJECT

- INTERVIEWED 21 CURRENT AND FORMER TRUSTEES AND GRANTEEES DURING SPRING AND SUMMER OF 2017.
- PURPOSE:
 - REFLECT ON THE FOUNDATION'S EVOLUTION OVER TIME.
 - SHED LIGHT ON THE OUTCOME OF ONE DONOR'S UNUSUAL APPROACH
 - CAPTURE LESSONS THAT COULD BE USEFUL TO OTHER DONORS.
- FIRST PHASE – KEY THEMES AND FINDINGS.
- TODAY'S QUESTION: HOW BEST TO SHARE LESSONS LEARNED?

“He had thought this out and, at the end of the day, he trusted other people. He had confidence that there'd be a board and that they'd figure it out. He found the right balance between prescription and discretion...He clearly was interested in the four institutions and what they could contribute to society, not in changing society itself. He knew they could play an important role, but he wanted there to be a group to people to work with them over time.”

BOARD AND GRANTEEES GENERALLY AGREED ON KEY FINDINGS:

- THE FOUNDATION'S BOARD SHOWED EXTRAORDINARY FIDELITY TO JIM BINGER'S VISION.
- ROBINA FORMED UNUSUALLY STRONG PARTNERSHIPS WITH ITS FOUR DESIGNEES. THEY DEEPLY APPRECIATE THE EXPERIENCE OF BEING DISCOVERED, SUPPORTED, UNDERSTOOD AND TRUSTED.
- THE LIMITED-LIFE, LIMITED-DESIGNEE STRUCTURE ALLOWED ROBINA TO MAKE THE INVESTMENTS OF A MAJOR DONOR WITHOUT THE INFRASTRUCTURE.
- THE PARTNERSHIP APPROACH AND SCALE OF GIFTS RESULTED IN SIGNIFICANT LEARNING AND TRANSFORMATIONAL IMPACT.
- A STRONG WORKING BOARD WAS CRITICAL TO ROBINA'S SUCCESS.

FIDELITY TO MR. BINGER'S VISION

- The generosity (of the trustees) is incredible. They gave their all. It felt like Jim Binger was sitting in the room with them. They were determined to do what he wanted... Their motivation was long term and when you think that way you do things differently.
- The (Robina) directors are setting a great example of adhering to donor intent. It's a great example for others as they think about their philanthropy to ensure that the work is aligned with their interests and values.
- The document set such a high bar that it made us all rise to that occasion.
- "Go, be successful, spend the money" gets people committed and feeling responsible for doing good things.
- There was a richness, a calmness to the discussions. It would coalesce and gel... We were all on the same search to stay loyal to the document and to Mr. Binger

ROBINA FORMED UNUSUALLY DEEP PARTNERSHIPS WITH ITS GRANTEEES.

- We didn't force it, but we were more involved in the shaping than they would have experienced elsewhere. That could be frustrating for the recipient. That's why there was a lot of discussion, debate, soul searching in our meetings... Sometimes I think the organizations would be happy to present, have us decide and leave. The recipients had to adjust to something that was worthwhile but out of their comfort zone.
- In some respects, the foundation views this as an opportunity for a kind of partnership. If you weren't going to work in partnership with Robina, you weren't going to succeed. It was fun and highly productive.
- What I liked was there was something very friendly and encouraging from the beginning. They didn't focus on the fact that I was a rookie at this. I could see that these people were successful... I didn't expect this - I expected rule-oriented dull people. I got the opposite. The size of the board was enough, it allowed easy-going connections to occur.

PARTNERSHIP: TO BE DISCOVERED

Dr. Richard Adair:

- I'm a primary care doctor, dyed in the wool, deep in my bones. I'm not connected with philanthropy or wealthy people. I really just want to take care of people... Peter saw who I was and what I needed and told me to spend some money and get some good help. I never would have done that on my own.

Ben Casper Sanchez:

- This has been my only real foray into philanthropy. We hadn't even gotten into asking at this scale. I knew enough to know that what I was seeing was not typical. The board was six intellectually curious people who wanted to bring transformative change to society. I understood that this was an opportunity almost as great as the resources. There were open direct free flowing conversations about immigration policy and what we could do to make a difference. There was realism and flexibility. They took a risk, to do it with me, an atypical candidate to run something like this. I can't express how thankful I am to them

PARTNERSHIP: ON BEING TRUSTED

- Limiting designated recipients... gave us focus, the mandate to build deep relationships and to be helpful to the institutions over time.
- Once we got chosen, we felt the foundation was looking out for us.
- The foundation could be hard on us. But as the foundation became more experienced, as they understood the work we were doing and its success, they relaxed. I felt an unconditional trust. They'd seen a lot of our work... They were willing to stretch their minds.
- Being a designated entity is a very nice thing for the recipient. It's been great for me! It's allowed me to explore new areas. The freedom of not having to apply continuously, being given trust and room to roam, forcing me to wrestle with impact, have all been invaluable.
- As I began to understand more about fundraising, I began also to understand and appreciate what was distinctive about Robina. You gave adequate and long-term funding. You tended to trust people. There was a kind of trust and assurance (in the continuity of funding) that allowed us to create a much greater program.

PARTNERSHIP: WORKING WITH BOARD MEMBERS

- Having advisors from Robina was an amazing strength. The board brought together national advisors. It attracted people drawn to new models of care. They came to be helpful, to advise and push us.
- We would really love the continued engagement of Robina trustees, and their connections
- It aerated the pot. They forced us to articulate our rationale in language that could be understood by non-practitioners.
- The ability to meet with trustees, the chance for a relationship - that strengthens the work. When they were dealing with me I was at the table. That makes for a higher-level relationship. These are the things that create good feeling.

PARTNERSHIP: GRANTEES LOVED THE LEAD TRUSTEE MODEL.

- The lead trustee – that was just great...doing what she did with us was very enjoyable and liberating. She was clearly a champion. She understood us and seemed to love what we were doing. They took a chance on us. Bcs
- The liaison trustee is somebody who has a special familiarity with the organization. That can lead you to be more critical (in constructive ways).
- He was always really thoughtful, gentle, and encouraging. We established a connection that was more personal. He gave us some good ideas, and he understood that some weren't practical to execute. The interactions always showed a great deal of open mindedness, flexibility, and pragmatism....I thought that having the personal relationship with one trustee, who was interested, not obtrusive, and eager to be involved at a deeper level was very valuable.

BOARD MEMBERS WERE MIXED.

- It's a delicate balance between being an advocate for the organization vs. a critical friend. There is strength to the lead trustee role, but it should be a time-limited one. I don't think it's good to hold on to the role for too long.
- In the end it was very useful and a strength for us. Often in a discussion the lead would answer questions the others might have. It worked really quite well. We all realized that the decision was the group's.
- To have someone who was spending more time and knew more about the subject matter, that was valuable. sl
- It gave us a way not to get involved
- I was not as strong of an advocate as I might have been. The potential issue with the linkage of a board member to the grantee is that you become too much of an advocate. I didn't want to fall into that trap.

PARTNERSHIP: FRUSTRATIONS.

- As much as grantees don't like to have to fill out forms, when you encourage them to think out of the box, they struggle. They were comfortable serving up standard fare instead of doing the hard work.
- People brought out their favorite stuff, standard things they would have done anyway. They were less imaginative and flexible than I had hoped.
- There was an interesting tension between the desire of institutions to fulfill their perennial needs and the desire of the donor to be transformational. These seldom were in alignment. Getting to the best possible outcome within the tension was the work of the board
- With all the complexities, it felt like we were doing a really difficult thing, when some others were funded just for having proven investment opportunities. Things like endowed chairs. We felt like we had to work harder, and got less.
- They were very hands-on, in both a positive and negative sense. At first, the quarterly reports were a little burdensome, for example. We were spending too much time preparing reports. But after some feedback, they adjusted to a more reasonable level of reporting.
- There was no program officer. That may have, in our case, exacerbated the dilemma of explaining our work.
- There were several times in which the board said "pitch us big ideas." We are in the business of coming up with big ideas. We are used to pitching, that's what we do....But the feedback was not clear when the answer was no.

PARTNERSHIP: THE RIGHT STAFF HELPED.

- When Penny Hunt came along, that was a godsend. She's a consummate professional. She'd be so honest with me, she knew how to work with us and use us in an appropriate way. They (the board) wanted so much that we had to figure out how to speak to them and convey what they wanted in a report. I felt very respected during the relationship.
- Penny and Nancy are unbelievable. I had my doubts about a small staff, especially because the trustees' personality and styles were so different. It's one of the best professional organizations I've been involved in.
- Penny brought things to the table in just the right way.
- Penny was really good at specifying what the board wanted when there was ambiguity. Nancy was wonderful. We had two really good people .
- Penny Hunt was excellent. She'd come through and highlight places where we needed to make things more specific for the reports. She pushed us to produce shorter main reports. She urged us to focus on lessons and insights – themes rather than a blizzard... fewer trees, more forest. That's pushed us forward. We tell our story better.
- The administration was very smooth. Nancy was terrific.
- Penny gave us the trust that we needed. She doesn't micromanage.
- She would call us from the airport after a visit to give us feedback.
- Penny is a masterful facilitator for responding to a board with diverging perspectives.
- Etc.

INVESTING LIKE A MAJOR DONOR...

- Typically, legacy is seen in perpetuity (of the assets), and his (Jim Binger's) model was "through impact, perpetuity can come." It's the difference between a scattershot approach and focusing on deep impact with a few designated grantees.
- The amount of the funding was monumental for us. Robina was a very significant donor and an outlier by a couple of factors: their willingness to give a large grant over a relatively short period of time and in the operationally-inclined board members. We benefited from the wisdom of some very smart people.
- Most institutional funders are larger, but they have a broader mandate and don't provide this kind of comprehensive support over time, the kind that lets you develop the work. They have a more formal process, and program staff who vet everything. Robina didn't have those layers. You could talk directly to the decision-makers.

ENABLING LEARNING AND TRANSFORMATION

- (Robina's) gift represented the Foundation's commitment to invest in people. It wasn't like we were putting up a flashy new building. We were making a comprehensive investment in a small number of students. Even in a short time we have seen the powerful impact of that. They will make a contribution to making the world a better place. Robina's willingness to do that vs. a big, splashy new program was wonderful.
- There's no doubt in my mind: we will be dramatically better off in years to come because Binger chose to focus here and wanted it to be transformative.
- If Robina had not come along, we would have been able to generate some resources, probably less than 10 percent of what we have spent in the past ten years. There would be virtually no field-wide impact.
- We could not have ever thought about doing this work without Robina. It's allowed us to reimagine our models of care at a critical time. That's the way fee for service is, you scramble for every payment, and can't ever think about a big seeded investment. There aren't the resources to collect data. This work would not even have gotten started.

A STRONG WORKING BOARD WAS CRITICAL TO ROBINA'S SUCCESS.

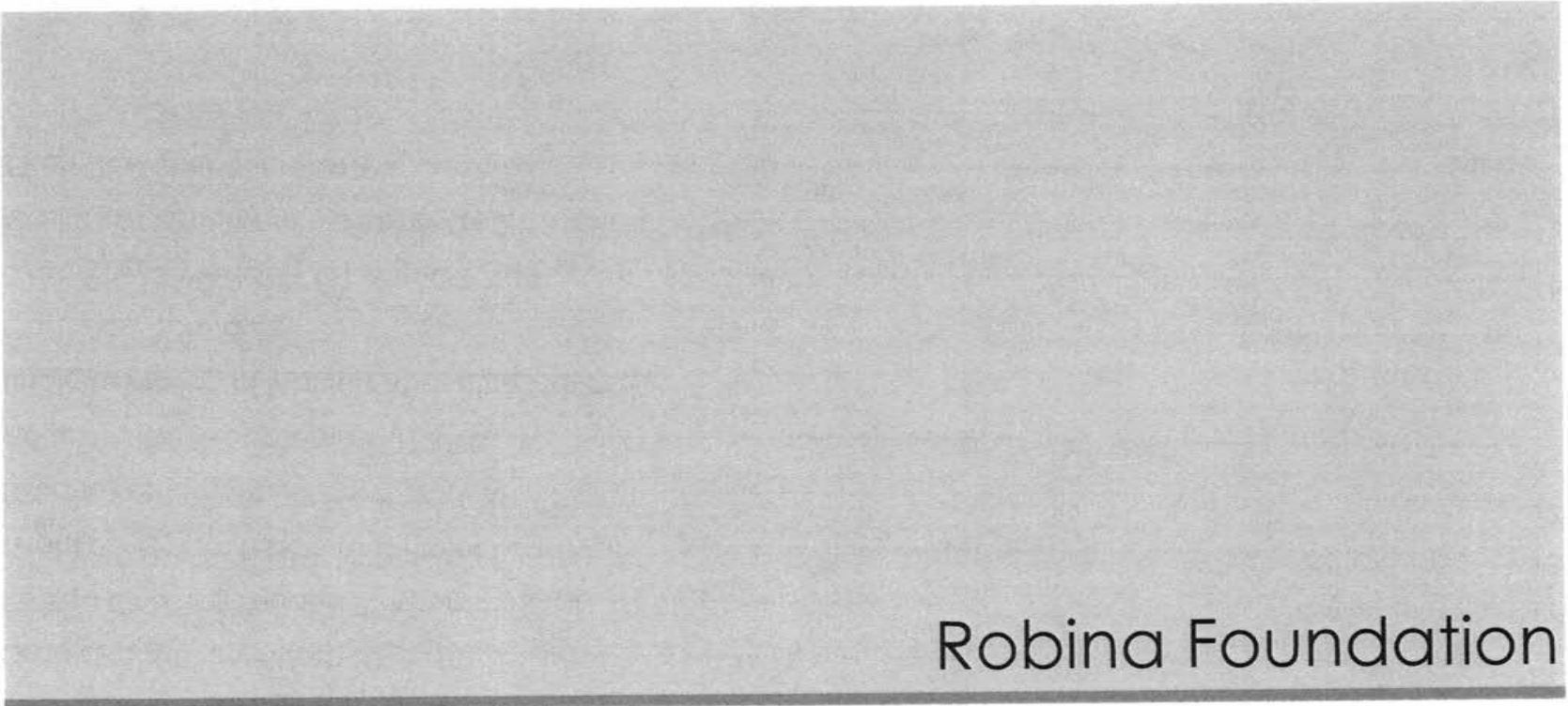
- Trust is key. We have high caliber board members. We get along. We genuinely care about each other and yet are very professional. We still have the ability to maintain independent thinking and collegiality.
- It's a relatively small group, which is great. There are no shrinking violets. Everyone says what is on their mind. Everyone listens. These are genuine conversations, not everybody staking out positions. That is rarer than it should be. That has made it a lot of fun. People have difference experiences, and we take advantage of their knowledge.
- Our time was efficiently used. We really were dialoging. We didn't waste time, the lack of pushing us to resolve worked well. We were all very proud of the projects we funded and the outcomes.
- The dinners the night before were important. People came to know and like each other.
- Their investment, the vetting, the commitment and stewardship was absolutely top notch and outstanding. What I call it is responsible philanthropy.

RECOMMENDATIONS TO DONORS

- Think deeply about what matters most to you, what you believe about doing good in the world.
- Strive for Jim Binger's balance of control through structure and freedom for trustees.
- Think about the implications of these structural decisions for board and staff.
- Give attention to structuring and appointing the board.
- Set clear expectations for how impact will be tracked and assessed

RECOMMENDATIONS TO FOUNDATION LEADERS:

- It is possible to make major gifts and have significant impact with minimal infrastructure and lean staffing. But deep partnership in these circumstances is only possible if trustees engage deeply or if there is heavy reliance on external consultants.
- Frequent visits with grantees and deep immersion in their work builds trusting relationships that can deepen the impact of funding.
- Clear communications and rapid nos are key to grantee satisfaction.
- Attracting strong experienced trustees requires thought and care to the design of board meetings.
- If trustees are to be deeply engaged in the work, consider the lead trustee model, but rotate lead trustees regularly.
- Take time to regularly assess how the board process is working and whether the foundation is honoring the wishes of its founder.
- A culture of civility and partnership that is continually nurtured and reinforced will yield dividends in positive relationships and strong impact.



Robina Foundation

Quarterly Financial Report – Q2, 2017

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

August 10, 2017

Robina Foundation

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Robina Foundation

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Robina Foundation

Executive Summary

Mission Statement

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

Observations and Recommendations:

Robina's assets totaled \$16,501,546 at the end of Qtr. 2, 2017 (page 3). This included \$10,494,762 in short-term cash and \$3,233,715 in fixed income. In addition, the balance of \$2,773,069 was invested in equity securities (page 6).

	<u>2016</u>			<u>2017</u>	
	Q2	Q3	Q4	Q1	Q2
Beginning Balance:	\$63,014,212	\$63,437,327	\$58,526,903	\$17,913,050	\$16,540,138
Plus: Earnings	\$1,624,324	\$634,097	(\$102,597)	\$180,809	\$131,956
Less: Grants	(\$1,000,000)	(\$5,376,310)	(\$40,536,667)	(\$1,486,012)	\$0
Less: Operating Expenses	(\$156,359)	(\$157,595)	(\$173,036)	(\$60,962)	(\$125,209)
Less: Bank Expenses	(\$44,850)	(\$10,616)	(\$6,747)	(\$6,747)	(\$6,747)
Ending Balance:	\$63,437,327	\$58,526,903	\$17,913,050	\$16,540,138	\$16,501,546

- 300k b/m
OPE Fund

Robina Foundation

The benchmark has changed for the last the last three quarters to a short-term 3-month T-Bill index since most of our assets are now invested in securities that approximate this index. For the Qtr. and one-year period, we are using this index, against which US Bank has performed relatively well. For the longer term of 3yr and 5yr periods, we continue to use the Blended benchmark, which US Bank has slightly underperformed.

	Year to Date (6 months)	1 Year	3 Year	5 Year
Portfolio % return, annualized	1.82	2.61	0.44	4.33
Benchmark % return, annualized	0.30	0.46	0.77	4.57

The sources of capital report (pages 7-10) provides some greater detail on our investment portfolio. We are still in the process of moving to 100% cash, as follows:

Cash on Jun 30 th , 2017	\$10,494,762
Purchase of Bonds in progress for maturity matching strategy	\$3,233,715
Pointer Offshore Equity – Hedge fund (already called, cash to be received in July 2017)	\$2,184,661
Three PE funds	\$588,408
Total	\$16,501,546

→ The Private Equity funds (Flag III, Flag IV, Pfingsten III) are a bit of a conundrum. US Bank solicited proposals from the General Partners in the first quarter. The GPs were not interested in repurchasing the funds at any price since they believe they will fully mature in 2018 or 2019. We have no choice but to allow that to occur and convert the proceeds to cash at that time. We have sufficient cash to meet all our obligations through September 2020.

Since rep.

Robina Foundation

Executive Financial Summary

	2016			2017	
	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2
Cash	\$37,759,744	\$38,693,142	\$9,160,721	\$9,709,493	\$10,494,762
Fixed Income	\$4,290,980	\$3,525,130	\$4,002,138	\$4,074,384	\$3,233,715
Equities	\$21,386,603	\$16,308,632	\$4,750,191	\$2,756,261	\$2,773,069
Grand Total	\$63,437,327	\$58,526,903	\$17,913,050	\$16,540,138	\$16,501,546

Robina Foundation

Sources of Capital

	2016			2017	
	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2
Asset Summary					
Cash					
Pending cash	\$0	\$0	\$0	\$0	(\$1,865,396)
US Bank Private Client MM	\$37,648,524	\$38,546,286	\$8,334,134	\$9,043,693	\$0
New MM Investment	\$0	\$0	\$0	\$0	\$12,188,014
Robina Checking Account	\$111,220	\$146,856	\$139,046	\$99,183	\$172,144
Cash Total	\$37,759,744	\$38,693,142	\$8,473,180	\$9,142,876	\$10,494,762
Cash equivalents					
IDR Core Equity – Cash assumption	\$0	\$0	\$566,616	\$566,616	\$0
GCA Credit Opportunity Fund - Cash assumption	\$0	\$0	\$120,924		\$0
Cash & Cash equivalents Total	\$37,759,744	\$38,693,142	\$9,160,721	\$9,709,493	\$10,494,762

Robina Foundation

	2016			2017	
	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2
Fixed Income					
Bonds					
Bank Of New York Mellon	\$3,026,925	\$2,516,623	\$250,868	\$250,340	\$0
Bank Of Montreal	\$1,264,055	\$1,008,508	\$250,013	\$249,963	\$0
Taxable US – MM	\$0	\$0	\$0	\$0	\$1,971,355
Taxable Foreign Bonds - MM	\$0	\$0	\$0	\$0	\$1,262,360
Bonds Total	\$4,290,980	\$3,525,130	\$500,880	\$500,303	\$3,233,715
Bond Hedge Funds					
Gam Absolute Return Bond Fund	\$3,374,093	\$3,450,470	\$3,501,258	\$3,574,081	\$0
GCA Credit Opportunities Offshore	\$5,082,095	\$2,412,209	\$0	\$0	\$0
Bond Hedge Funds Total	\$8,456,189	\$5,862,679	\$3,501,258	\$3,574,081	\$0
Fixed Income Total	\$12,747,169	\$9,387,809	\$4,002,138	\$4,074,384	\$3,233,715

Robina Foundation

	2016			2017	
	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2
Real Estate					
IDR Core Equity Re Strategy 2010	\$8,202,852	\$5,666,161	\$0	\$0	\$0
Real Estate Total	\$8,202,852	\$5,666,161	\$0	\$0	\$0
Equities					
US and Non-US					
Stock Funds	\$0	\$0	\$0	\$0	\$0
Hedge					
Pointer Offshore Ltd - <i>now gone → cash</i>	\$3,935,952	\$4,016,276	\$4,050,702	\$2,097,755	\$2,184,661
Private Equity					
Flag Venture Partners III LP	\$245,485	\$217,390	\$186,690	\$186,690	\$156,295
Flag Venture Partners IV LP	\$423,158	\$423,158	\$389,831	\$348,848	\$309,145
Pfingsten Partners III LP	\$122,968	\$122,968	\$122,968	\$122,968	\$122,968
Private Equity Total	\$791,611	\$763,516	\$699,489	\$658,506	\$588,408
Equities Total	\$4,727,563	\$4,779,792	\$4,750,191	\$2,756,261	\$2,773,069
Grand Total	\$63,437,327	\$58,526,903	\$17,913,050	\$16,540,138	\$16,501,546

*distributed in July
will come down*

*US Bank
this we may
not get anything*

Robina Foundation

Asset Allocation Report: 6/30/2017

	Actual (\$)	Actual (%)	Goal (\$)	Goal (%)
Cash				
Pending Cash/New MM	\$10,322,618	63%		
USBank Checking	\$172,144	1%		
Cash Total	\$10,494,762	64%	\$13,201,237	80%
Fixed Income				
US Bonds	\$1,972,355	12%		
Foreign Bonds	\$1,262,360	8%		
Fixed Income Total	\$3,233,715	20%	\$3,300,309	20%
Equities				
USBank Hedged and Private Equities	\$2,773,069	17%	\$0	0%
Grand Total	\$16,501,546	100%	\$16,501,546	100%

Grants Paid/Committed: 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/Endowed Chair				\$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
Public Interest Scholars			\$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/Endowed Chair	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	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	Actual	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
Orthopedic 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

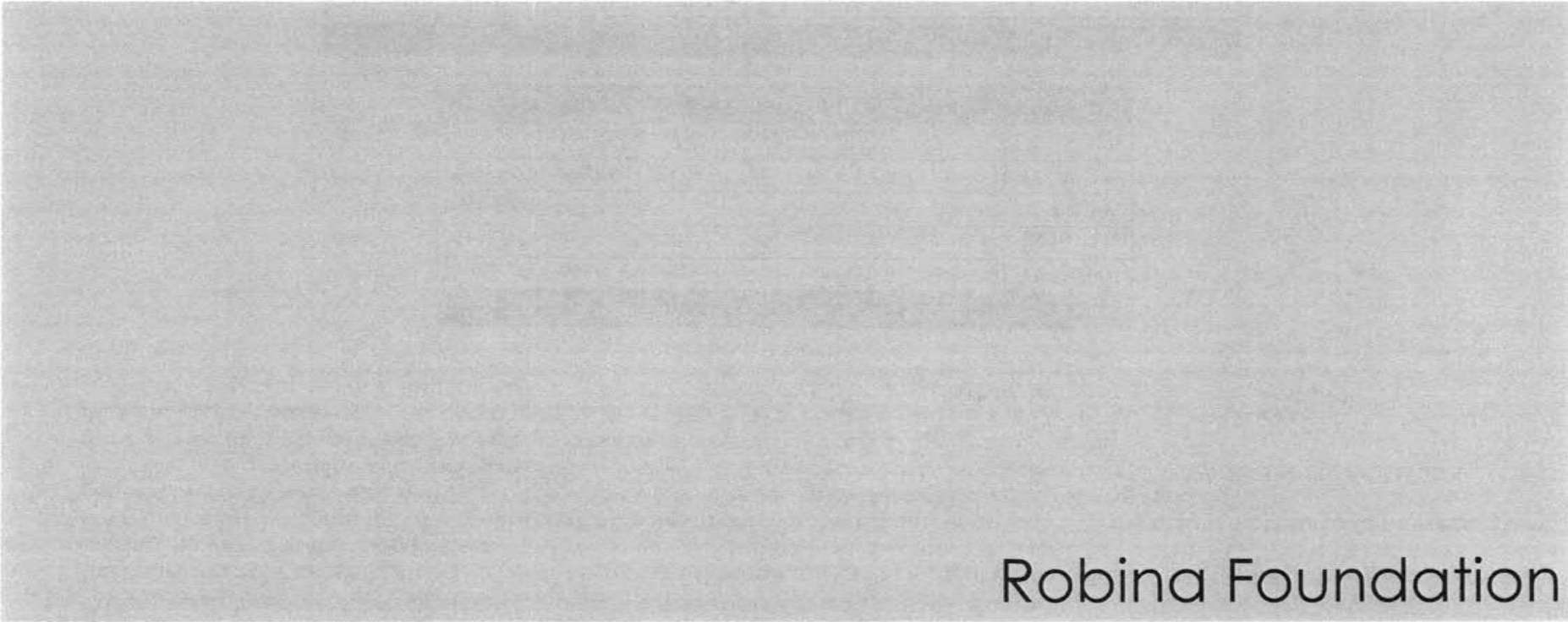
USBank Performance Report 6/30/2017

Selected Period Performance ROBINA FOUNDATION MGMT AGY Period Ending: 6/30/2017

Sector	Market Value	Year to Date (6 Months)	1 Year	3 Years	5 Years
Total Portfolio Gross of Fees	16,336,599	1.50	2.04	.73	4.08
Total Managed Portfolio	15,748,191	1.82	2.61	.44	4.33
Robina Custom Benchmark				.77	4.57
Citigroup 3 Mo T-Bill Index		.30	.46		
Total Managed Equity	2,184,661	7.07	12.47	3.30	9.30
Wilshire 5000 Index		8.85	18.66	8.77	14.40
MSCI EAFE Index (Net)		13.81	20.27	1.15	8.69
MSCI EM Free Index (USD)		18.43	23.75	1.07	3.96
Hedged Equity	2,184,661	7.07	12.47	4.06	5.92
HFRI Equity Hedge Index		6.25	12.52	3.05	6.35
Domestic Fixed	1,973,388	.48	.98	.40	1.92
BARC 1-3 Yr Gov/Cr		.72	.35	.95	.95
Hedged Fixed Income	0	3.93	6.81	1.66	4.50
HFRI Rel Val (Tot)		2.87	7.88	3.11	5.47
Foreign Fixed Income	1,263,588	.59	.98	.61	1.25
Total Cash Equivalents	12,191,949	.12	.21	.19	.19
Pending Cash	-1,865,396	.00	.00	.00	.00
Citigroup 3 Mo T-Bill Index		.30	.46	.21	.15
Non-Mgd Other	588,408	-6.28	-7.51	-16.19	-15.83

Portfolio Inception: 06/01/2007

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



Robina Foundation

Implementation of Maturity Matching Investment Strategy

August 1/2017 – September 1/2020

Maturity Matching Investment Strategy

Unlike the Quarterly Financial Report Q2 – 2017 above, this report utilizes financial data as of 07/31/2017. The following schedule provides an in-detail guidance of the future cash flows. It combines the grants, operating expenses, bond principal income as well as the dividend income schedules.

Underlying Assumptions:

1. The money market coupon rate is estimated to be 60 bps over the course of the investment horizon.
2. F H L B Government Agency Bond (Federal Home Loan Bank) will mature 09/01/2017 and the full amount will be invested in various to be determined bonds until Q4 2020.
3. Current equity investments are expected to come due in the next 2-3 years and will be invested in the money market thereafter.
4. The beginning balance is AS OF 07-31-2017. Its beginning balance includes the present values of the POINTER holdback (to be paid in the coming months), and the three PE funds.
5. The maturities of the bonds and the obligations for payments are matched closely enough so that the balance of cash and cash equivalents generally varies between \$2.5 and \$3.5 million which will be invested at all times in the Money Market Fund.
6. In addition, we divided the outstanding available funds with 50% invested in the Money Market and 50% maturing at the end of 2020. In this manner, we provide board flexibility as well as a higher rate of return for 50% of the available funds.
7. Thus, the total available for further board grants is the money market balance PLUS \$2,537,500. If needed, the 2020 bond can be sold early at a discount to market, so we in essence have placed no time limits on the board's ability to make additional grants of \$5,092,713.

Beginning Balance	14,553,619
Minus: Operating expenses	(1,750,000)
Minus: Grants	(8,164,914)
Plus: Bond Dividends	447,293
Plus: Money Market Interest	52,824
Minus: Adjustments for paid Bond Premiums	(46,109)
Ending Balance	5,092,713

	12/31/2017	12/31/2018	12/31/2019	12/31/2020
Cash and Cash Equivalents	2,773,667	2,453,993	2,608,653	2,592,713
2020 Bond	2,500,000	2,500,000	2,500,000	2,500,000
Available Balance	5,273,667	4,953,993	5,108,653	5,092,713

Cash Flow Schedule – 2017

Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
8/1/2017		Balance of Cash, Cash Equivalents and Outstanding Equities	3,074,938
Q3 2017	(125,000)	Quarterly operating expenses	2,949,938
8/19/2017	5,156	Bond Dividend: RABOBANK MTN	2,955,094
8/19/2017	3,900	Bond Dividend: WAL MART STORES	2,958,994
8/20/2017	25,556	Bond Dividend: BNP PARIBAS MTN	2,984,550
8/24/2017	7,350	Bond Dividend: BERKSHIRE HATHAWAY	2,991,900
8/31/2017	(91,500)	Grant: Class Agent Pilot Program	2,900,400
9/1/2017	2,020,000	Bond final Payment: FEDERAL HOME LOAN BANK	4,920,400
9/1/2017	(2,500,000)	Bond Investments: To be determind.	2,420,400
9/2/2017	3,549	Bond Dividend: BANK NY MELLON MTN	2,423,949
9/3/2017	3,188	Bond Dividend: STATE STREET CORP	2,427,136
9/7/2017	1,344	Bond Dividend: BANK OF NY MELLO MTN	2,428,480
9/7/2017	3,188	Bond Dividend: CISCO SYSTEMS INC	2,431,668
9/8/2017	725	Bond Dividend: BERKSHIRE HATHAWAY	2,432,393
9/10/2017	251,750	Bond final Payment: BANK OF MONTREAL MTN	2,684,143
9/13/2017	2,600	Bond Dividend: JOHN DEERE CAPI MTN	2,686,743
9/17/2017	7,200	Bond Dividend: BURLINGTN N SANTA FE	2,693,943
9/17/2017	3,188	Bond Dividend: GILEAD SCIENCES INC	2,697,130
11/7/2017	166,031	Bond final Payment: STATOIL ASA	2,863,161
11/9/2017	331,211	Bond final Payment: CHEVRON CORP	3,194,372
11/14/2017	4,375	Bond Dividend: ASTRAZENCA PLC	3,198,747
Q4 2017	(125,000)	Quarterly operating expenses	3,073,747
11/19/2017	875	Bond Dividend: PACCAR FINANCA MTN	3,074,622
11/20/2017	252,000	Bond final Payment: GENERAL ELEC CAP MTN	3,326,622
11/23/2017	1,156	Bond Dividend: INTEL CORP	3,327,778
12/5/2017	380,087	Bond final Payment: CHEVRON CORP	3,707,865
12/8/2017	4,000	Bond Dividend: ROYAL BANK OF MTN	3,711,865
12/10/2017	1,313	Bond Dividend: BANK OF MONTREAL MTN	3,713,177
12/15/2017	402,700	Bond final Payment: INTEL CORP	4,115,877
12/16/2017	323,207	Bond final Payment: CANADA NOVA SCOTIA	4,439,084
12/22/2017	1,250	Bond Dividend: HOME DEPOT INC	4,440,334
12/31/2017	(1,666,667)	Grant: The Council at 100 Campaign	2,773,667

Cash Flow Schedule – Q1 and Q2 2018

Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
2/15/2018	5,156	Bond Dividend: RABOBANK MTN	2,778,824
2/15/2018	5,156	Bond Dividend: RABOBANK MTN	2,783,980
2/15/2018	403,900	Bond final Payment: WAL MART STORES	3,187,880
Q1 2018	(125,000)	Quarterly operating expenses	3,062,880
2/16/2018	25,556	Bond Dividend: BNP PARIBAS MTN	3,088,435
2/20/2018	7,350	Bond Dividend: BERKSHIRE HATHAWAY	3,095,785
2/20/2018	7,350	Bond Dividend: BERKSHIRE HATHAWAY	3,103,135
2/28/2018	(382,042)	Grant: Gilder Lehrman Center	2,721,093
3/1/2018	3,549	Bond Dividend: BANK NY MELLON MTN	2,724,642
3/1/2018	3,549	Bond Dividend: BANK NY MELLON MTN	2,728,191
3/2/2018	3,188	Bond Dividend: STATE STREET CORP	2,731,379
3/2/2018	3,188	Bond Dividend: STATE STREET CORP	2,734,566
3/6/2018	1,344	Bond Dividend: BANK OF NY MELLO MTN	2,735,910
3/6/2018	1,344	Bond Dividend: BANK OF NY MELLO MTN	2,737,254
3/6/2018	3,188	Bond Dividend: CISCO SYSTEMS INC	2,740,441
3/6/2018	3,188	Bond Dividend: CISCO SYSTEMS INC	2,743,629
3/7/2018	100,725	Bond final Payment: BERKSHIRE HATHAWAY	2,844,354
3/12/2018	402,600	Bond final Payment: JOHN DEERE CAPI MTN	3,246,954
3/16/2018	7,200	Bond Dividend: BURLINGTN N SANTA FE	3,254,154
3/16/2018	7,200	Bond Dividend: BURLINGTN N SANTA FE	3,261,354
3/16/2018	3,188	Bond Dividend: GILEAD SCIENCES INC	3,264,541
3/16/2018	3,188	Bond Dividend: GILEAD SCIENCES INC	3,267,729
3/16/2018	37,500	Bond Dividend: To be determined.	3,305,229
5/13/2018	4,375	Bond Dividend: ASTRAZENeca PLC	3,309,604
Q2 2018	(125,000)	Quarterly operating expenses	3,184,604
5/18/2018	125,875	Bond final Payment: PACCAR FINANcIA MTN	3,310,479
5/22/2018	1,156	Bond Dividend: INTEL CORP	3,311,635
5/22/2018	1,156	Bond Dividend: INTEL CORP	3,312,791
6/6/2018	4,000	Bond Dividend: ROYAL BANK OF MTN	3,316,791
6/8/2018	1,313	Bond Dividend: BANK OF MONTREAL MTN	3,318,104
6/20/2018	1,250	Bond Dividend: HOME DEPOT INC	3,319,354
6/20/2018	1,250	Bond Dividend: HOME DEPOT INC	3,320,604

Cash Flow Statement – Q3 and Q4 2018

Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
7/31/2018	(150,000)	Grant: Bridge Fellowship Program	3,170,604
7/31/2018	(1,074,188)	Grant: Center for New Americans	2,096,416
8/15/2018	1,918,556	Bond final Payment: BNP PARIBAS MTN	4,014,971
Q3 2018	(125,000)	Quarterly operating expenses	3,889,971
8/31/2018	(91,500)	Grant: Class Agent Pilot Program	3,798,471
9/12/2018	37,500	Bond Dividend: To be determined.	3,835,971
11/9/2018	504,375	Bond final Payment: ASTRAZENECA PLC	4,340,346
Q4 2018	(125,000)	Quarterly operating expenses	4,215,346
12/3/2018	404,000	Bond final Payment: ROYAL BANK OF MTN	4,619,346
12/5/2018	1,313	Bond Dividend: BANK OF MONTREAL MTN	4,620,659
12/31/2018	(500,000)	Grant: James H. Binger Center for New Americans	4,120,659
12/31/2018	(1,666,666)	Grant: The Council at 100 Campaign	2,453,993

Cash Flow Schedule – 2019

Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
2/10/2019	5,156	Bond Dividend: RABOBANK MTN	2,459,149
2/15/2019	7,350	Bond Dividend: BERKSHIRE HATHAWAY	2,466,499
Q1 2019	(125,000)	Quarterly operating expenses	2,341,499
2/24/2019	3,549	Bond Dividend: BANK NY MELLON MTN	2,345,048
2/25/2019	3,188	Bond Dividend: STATE STREET CORP	2,348,236
2/28/2019	(173,475)	Grant: Gilder Lehrman Center	2,174,761
3/1/2019	1,344	Bond Dividend: BANK OF NY MELLO MTN	2,176,104
3/1/2019	303,188	Bond final Payment: CISCO SYSTEMS INC	2,479,292
3/11/2019	7,200	Bond Dividend: BURLINGTN N SANTA FE	2,486,492
3/11/2019	3,188	Bond Dividend: GILEAD SCIENCES INC	2,489,679
3/11/2019	37,500	Bond Dividend: To be determined.	2,527,179
Q2 2019	(125,000)	Quarterly operating expenses	2,402,179
5/17/2019	1,156	Bond Dividend: INTEL CORP	2,403,336
6/3/2019	1,313	Bond Dividend: BANK OF MONTREAL MTN	2,404,648
6/15/2019	126,250	Bond final Payment: HOME DEPOT INC	2,530,898
7/31/2019	(150,000)	Grant: Bridge Fellowship Program	2,380,898
7/31/2019	(1,076,688)	Grant: Center for New Americans	1,304,210
8/9/2019	755,156	Bond final Payment: RABOBANK MTN	2,059,366
8/14/2019	707,350	Bond final Payment: BERKSHIRE HATHAWAY	2,766,716
Q3 2019	(125,000)	Quarterly operating expenses	2,641,716
8/23/2019	3,549	Bond Dividend: BANK NY MELLON MTN	2,645,265
8/24/2019	3,188	Bond Dividend: STATE STREET CORP	2,648,453
8/28/2019	1,344	Bond Dividend: BANK OF NY MELLO MTN	2,649,797
8/31/2019	(91,500)	Grant: Class Agent Pilot Program	2,558,297
9/7/2019	7,200	Bond Dividend: BURLINGTN N SANTA FE	2,565,497
9/7/2019	3,188	Bond Dividend: GILEAD SCIENCES INC	2,568,684
9/7/2019	37,500	Bond Dividend: To be determined.	2,606,184
11/13/2019	1,156	Bond Dividend: INTEL CORP	2,607,340
Q3 2019	(125,000)	Quarterly operating expenses	2,482,340
11/30/2019	126,313	Bond final Payment: BANK OF MONTREAL MTN	2,608,653

Cash Flow Schedule – 2020

Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
Q1 2020	(125,000)	Quarterly operating expenses	2,483,653
2/19/2020	3,549	Bond Dividend: BANK NY MELLON MTN	2,487,202
2/20/2020	3,188	Bond Dividend: STATE STREET CORP	2,490,389
2/24/2020	126,344	Bond final Payment: BANK OF NY MELLO MTN	2,616,733
3/5/2020	7,200	Bond Dividend: BURLINGTN N SANTA FE	2,623,933
3/5/2020	3,188	Bond Dividend: GILEAD SCIENCES INC	2,627,121
3/5/2020	37,500	Bond Dividend: To be determined.	2,664,621
5/11/2020	126,156	Bond final Payment: INTEL CORP	2,790,777
Q2 2020	(125,000)	Quarterly operating expenses	2,665,777
7/31/2020	(150,000)	Grant: Bridge Fellowship Program	2,515,777
7/31/2020	(809,188)	Grant: Center for New Americans	1,706,589
Q3 2020	(125,000)	Quarterly operating expenses	1,581,589
8/17/2020	276,549	Bond final Payment: BANK NY MELLON MTN	1,858,138
8/18/2020	253,188	Bond final Payment: STATE STREET CORP	2,111,325
8/31/2020	(91,500)	Grant: Class Agent Pilot Program	2,019,825
9/1/2020	407,200	Bond final Payment: BURLINGTN N SANTA FE	2,427,025
9/1/2020	253,188	Bond final Payment: GILEAD SCIENCES INC	2,680,213
11/1/2020	2,537,500	Bond final Payment: To be determined.	5,217,713
Q4 2020	(125,000)	Quarterly operating expenses	5,092,713

Investment in Maturity Matching Bonds July 31st 2017 – excl. MM and Equities

	% of Port.	Price	Shares/ Units	Portfolio Value	\$ Cost Basis	Unrealized Gain/Loss	Curr. Yield	Annual Income
Fixed	78.9	--	--	11,478,681	11,417,889	-258	1.65	187,793
Investment Grade	53.4	--	--	7,773,716	7,735,561	3,176	1.39	107,330
Corporate	39.6	--	--	5,756,120	5,719,131	2,010	1.88	107,330
CHEVRON CORP 1.344% 11/09/17	2.3	100.00	329,000	329,862	329,072	-82	1.34	4,422
GENERAL ELEC CAP MTN 1.600% 11/20/17	1.7	100.07	250,000	250,832	250,325	-160	1.60	4,000
CHEVRON CORP 1.104% 12/05/17	2.6	99.91	378,000	378,178	377,709	-53	1.11	4,173
INTEL CORP 1.350% 12/15/17	2.8	100.01	400,000	400,553	400,104	-76	1.35	5,400
BERKSHIRE HATHAWAY 1.450% 3/07/18	0.7	100.03	100,000	100,567	100,082	-51	1.45	1,450
JOHN DEERE CAPI MTN 1.300% 3/12/18	2.8	99.93	400,000	401,549	399,776	-76	1.30	5,200
PACCAR FINANCIA MTN 1.400% 5/18/18	0.9	99.92	125,000	125,200	125,016	-118	1.40	1,750
WAL MART STORES 1.950% 12/15/18	2.8	100.72	400,000	403,642	403,244	-360	1.94	7,800
CISCO SYSTEMS INC 2.125% 3/01/19	2.1	100.90	300,000	305,164	302,820	-117	2.11	6,375
HOME DEPOT INC 2.000% 6/15/19	0.9	100.78	125,000	126,218	126,094	-119	1.98	2,500
RABOBANK MTN 1.375% 8/09/19	5.1	99.11	750,000	747,967	741,998	1,358	1.39	10,312
BERKSHIRE HATHAWAY 2.100% 8/14/19	4.9	101.06	700,000	713,776	706,160	1,246	2.08	14,700
BANK OF NY MELLO MTN 2.150% 2/24/20	0.9	100.72	125,000	126,992	125,804	99	2.13	2,688
INTEL CORP 1.850% 5/11/20	0.9	100.07	125,000	125,528	124,961	124	1.85	2,312
BANK NY MELLON MTN 2.600% 8/17/20	1.9	101.71	273,000	280,677	277,870	-210	2.56	7,098
STATE STREET CORP 2.550% 8/18/20	1.8	101.96	250,000	257,594	254,944	-41	2.50	6,375
BURLINGTON N SANTA FE 3.600% 9/01/20	2.9	104.73	400,000	424,496	418,660	276	3.44	14,400
GILEAD SCIENCES INC 2.550% 9/01/20	1.8	101.94	250,000	257,324	254,492	370	2.50	6,375
Government Agency	13.9	--	--	2,017,596	2,016,430	1,167	--	--
F H L B DISC NTS 9/01/17	13.9	99.88	2,020,000	2,017,596	2,016,430	1,167	--	--
Developed Foreign Debt	25.5	--	--	3,704,965	3,682,328	-3,434	2.19	80,462
BANK OF MONTREAL MTN 1.400% 9/11/17	1.7	100.00	250,000	251,244	249,770	220	1.40	3,500
STATOIL ASA 1.250% 11/09/17	1.1	99.93	165,000	165,291	164,924	-40	1.25	2,062
CANADA NOVA SCOTIA 1.375% 12/18/17	2.2	99.98	321,000	321,318	321,032	-106	1.38	4,414
BNP PARIBAS MTN 2.700% 8/20/18	13.3	101.17	1,893,000	1,936,501	1,917,910	-2,705	2.67	51,111
ASTRAZENECA PLC 1.750% 11/16/18	3.5	100.12	500,000	502,141	501,317	-732	1.75	8,750
ROYAL BANK OF MTN 2.000% 12/10/18	2.8	100.46	400,000	402,725	401,676	160	1.99	8,000
BANK OF MONTREAL MTN 2.100% 12/12/19	0.9	100.37	125,000	125,745	125,700	-232	2.09	2,625

Grant Payment Schedule

Date	Dividend or Grant/Expenses	Description
8/31/2017	(91,500)	Grant: Class Agent Pilot Program
12/31/2017	(1,666,667)	Grant: The Council at 100 Campaign
2/28/2018	(382,042)	Grant: Gilder Lehrman Center
7/31/2018	(150,000)	Grant: Bridge Fellowship Program
7/31/2018	(1,074,188)	Grant: Center for New Americans
8/31/2018	(91,500)	Grant: Class Agent Pilot Program
→ 12/31/2018	? (500,000)	Grant: James H. Binger Center for New Americans
12/31/2018	(1,666,666)	Grant: The Council at 100 Campaign
2/28/2019	(173,475)	Grant: Gilder Lehrman Center
7/31/2019	(150,000)	Grant: Bridge Fellowship Program
7/31/2019	(1,076,688)	Grant: Center for New Americans Public Ont. Sch.
8/31/2019	(91,500)	Grant: Class Agent Pilot Program
7/31/2020	(150,000)	Grant: Bridge Fellowship Program
7/31/2020	(809,188)	Grant: Center for New Americans Pub Int Sch
8/31/2020	(91,500)	Grant: Class Agent Pilot Program

Total	(8,164,914)
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Expense Payment Schedule

Date	Dividend or Grant/Expenses	Description
Q3 2017	(125,000)	Quarterly operating expenses
Q4 2017	(125,000)	Quarterly operating expenses
Q1 2018	(125,000)	Quarterly operating expenses
Q2 2018	(125,000)	Quarterly operating expenses
Q3 2018	(125,000)	Quarterly operating expenses
Q4 2018	(125,000)	Quarterly operating expenses
Q1 2019	(125,000)	Quarterly operating expenses
Q2 2019	(125,000)	Quarterly operating expenses
Q3 2019	(125,000)	Quarterly operating expenses
Q4 2019	(125,000)	Quarterly operating expenses
Q1 2020	(125,000)	Quarterly operating expenses
Q2 2020	(125,000)	Quarterly operating expenses
Q3 2020	(125,000)	Quarterly operating expenses
Q4 2020	(125,000)	Quarterly operating expenses

Total	(1,750,000)
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Bond Principal Income Schedule

Date	Dividend or Grant/Expenses	Description
9/1/2017	2,020,000	Bond final Payment: FEDERAL HOME LOAN BANK
9/10/2017	251,750	Bond final Payment: BANK OF MONTREAL MTN
11/7/2017	166,031	Bond final Payment: STATOIL ASA
11/9/2017	331,211	Bond final Payment: CHEVRON CORP
11/20/2017	252,000	Bond final Payment: GENERAL ELEC CAP MTN
12/5/2017	380,087	Bond final Payment: CHEVRON CORP
12/15/2017	402,700	Bond final Payment: INTEL CORP
12/16/2017	323,207	Bond final Payment: CANADA NOVA SCOTIA
2/15/2018	403,900	Bond final Payment: WAL MART STORES
3/7/2018	100,725	Bond final Payment: BERKSHIRE HATHAWAY
3/12/2018	402,600	Bond final Payment: JOHN DEERE CAPI MTN
5/18/2018	125,875	Bond final Payment: PACCAR FINANCIA MTN
8/15/2018	1,918,556	Bond final Payment: BNP PARIBAS MTN
11/9/2018	504,375	Bond final Payment: ASTRAZENECA PLC
12/3/2018	404,000	Bond final Payment: ROYAL BANK OF MTN
3/1/2019	303,188	Bond final Payment: CISCO SYSTEMS INC
6/15/2019	126,250	Bond final Payment: HOME DEPOT INC
8/9/2019	755,156	Bond final Payment: RABOBANK MTN
8/14/2019	707,350	Bond final Payment: BERKSHIRE HATHAWAY
11/30/2019	126,313	Bond final Payment: BANK OF MONTREAL MTN
2/24/2020	126,344	Bond final Payment: BANK OF NY MELLO MTN
5/11/2020	126,156	Bond final Payment: INTEL CORP
8/17/2020	276,549	Bond final Payment: BANK NY MELLON MTN
8/18/2020	253,188	Bond final Payment: STATE STREET CORP
9/1/2020	407,200	Bond final Payment: BURLINGTN N SANTA FE
9/1/2020	253,188	Bond final Payment: GILEAD SCIENCES INC
9/1/2020	2,537,500	Bond final Payment: To be determined.
Total	13,985,396	

Bond Dividend Income Schedule

Date	Dividend or Grant/Expenses	Description	Date	Dividend or Grant/Expenses	Description
8/19/2017	5,156	Bond Dividend: RABOBANK MTN	3/16/2018	3,188	Bond Dividend: GILEAD SCIENCES INC
8/19/2017	3,900	Bond Dividend: WAL MART STORES	5/13/2018	4,375	Bond Dividend: ASTRAZENECA PLC
8/20/2017	25,556	Bond Dividend: BNP PARIBAS MTN	5/16/2018	37,500	Bond Dividend: To be determined.
8/24/2017	7,350	Bond Dividend: BERKSHIRE HATHAWAY	5/22/2018	1,156	Bond Dividend: INTEL CORP
9/2/2017	3,549	Bond Dividend: BANK NY MELLON MTN	5/22/2018	1,156	Bond Dividend: INTEL CORP
9/3/2017	3,188	Bond Dividend: STATE STREET CORP	6/6/2018	4,000	Bond Dividend: ROYAL BANK OF MTN
9/7/2017	1,344	Bond Dividend: BANK OF NY MELLO MTN	6/8/2018	1,313	Bond Dividend: BANK OF MONTREAL MTN
9/7/2017	3,188	Bond Dividend: CISCO SYSTEMS INC	6/20/2018	1,250	Bond Dividend: HOME DEPOT INC
9/8/2017	725	Bond Dividend: BERKSHIRE HATHAWAY	6/20/2018	1,250	Bond Dividend: HOME DEPOT INC
9/13/2017	2,600	Bond Dividend: JOHN DEERE CAPI MTN	11/12/2018	37,500	Bond Dividend: To be determined.
9/17/2017	7,200	Bond Dividend: BURLINGTN N SANTA FE	12/5/2018	1,313	Bond Dividend: BANK OF MONTREAL MTN
9/17/2017	3,188	Bond Dividend: GILEAD SCIENCES INC	2/10/2019	5,156	Bond Dividend: RABOBANK MTN
11/14/2017	4,375	Bond Dividend: ASTRAZENECA PLC	2/15/2019	7,350	Bond Dividend: BERKSHIRE HATHAWAY
11/19/2017	875	Bond Dividend: PACCAR FINANCIA MTN	2/24/2019	3,549	Bond Dividend: BANK NY MELLON MTN
11/23/2017	1,156	Bond Dividend: INTEL CORP	2/25/2019	3,188	Bond Dividend: STATE STREET CORP
12/8/2017	4,000	Bond Dividend: ROYAL BANK OF MTN	3/1/2019	1,344	Bond Dividend: BANK OF NY MELLO MTN
12/10/2017	1,313	Bond Dividend: BANK OF MONTREAL MTN	3/11/2019	7,200	Bond Dividend: BURLINGTN N SANTA FE
12/22/2017	1,250	Bond Dividend: HOME DEPOT INC	3/11/2019	3,188	Bond Dividend: GILEAD SCIENCES INC
2/15/2018	5,156	Bond Dividend: RABOBANK MTN	5/11/2019	37,500	Bond Dividend: To be determined.
2/15/2018	5,156	Bond Dividend: RABOBANK MTN	5/17/2019	1,156	Bond Dividend: INTEL CORP
2/16/2018	25,556	Bond Dividend: BNP PARIBAS MTN	6/3/2019	1,313	Bond Dividend: BANK OF MONTREAL MTN
2/20/2018	7,350	Bond Dividend: BERKSHIRE HATHAWAY	8/23/2019	3,549	Bond Dividend: BANK NY MELLON MTN
2/20/2018	7,350	Bond Dividend: BERKSHIRE HATHAWAY	8/24/2019	3,188	Bond Dividend: STATE STREET CORP
3/1/2018	3,549	Bond Dividend: BANK NY MELLON MTN	8/28/2019	1,344	Bond Dividend: BANK OF NY MELLO MTN
3/1/2018	3,549	Bond Dividend: BANK NY MELLON MTN	9/7/2019	7,200	Bond Dividend: BURLINGTN N SANTA FE
3/2/2018	3,188	Bond Dividend: STATE STREET CORP	9/7/2019	3,188	Bond Dividend: GILEAD SCIENCES INC
3/2/2018	3,188	Bond Dividend: STATE STREET CORP	11/7/2019	37,500	Bond Dividend: To be determined.
3/6/2018	1,344	Bond Dividend: BANK OF NY MELLO MTN	11/13/2019	1,156	Bond Dividend: INTEL CORP
3/6/2018	1,344	Bond Dividend: BANK OF NY MELLO MTN	2/19/2020	3,549	Bond Dividend: BANK NY MELLON MTN
3/6/2018	3,188	Bond Dividend: CISCO SYSTEMS INC	2/20/2020	3,188	Bond Dividend: STATE STREET CORP
3/6/2018	3,188	Bond Dividend: CISCO SYSTEMS INC	3/5/2020	7,200	Bond Dividend: BURLINGTN N SANTA FE
3/16/2018	7,200	Bond Dividend: BURLINGTN N SANTA FE	3/5/2020	3,188	Bond Dividend: GILEAD SCIENCES INC
3/16/2018	7,200	Bond Dividend: BURLINGTN N SANTA FE	5/5/2020	37,500	Bond Dividend: To be determined.
3/16/2018	3,188	Bond Dividend: GILEAD SCIENCES INC			

Total

447,293

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	\$12,593,772	\$8,425,961	\$6,575,571
Plus Revenues	\$6,822,930	\$8,418,009	\$2,077,836	-\$542,089	\$2,268,454	\$93,117	\$196,585	\$141,273	\$67,830
Less Expenses	-\$653,435	-\$701,623	-\$837,861	-\$839,767	-\$680,752	-\$368,547	-\$500,00	-\$500,00	-\$500,00
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	\$12,593,772	\$8,425,961	\$6,575,571	\$5,092,713

**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
03/31/17	16,540,138	150,390,304	9,964,582
06/30/17	16,501,546	150,390,304	9,964,582

(1) Includes the following commitments:
\$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 (2018) for balance of \$25M to Center for New Americans

\$555,517 (2018-2019) for Yale's Gilder Lehrman Center for the Study of Slavery, Resistance and Abolition

ROBINA FOUNDATION

ASSETS DETAIL

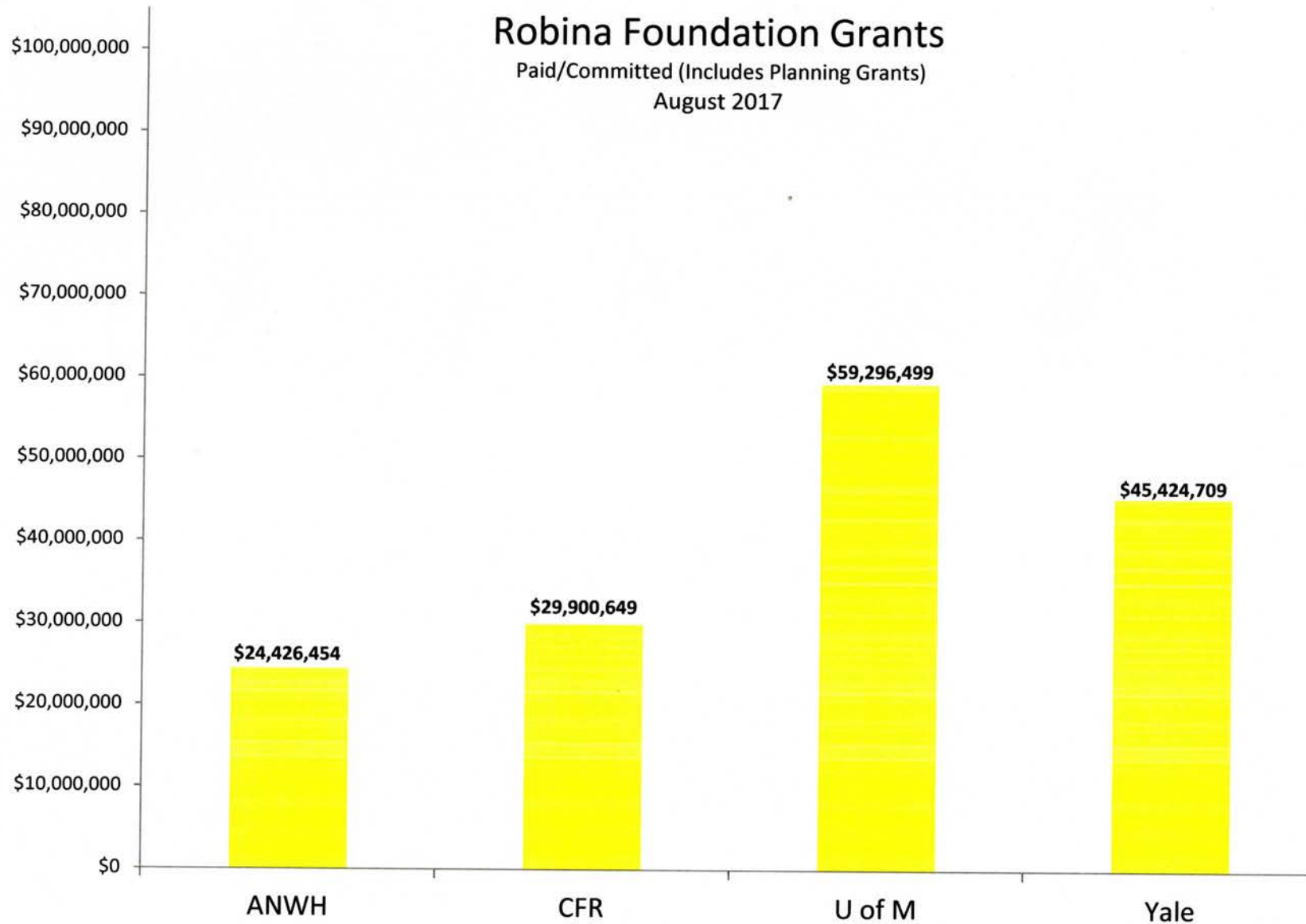
Assets	12/31/07	12/31/08	12/31/09
USbank Checking	\$28,607.85	\$39,292.02	\$3,299,000.81
USbank Investment	28,068,147.99	21,523,747.18	30,793,370.96
TIFF	8,587,802.83	6,356,616.51	8,183,916.75
Estate of Jim Binger	96,165,289.90	83,450,482.32	67,800,297.87
IRS Refund	16,989,164.00	16,989,164.00	16,989,164.00
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	03/31/17	06/30/17
USbank Checking	\$139,046	99,183	172,144
USbank Investment	17,774,004	16,440,955	16,329,402
Total	17,913,050	\$16,540,138	\$16,501,546

	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.									12,593,772	8,425,961	6,575,571	5,092,713			
	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: \$348,598															

Robina Foundation Grants

Paid/Committed (Includes Planning Grants)

August 2017



Walk-through
chart.

ROBINA FOUNDATION SUNSETTING TIMELINE

Assumption: Termination of Foundation: 12/31/20

<u>Activity</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>Responsible</u>	<u>Notes</u>
<u>Grants</u>							
Determine criteria for new grants, deadline for proposals and for decisions	X	X	X			Board	
Communicate criteria for new grants to Robina Grantees		X	X			Hunt	
Approve new grants and determine timing, process, etc.			X	X?		Board	Goal: 01/01/19
Implement new grant program			X	X		Hunt, Gilberg	
Determine use of any funds remaining after sunset				X		Board	
Continue regular cycle of grant reports and grant payments per commitments	X	X	X	X		Gilberg	
Designate a post-dissolution point person to receive grant reports, address concerns, etc.		X	X			Board	
Determine reporting requirements for endowment grants after Robina sunset / notify Robina Grantees of requirements		X	X			Board, Hunt, Gilberg	
Work with Robina Grantees on implementation of reporting requirements			X	X		Hunt	

<u>Legacy Project</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>Responsible</u>	<u>Notes</u>
Assess results of interviews	X					Marble, Board	
Discuss dissemination / communication of Legacy Project Report	X	X				Marble, Smith, Board	
Prepare Legacy Project Report for Board approval	X					Marble	
Finalize Legacy Project Report <i>Review</i>		X	X	X		Marble, Board	
Finalize dissemination/communication plan		X	X	X		Board	
Implement dissemination/communication plan, incl. e.g. event, articles etc.			X	X		Hunt, Gilberg, Board	

<u>Finances</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>Responsible</u>	<u>Notes</u>
Implement Sullivan Model D <i>Monitor</i>	X	X	X	X		Sullivan, Lewis, Hunt	
Conduct Audit of FY 2016	X					CLA, Gilberg, Hunt	
Implement any recommended procedural changes		X				Gilberg, Hunt	
Determine if additional audit or "agreed-upon procedures" are needed		X				Board, <i>Gina</i>	<i>Ask Gina off CHA if audit of final Robins final year is necessary</i>
Develop and revise operating budgets for final years, including reserve to pay final expenses/filing fees/accounting fees/legal expenses/post-closing costs Discuss options for managing / paying post-closing costs	X	X	X			Gilberg, Hunt, Sullivan, Board	
Take steps to terminate interest in Loring Pasta Bar	X					Hunt, Blatz	Termination finalized 07/28/17
Prepare final financial reports					X	<i>Sullivan, CLA (?)</i> ask CHA	<i>Ask CHA who should prepare final financial reports</i>
Prepare and file final Form 990-PF, marked as "FINAL RETURN" – pay any outstanding taxes					X	CLA	

? ask Gina re. final audit (?)
→ CHA

<u>Operations</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>Responsible</u>	<u>Notes</u>
Discuss and set closing date	X	X	X	X	X	Board	Ongoing
Communicate plans to Robina Grantees and Binger family members		X				Hunt	When ready
Develop and revise timeline for closing	X	X	X	X		Board	
Identify all legal agreements: review termination language, provide notice of termination as necessary			X	X		Gilberg, Hunt	
Determine location of office after end of IDS lease (May 31, 2019)			X			Gilberg, Hunt,	
Move out of IDS – or extend lease for one more year			X			Gilberg, Hunt	
Close office				X	X?	Gilberg, Hunt	
Research Directors and Officers insurance coverage and options			X			Gilberg	
Cancel memberships and subscriptions			X			Gilberg	
Identify recipients of furniture and equipment; transfer as needed				X		Board, Gilberg, Hunt	
Determine and execute archival plan and document destruction/retention plan			X	X		Board, Hunt, Gilberg	
Delete Foundation's online presence, (?), terminate email servers, etc.				X		Gilberg	

<u>Operations (con't)</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>Responsible</u>	<u>Notes</u>
Assign intellectual property owned by Foundation as needed (e.g. domain name, logos, images, etc.)				X		Hunt, Faegre	
Continue regular Board Meetings	X	X	X	X		Board, Hunt, Gilberg	Suggestion: 2018: 4 (2 in person; 2 phone); 2019: 4 (3 phone; 1 in person in Mpls) 2020: 4 (3 phone; 1 in person in Mpls)

Revised 8/30/17

<u>Legal</u> (statutory requirements to wind up and dissolve MN nonprofit corporation)	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>Responsible</u>	<u>Notes</u>
Approve plan of dissolution				X		Faegre / Board	Faegre draft resolution
File Notice of Intent to Dissolve with Sec. of State				X		Faegre	Once filed, Robina activities are limited to winding up the Foundation
File Notice of Intent to Dissolve with MN AG				X		Faegre	Once sent, Robina must wait 45 days before distributing any additional assets, other than to pay creditors.
Determine whether to provide notice to creditors (Faegre recommends)				X		Faegre	If file notice, creditors have 90 days to make claims
Provide notice to creditors: mail/publish notice of intent to dissolve				X		Faegre	Mail known creditors; publish for 4 weeks
Resolve claims: claimants have 90 days to submit.				X			
Distribute remaining assets after payment of remaining expenses; transfer remaining assets to charitable organization(s) appropriate for Robina				X			
Send Notice to Attorney General				X		Faegre	Notice confirms transfers according to plan
File Articles of Dissolution with MN Sec of State.				X		Faegre	Sec of State will issue a Certificate of Dissolution

Robina Foundation Annual Meeting – August 2017

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors

FROM: Penny Hunt

RE: Additional Grants

DATE: August 29, 2017

At the February Board Meeting and on several earlier occasions, Board Members brainstormed ideas for additional grants, using Robina's remaining funds. In February a goal of completing new grantmaking by the end of 2018 was expressed. Whether that's possible or not, continued discussion on the use of the funds is needed.

Following are ideas expressed in February, along with others:

1. Support a joint human rights project involving the Gilder Center and Yale Law School.
2. Fund a project involving Yale Law School and the University of Minnesota Law School: ask the two deans to identify an opportunity.
3. Focus final grantmaking on Minneapolis.
4. Develop an "Innovation Fund." Board Members were asked to think about scope, focus, operation, etc.
5. Develop a joint initiative of Allina and University of Minnesota Law School to involve law students with patients in clinics.
6. Provide funds to add on to an existing program supported by Robina to enhance its effectiveness.
7. Establish an award at the Minneapolis Foundation in Mr. Binger's or Robina's name, for example, to honor someone or provide a fellowship.
8. Enhance the outreach around Robina's "Legacy Report."

These ideas are just a start! The Board need not choose one idea, but could develop and fund several.

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Penny Hunt
RE: Sunsetting Discussion / Monitoring Grants
DATE: August 29, 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's endowment funding.

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:

- The form and content of the reports;
- 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 continuation of reports after the Foundation is no longer in existence if the Foundation designates in writing a representative to receive the reports. This representative will also be consulted if a Robina Grantee wishes to change the use of endowment funds due to changed circumstances. (Steve suggested that we require that a Robina Grantee's general counsel be notified of any suggested change in the use of Robina funds.) 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.

Since the endowment of the Binger Center for New Theatre, Yale has provided two reports:

- The School of Drama has provided annual reports on the operation of the Binger Center (provided in August);
- Yale University has provided annual reports on the status of the endowment fund (provided in October).

Similarly, the agreements for the other endowment grants require annual reports on both the operation of the program/chair funded and the status of the endowment fund. Nancy and I plan to schedule these reports so that Robina receives both reports from a Robina Grantee at the same time.

u of m

8,30.17

Handout of
Annual mtg
from
Steven Ritz
&
Richard
J. Rose

Model Penal Code: Sentencing Project

- Final approval, May 2017. Presentations: Conference of Chief Justices, National Association of Sentencing Commissions, New York Permanent Commission on Sentencing, NYU Law School

Sentencing Guidelines Resource Center (Repository) Project

- 16 jurisdictions are now fully posted, and older systems are being updated on a regular schedule.
- The "About Guidelines and Commissions" tab now contains nine overview (all-systems) essays, with three more nearing completion; plan is to cover all key guidelines issues.
- Redesign of the Center's web site, to improve usability, is nearing completion.
- The project co-directors advised Nevada officials about establishing a sentencing commission tasked with developing sentencing guidelines; a bill establishing such a commission was signed in June.
- The co-directors also assisted the Massachusetts commission with its full-scale revision of the state's voluntary sentencing guidelines, first drafted in 1998.

Criminal History Project

- Project research is being published in two journal articles and an Oxford University Press book.
- In late Fall, results of research measuring how well the Minnesota guidelines criminal history score predicts repeat offending will be presented to the Minnesota commission, and at two conferences.
- Former Robina research fellow Rhys Hester is completing a similar study on the Pennsylvania system.
- Several additional surveys are planned on public attitudes about criminal history enhancements.
- Project staff is consulting with the D.C. commission as part of its 10-year guidelines evaluation.

Parole Release and Revocation Project

- Ongoing work with state parole boards in Pennsylvania, Kansas, and Georgia on release decisional instruments, release processes, and revocation policies
- On schedule to complete individual Legal Profiles for all paroling states and separate report on prison release in determinate states
- Collaboration with Council of State Governments to draft model legislative standards for parole boards and parole release
- Publication of two academic articles on the reform of parole release in America, book project
- Planning underway to continue work after existing grant expires

Probation Revocation Project

- Continuing work with sites in Texas, Minnesota, New York City, Massachusetts. Focus on condition load, supervision fees, length of probation terms, revocation standards
- Ongoing collaboration with University of Cincinnati after existing grant expires
- Publication of all Alpha Site Reports except Massachusetts
- Data Brief on American Exceptionalism in Probation Supervision received international attention
- BJA funding application for new "Beta" revocations project in Ramsey County

- Negotiations with Pew Charitable Trusts, Public Safety Performance Project to continue work on probation supervision and revocation

Annual Conferences

- 2017 Conference, "Reversing Mass Punishment in America" set for December 8. Keynote speaker James Forman, Jr., author of *Locking Up Our Own: Crime and Punishment in Black America*
- November publication of book growing out of 2013 Annual Conference: *American Exceptionalism in Crime and Punishment* (Oxford University Press)

Robina Alumni

- Mariel Alper (post doc): U.S. Department of Justice, Bureau of Justice Statistics
- Rhys Hester (post doc): Research Director, Pennsylvania Commission on Sentencing
- Ebony Ruhland (research director), Assistant Professor, University of Cincinnati Criminology Dept.
- Alessandro Corda (post doc): Assistant Professor, Queen's University, Belfast School of Law
- Jason Robey (research associate): Admitted, University of Wisconsin Sociology Dept PhD program
- Future alumni: Julia Laskorusky (post doc), Erin Harbinson (post doc), Alexis Watts (research attorney)

ROBINA FOUNDATION

DIRECTORS AND OFFICERS **August 30, 2017**

CURRENT OFFICERS and EXECUTIVE DIRECTOR

- Chair – Kathleen Blatz (Term: 9/1/16 – 8/31/19)
- Vice Chair – Peter Karoff (deceased)
- Treasurer – Steve Lewis (Term: 9/1/15 – 8/31/18)
- Secretary – Susan Berresford (Term: 9/1/15 – 8/31/18)
- Executive Director – Penny Hunt

ELECTION OF OFFICERS – Action

- Vice Chair – Susan Berresford (Term: 9/1/17 – 8/31/20)
- Secretary – Marianne Short (Term: 9/1/17 - 8/31/20)

ELECTION OF DIRECTORS – Action

- Susan Berresford (Term: 9/1/17 – 8/31/20)
- Kathleen Blatz (Term: 9/1/17 – 8/31/20)

Name/Office	1st Term	2nd Term	3rd Term	4th Term
Susan Berresford Secretary	9/1/11 – 8/31/14 (1)	9/1/14 – 8/31/17	9/1/17 – 8/31/20	
Kathleen Blatz Chair	9/1/11 – 8/31/14 (2)	9/1/14 – 8/31/17	9/1/17 – 8/31/20	
Steve Lewis Treasurer	10/1/13 – 8/31/16	9/1/16 – 8/31/19		
Marianne Short	10/1/13 – 8/31/16	9/1/16 – 8/31/19		

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

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

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

Peter Karoff Memorial Gift Options (3)

Karoff Fund for Leadership in Philanthropy, c/o The Boston Foundation

The Karoff Fund was created in March 2017 after Peter Karoff's passing, with the enthusiastic support of Peter's family. The mission of the Karoff Fund for Leadership in Philanthropy is to fund and disseminate research, writing, and other projects that inform, inspire, and support the next generation of philanthropic leaders.

About \$111,000 from about 30 sources including TPI has been donated thus far, with donations ranging from \$15 to \$25,000. Peter did not contribute to the Fund.

Leslie Pine (Managing Partner, TPI) and Ellen Remmer (TPI Senior Partner and former TPI CEO/Managing Partner) will oversee the Fund and sign off on all expenditures. The Fund is housed at the Boston Foundation, where TPI is an operating unit.

The first project of the Fund will be to create and publish a book compiling Peter's writings and speeches, with the goal of inspiring and informing the field of philanthropy. Peter had been thinking about this project for several months, and Melinda Marble began to work with him on the project in the weeks before he died. She has developed an outline for the project, which may include convenings tied to the book, as was done with Peter's book *The World We Want*. Indiana University Press will publish the book. (Peter's documents will be archived at the University of Indiana. Leslie Pine indicated that payment of IU's archiving fee - \$1,000-\$2,000 - may be paid by the Karoff fund.)

Depending on the cost of the book project, which hasn't been determined, administrators of the Karoff Fund will use funds to implement other opportunities to share Peter's work and inspire others who exemplify Peter's spirit and unique qualities. Current thoughts on other projects include development of a fellowship in Peter's name or a mentoring initiative, support for research and/or convenings on the wealth divide or wealth, equity, and philanthropy.

Santa Barbara County Foodbank

Going straight from hunger to health is quite a leap. It requires jumping over that place of 'I have enough calories, but the food I am eating is making me unhealthy.' It's a leap to a much better place.

OUR IMPACT

With each person and family we reach through food distribution, we are introducing nutrition education to transform the health and potential of working families, seniors and other individuals countywide.

Last year, the Foodbank of Santa Barbara County distributed more 9.7 million pounds of food from two warehouse locations in Santa Barbara and Santa Maria.

Our food is utilized by 1 in 4 people in our community.

Fully half of the food we distribute is fresh produce.

OUR MISSION

Foodbank of Santa Barbara County's mission is to end hunger and transform the health of Santa Barbara County through good nutrition.

OUR APPROACH

The Foodbank of Santa Barbara County is committed to taking a negative thing – hunger – and through our combined community efforts transforming it into a positive thing – health. This leap forward in health is achieved with three ingredients: food, education and empowerment.

The challenges of Hunger, Nutrition and Obesity used to be separate areas dealt with by different approaches and by different agencies and groups. The Foodbank is now tackling all three of these problems at once – through a nationally recognized continuum of programs that provide cradle to graduation intervention in children's lives.

This builds what we call their **food literacy**: their ability to look after themselves with food – to budget, shop cook and use food responsibly. If we can transform their relationship to food to being one of using it as a scarce and valuable resource to power their personal health, then that is going to create that tipping point that makes a huge transformation in the health of Santa Barbara County.

By supporting the Foodbank, you are also supporting the good work of 300 agencies and programs countywide.



Boston Health Care for the Homeless Program

Since 1985, our mission has remained the same: to provide or assure access to the highest quality health care for all homeless men, women and children in the greater Boston area. We believe it has been and continues to be medicine that matters:

- Vulnerable patients are kept alive and get help managing chronic diseases like diabetes, hypertension and cancer.
- Dedicated clinical and non-clinical staff share their passion for a vibrant mission and support each other in bringing the mission alive.
- Generous donors find a fulfilling way to respond to the feelings of helplessness that come with concern for those on the street.
- Shelter partners benefit from BHCHP's medical expertise while focusing on their core mission, avoiding wasteful duplication of services.
- Boston's many hospitals can depend on BHCHP as an alternative to the emergency room as well as a safe discharge location for medically vulnerable patients.

BHCHP's targeted, compassionate management of limited resources yields everyday successes that are a living tribute to the ideals of a just society

ROBINA FOUNDATION

August 2017 Board Meeting

Draft Motion for grant to honor Peter Karoff

Whereas, in recognition of Peter Karoff's eleven years of outstanding service and leadership on the Robina Foundation Board of Directors; and

Whereas, Peter's commitment to the goals of the Robina Foundation and his guidance and inspiration helped bring to life Jim Binger's vision for the Foundation; and

Whereas, Peter Karoff provided great stewardship to Yale University, in particular to Yale Law School and Yale School of Drama as Lead Director, and assisted the Board in deepening its relationships with all Robina Grantees; and

Whereas, Peter Karoff was a recognized leader in the world of philanthropy whose writings and speeches on philanthropy inspired and challenged current and future leaders;

Therefore, be it resolved that the Board of Directors of Robina Foundation hereby approves a grant of \$25,000 to the Karoff Fund for Leadership in Philanthropy, c/o The Boston Foundation to fund and disseminate research, writing and other projects that inform, inspire, and support the next generation of philanthropic leaders, which work is aligned with the spirit and vision of Jim Binger as expressed in the Mission Statement of the Robina Foundation.

COUNCIL *on* FOREIGN RELATIONS

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

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August 15, 2017

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

Dear Penny:

I am pleased to submit the annual progress report for the Council of Foreign Relations (CFR) International Institutions and Global Governance (IIGG) program. The reporting period is from July 1, 2016 to June 30, 2017.

The election of Donald J. Trump as president of the United States brought to the White House a different vision for the U.S. global role that differed sharply from his predecessors. During the campaign, candidate Trump advanced a narrower, more insular, and transactional vision, emphasizing the need to abandon some international agreements and alliances and renegotiate the terms of others. Coming on the heels of the British decision to exit the European Union, the election appeared to herald a more populist and nationalist global groundswell, reducing prospects for sustained and effective multilateral cooperation. Subsequent foreign elections suggest that this wave may be cresting globally. But even if this is true, considerable uncertainty remains about the future direction of U.S. foreign policy and, therefore, the future of international cooperation. In this environment, IIGG's work has never been more relevant.

Throughout the year, IIGG produced analysis and organized events to inform domestic and international discussions on U.S. multilateral strategy. A central part of this work is the completion of Stewart Patrick's book manuscript, *The Sovereignty Wars: Reconciling America with the World*, which the Brookings Institution Press will publish in October. One anonymous external reviewer describe the book as "incredibly timely," in addition to being "both historically informed and forward-looking." Another added that it is "exceptionally researched, comprehensive in its scope, and clearly argued."

IIGG also continued to expand the membership and activities of the Council of Councils (CoC) network, adding three new institutions and coordinating timely publications on global issues. In addition to producing the third edition of the Report Card on International Cooperation, CFR launched a new rapid response initiative, CoC Global

Perspectives, which gathers opinions from CoC experts on major developments in global governance. We published two editions of Global Perspectives this year. The first provided global reactions to the U.S. presidential election; the second allowed CoC members to weigh in on what to expect from the Group of Twenty leaders' summit. During the review period, IIGG also convened senior experts and policymakers from the twenty-nine member institutes (representing twenty-five countries) at conferences in Berlin and Washington, DC.

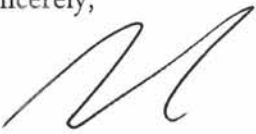
IIGG also conducted original analysis and hosted timely events to identify obstacles and innovations in global governance. The new Brexit roundtable series examined the political, security, and economic consequences of Brexit for the United Kingdom and the world. In addition, Miles Kahler, CFR senior fellow for global governance, organized a workshop to assess unconventional approaches to global governance that permit non-governmental actors to collaborate with national governments and international organizations. Kahler and his colleagues compared how such "hybrid" arrangements emerged and function in several areas, including peacebuilding, human rights, internet governance and cybersecurity, and climate change.

Finally, IIGG continued to expand the reach of its research and analysis, to ensure that its groundbreaking work informs a variety of audiences, from students to senior policymakers. IIGG's growing social media presence in particular played an important role in disseminating research and analysis throughout the year, from *The Internationalist* blog posts, to CoC publications, to in-depth discussion papers.

Now entering its tenth year, IIGG has established itself as the leading source of expertise on multilateral institutions and global governance, with a strong track record in highlighting major transnational challenges and proposing innovative solutions to overcome existing obstacles to addressing them. In the coming year, IIGG will take advantage of this standing to focus policymakers' attention on two urgent imperatives: identifying and reviving the domestic foundations of U.S. internationalism; and addressing threats to global security posed by technological innovation, infectious disease, and ecological degradation.

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

Sincerely,



Richard N. Haass

President

tel 212.434.9540 fax 212.434.9880

president@cfre.org

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

Executive Summary

The election of Donald J. Trump as president of the United States in November 2016 constitutes a potential watershed in the U.S. attitude toward international cooperation. As a candidate, Trump pledged to scale back U.S. global ambitions, dismantle multilateral trade agreements, and reassess U.S. alliances and treaty commitments. Coming just months after British voters' decision to leave the European Union (EU), or Brexit, the election results called into question the domestic foundations and future of the liberal world order. Previously, the main challenges to the multilateral system had been perceived to be external, emanating primarily from dissatisfied, emerging powers. Trump's election, when combined with louder nationalist voices elsewhere, has inaugurated an era of uncertainty about prospects for international cooperation. In this environment, the work of the International Institutions and Global Governance (IIGG) program at the Council on Foreign Relations (CFR) has never been more important.

Throughout the past year, IIGG provided U.S. policymakers and officials of multilateral institutions with sharp analysis and concrete policy options to increase the effectiveness of multilateral approaches to the world's most pressing challenges. The program also continued to advance public education, including by explaining what international institutions actually do, assessing the implications of major policy changes (like the U.S. decision to withdraw from the Paris climate agreement), and sharing options for how to improve international approaches to transnational challenges. To implement its mandate, IIGG conducted work in four complementary areas: ¹ updating U.S. strategy toward multilateral institutions, ² advancing global dialogue to tackle shared challenges, ³ identifying obstacles and innovations in global governance, and ⁴ advancing understanding of major global governance questions.

IIGG advanced its first focus area, updating U.S. strategy toward multilateral institutions, through an array of timely publications and roundtable meetings designed to inject practical, policy-oriented ideas into domestic decision-making. Stewart Patrick, director of IIGG, completed his book manuscript, *The Sovereignty Wars: Reconciling America with the World*, which the Brookings Institution Press will publish in October 2017. *The Sovereignty Wars* is intended to help today's policymakers shape U.S. destiny in a global age to think more clearly about what is actually at stake in debates on U.S. sovereignty and to provide some criteria for determining when it is appropriate to make bargains over sovereignty—and how to make them.

IIGG also developed and published analysis to inform and strengthen U.S. multilateral strategy. IIGG published a discussion paper arguing that U.S. membership on the Human Rights Council has improved that body's performance and that continued U.S. leadership within that body can make it stronger. The paper's findings have been distributed widely, including to the U.S. Senate Foreign Relations Committee's subcommittee on multilateral institutions, the U.S. mission to the United Nations, and to the Elders group. IIGG also published a popular blog series that ran between the U.S. election and President Trump's inauguration, drawing on several CFR experts to identify global priorities for the incoming administration. IIGG's publications and roundtables also addressed the contemporaneous change in leadership in the United States and the United Nations (where Antonio Guterres assumed the position of secretary-general) and the opportunities that these transitions presented for improved U.S.-UN relations and for international cooperation generally.

The centerpiece of IIGG's ^②second priority—advancing global dialogue to tackle shared challenges—was the Council of Councils (CoC), CFR's premier international initiative. This year IIGG produced the third edition of the CoC Report Card on International Cooperation, the only succinct, collective effort by top think tanks to assess the state of global governance. The CoC launched the Report Card at a CFR general meeting, during the sixth annual CoC conference, held in Washington, DC. IIGG also cosponsored the ninth CoC regional conference in Berlin, Germany, with its CoC partner, the German Institute for International and Security Affairs. The conference convened the network's global membership, along with additional experts from the region and senior officials from the government of German Chancellor Angela Merkel. IIGG continued to publish the CoC Global Memo series, in which individual members analyze a pressing global challenge or important international institution, and this year introduced CoC Global Perspectives, which features rapid responses from CoC members to major global developments. The network published two Global Perspectives this year, one reacting to the U.S. presidential election and the other previewing the Group of Twenty (G20) leaders' summit.

Third, IIGG organized events and conducted analysis to identify obstacles to and potential innovations in global governance. IIGG's new roundtable series on Brexit drew insights from policymakers and scholars to better understand and navigate the political, security, and economic consequences of the British decision to leave the EU for the United Kingdom, for Europe, and for the world. Miles Kahler, senior fellow for global governance, produced a discussion paper series on the relationship and division of labor between global and regional organizations in five areas: finance, trade, development lending, human rights, and peace operations. Kahler also organized a workshop to assess the growing phenomenon of hybrid forms of global governance, which include not only states and international organizations but also nonstate actors, including nongovernmental organizations and private companies. Until her departure in December 2016, CFR Adjunct Senior Fellow Esther Brimmer conducted a roundtable series on preserving cooperation in the global commons, with a focus on outer space and the high seas.

Finally, throughout the year, IIGG produced cutting edge research and contributed to public debate to advance understanding of major global governance challenges. In a series of publications, Stewart Patrick provided in-depth analysis of major shifts in international cooperation, particularly the implications of decisions made in the first months of the Trump administration. He also continued to publish *The Internationalist* blog throughout the year. Posts from the blog received praise from a wide array of policymakers and experts, and were republished in major news outlets, including *Defense One*, *Newsweek*, and *Real Clear World*. Multiple media outlets also sought Patrick's expertise on a range of issues throughout the year. IIGG also continued to expand its social media presence, extending its reach as well as raising the profile of both IIGG and the CoC.

^①Next year, IIGG will organize its research and policy analysis along three lines. ^②First, IIGG will examine prospects for reviving U.S. internationalism—including support for multilateral institutions—in an “America First” era, through a new initiative titled Internationalism Begins at Home. As part of this work stream, Patrick will publish and promote his book, and IIGG will hold roundtable meetings that probe the domestic constraints on—and preconditions for—U.S. internationalism. ^③Second, IIGG will continue to enhance the profile and reach of the Council of Councils, including through a new product that will allow the network to identify norms, rules, and institutions that could improve cooperation and narrow gaps in current efforts to address longstanding or emerging global problems. IIGG will also cosponsor the tenth regional CoC conference in Buenos Aires, Argentina, and will host the seventh annual CoC conference in New York. Finally, building on previous work, ^④IIGG will launch a multidisciplinary initiative, titled Collective Security on a Shrinking Planet, designed to advance research and propose policy options to close gaps in international efforts to mitigate and manage emerging global threats posed by environmental degradation, infectious disease, and technological innovation.

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

Project Director: Stewart M. Patrick, James H. Binger senior fellow in global governance and director of the International Institutions and Global Governance Program

Reporting Period: July 1, 2016—June 30, 2017

Report Due: August 15, 2017

The Council on Foreign Relations (CFR) is pleased to submit the ninth annual report of the International Institutions and Global Governance (IIGG) program. To accompany this narrative, we attach the financial statement for the current grant period, as well as two annexes summarizing the program's fiscal year (FY) 2017 research projects and our anticipated work plan for FY2018.

Outline the goals and objectives established in your grant proposal

The IIGG program analyzes the requirements for effective multilateral cooperation, conducts research on how to adapt international institutions to better tackle evolving twenty-first century challenges, and provides decision-makers with innovative and pragmatic solutions for managing the world's most pressing transnational problems. Over the past year, IIGG has focused its research, meetings, and publications on four themes: updating U.S. strategy toward multilateral institutions, advancing global dialogue to tackle shared challenges, identifying obstacles and innovations in global governance, and advancing understanding of major global governance questions.

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

Updating U.S. strategy toward multilateral institutions

The election of Donald J. Trump, who during the campaign pledged to scale back U.S. global ambitions to America's shores, ushered in a new period of uncertainty about the country's historic commitment to multilateral cooperation. Throughout FY17, IIGG engaged in research, analysis, and outreach to inform U.S. policy toward international institutions.

During FY17, Stewart Patrick completed his book manuscript, *The Sovereignty Wars: Reconciling America with the World*, which the Brookings Institution Press will publish in October 2017. *The Sovereignty Wars* is intended to help today's policymakers shape U.S. destiny in a global age to think more clearly about what is actually at stake in debates on U.S. sovereignty and to provide some criteria for determining when it is appropriate to make bargains over sovereignty—and how to make them. The two anonymous reviewers to whom Brookings Press sent the manuscript gave it high marks, calling it “an excellent piece of scholarship” that is “historically informed” and “well researched,” as well as “incredibly timely.”

IIGG published “Bolstering the UN Human Rights Council's Effectiveness,” a discussion paper authored by Mark Lagon, previously U.S. ambassador-at-large to combat trafficking in persons and deputy assistant secretary of state of international organization affairs, and Ryan Kaminski of the UN Foundation. The paper details how U.S. membership on the UN Human Rights Council improved the body's performance and argues that continued U.S. leadership can make the body stronger. The authors briefed staff members of the Senate Foreign Relations Committee on the paper's findings, and afterwards learned that one of the participants in the discussion subsequently transitioned to become Ambassador Nikki Haley's senior policy advisor at the U.S. Mission to the United Nations. An op-ed in *The Hill* further raised awareness of the publication among congressional staff. The paper was also

circulated to the U.S. Senate Foreign Relations Committee's subcommittee on multilateral institutions, as well as to the Elders group, composed of prominent former heads of state and senior officials of international organizations.

Given potentially historic shifts in the U.S. role in the world, IIGG's two roundtable series on the United States and the Future of Global Governance and on the relationship between the United States and the United Nations took on additional significance this year. One notable event featured Jason Gross, executive director of the U.S. Global Leadership Coalition, and Victoria Holt, former deputy assistant secretary of the Bureau of International Organization Affairs at the U.S. State Department, who examined the strategic implications of proposed U.S. budget cuts for U.S. efforts to advance the country's security, development, and humanitarian goals. IIGG also partnered with CFR's Women in Foreign Policy program on several roundtable events including a discussion with Amina Mohammed, shortly after she was appointed deputy secretary-general of the United Nations. Another cohosted roundtable featured Serge Brammertz, chief prosecutor of the International Criminal Tribunal for the former Yugoslavia (ICTY), who reflected on the experience of the ICTY and lessons it might offer for the future prosecution of war crimes, particularly in a post-conflict Syria.

IIGG also drew upon the wider CFR expertise in the Global Agenda series it hosted on *The Internationalist* blog. Launched shortly after the November 2016 election, the series featured analysis from CFR experts, who identified the global challenges facing the Trump administration, the stakes for the United States and its partners, and the options available to the president. The eight-part series covered issues such as human rights, climate change, global trade, global health, the global commons, and international law. One post on global health received praise from the then assistant secretary for global affairs at the Department of Health and Human Services.

IIGG had several other opportunities to inform congressional discussions on issues of global governance. IIGG fellow John Bellinger testified before the Senate Foreign Relations Committee at a hearing on "Reviewing Congressional Authorizations for the Use of Military Force." IIGG fellow Matthew Waxman testified before the Senate Armed Services Committee at a hearing on "Cyber Strategy and Policy." Stewart Patrick briefed congressional staff on the global refugee crisis (with Nancy Lindborg, president of the United States Institute of Peace), and on evolving world order under the Trump administration (with Walter Russell Mead, professor of foreign affairs and humanities at Bard College). As discussed in detail below, members of the Council of Councils (CoC) also briefed congressional staff on the Report Card on International Cooperation.

Advancing global dialogue to tackle shared challenges

CFR's premier international initiative, the Council of Councils, continued to be a leading platform for global thought leaders to discuss the most pressing transnational challenges and devise strategies for improving multilateral cooperation. In FY17, IIGG cohosted the ninth CoC regional conference in Berlin, Germany, with CoC partner the German Institute for International and Security Affairs. The event brought together nineteen institutes, including nine institute leaders. Participants discussed European regional security, the implications of Brexit for the European Union and the world, and populism as a challenge to political stability and globalization. Held just days prior to the U.S. presidential election, the conference also included a public event on what to expect from the next U.S. president and what implications the election would have for U.S. global leadership. The conference also included a keynote address from Lars-Hendrik Röller, chief economic advisor to Chancellor Angela Merkel, on Germany's priorities for its presidency of the G20 and its anticipated challenges. During the three-day conference,

participants had the opportunity to build relationships with high-level German politicians, business leaders, and analysts.

In May 2017, CFR hosted the sixth CoC annual conference in Washington, DC. The event brought together experts from twenty-three countries, including the leaders of eighteen institutes, for in-depth discussions on global governance. At the conference, CFR was pleased to announce three new members of the CoC: the Council on Foreign and Defense Policy (Russia), the Institute of International and Strategic Studies (China), and the Rebuild Japan Initiative Foundation (Japan), bringing the composition of the group to twenty-nine of the world's leading think tanks. The conference took place just as President Trump reached his hundredth day in office, providing a timely opportunity to assess how the new administration was reshaping the U.S. attitude toward international cooperation and its approach to the world's most significant challenges. Michael Froman, former U.S. trade representative and CFR distinguished fellow, delivered the keynote address on the future of global trade.

The conference also featured a session focused on the role of policy institutes in domestic and global decision-making and the CoC's potential for deepening this influence. Participants discussed the new terrain for policy institutes, sharing experiences in the face of new challenges such as the rise of "charlatan experts" and "fake news." During the session, CoC members also discussed options for raising the profile of the global network, endorsing a new initiative entitled Global Governance Working Papers, to be started in FY18. These brief working papers will propose new norms, principles, and institutions designed to narrow gaps and improve international cooperation on longstanding or emerging global problems. Several institutes also expressed interest in holding CoC panels during their annual conferences. These include the Observer Research Foundation, which plans to host a CoC discussion during its annual Raisina Dialogue, India's flagship geopolitics conference, cohosted with the Indian Minister of External Affairs. Moreover, several institutes have communicated to CFR their strong interest in hosting future regional forums, testifying to the value that members attach to the network.

CFR also launched the third edition of the CoC Report Card on International Cooperation at the annual conference during a general meeting moderated by Missy Ryan of the *Washington Post*. Based on a survey of CoC heads of institutes, the Report Card is designed to help policymakers around the globe prioritize among ten of the world's most pressing challenges: the global economy, nuclear proliferation, climate change, development, global health, global trade, cyber governance, transnational terrorism, conflict between states, and internal violent conflict. This year's Report Card found that overall cooperation had declined from a B last year to a C-, a barely passing grade. Moreover, experts assessed that cooperation had deteriorated across nine of the Report Card's ten issue areas, improving only in combatting transnational terrorism. The Report Card also provides policy prescriptions, in the form of concrete, targeted recommendations for policymakers to advance cooperation in each issue area. IIGG also worked with CFR's congressional outreach program to organize a congressional special briefing, "Crisis in Global Governance," with Michael Fullilove, director of the Lowy Institute for International Policy (Australia); Rohinton Medhora, president of the Centre for International Governance Innovation (Canada); and Elizabeth Sidiropoulos, chief executive of the South African Institute of International Affairs.

To raise awareness of the Report Card, IIGG published two op-eds following its launch, including one on CNN.com that was included in the Aspen Institute's Five Best Ideas of the Day. CoC member South African Institute of International Affairs also published an op-ed on the findings of the Report Card in the South African newspaper, the *Daily Maverick*. The Report Card's findings were also covered in articles in Global Trade magazine, the Humanosphere, the International Peace Institute, KZBK Bozeman, the World News Network, and the World Bank's *People, Spaces, Deliberation* blog. By the end of FY17, the Report Card had been viewed nearly 30,000 times. In addition, the 2016 Report Card received a gold W3 award and a silver Davey award, in recognition of its superior quality.

During FY17 CFR launched a new initiative, CoC Global Perspectives, which features rapid responses from CoC members to major global developments. The first installment, which provided immediate national reactions to the U.S. presidential election, quickly became one of CFR's most read web pages and most popular social media posts. The second installment, published at the close of FY17, focused on expectations for the G20 summit in Hamburg, Germany, and reflections for the future of the G20 grouping. IIGG also continued to publish CoC Global Memos, which analyze urgent global problems and opportunities and provide policymakers and multilateral institutions with recommendations for strengthening international cooperation. Experts from CoC institutions analyzed issues ranging from the protection of endangered wildlife to prospects for global trade to innovations in cyber governance. In one notable and widely read memo, Euan Graham, from the Lowy Institute for International Policy, examined implications of the decision of the International Court of Justice on the territorial disputes in the South China Sea.

Identifying obstacles and innovations in global governance

Over the past year, IIGG conducted path-breaking analysis and organized timely events on political impediments to effective multilateral cooperation, major gaps in existing institutions, and innovative approaches to overcoming these challenges.

In FY17, IIGG introduced a new roundtable series to analyze the regional and global implications of the British decision to leave the European Union. Throughout the year, the series drew insights from policymakers and scholars to better understand and navigate the political, security, and economic consequences of Brexit for the United Kingdom, Europe, and the world. At one meeting, Charlie Kupchan, then special assistant to the president and senior director for European Affairs on the staff of the National Security Council, provided an overview of the Brexit process and U.S. reaction. When Kupchan later rejoined CFR as a senior fellow, he presided over another meeting in the series, on Brexit's implications for European integration, featuring Kathleen McNamara, professor of government and foreign service at Georgetown University, and William Drozdiak, former *Washington Post* reporter and now a senior advisor at McLarty Associates.

Miles Kahler, meanwhile, investigated innovations in global governance. In Fall 2016, Kahler edited a collection of discussion papers, "Global Order and the New Regionalism," which emanated from an FY16 workshop on cooperation between global and regional institutions across the fields of finance, trade, development lending, human rights, and peace operations. The papers suggest ways in which the new regionalism can be harnessed to serve global purposes, and identify contributions U.S. policy can make to advance those ends. The discussion paper series quickly became one of the most frequently shared pages on CFR's website. Shorter versions of the papers were later published in the journal *Global Policy*.

Kahler also organized a workshop in FY17 focused on unconventional approaches to global governance that permit nongovernmental actors to collaborate with national governments and international organizations, or "hybrid governance." The workshop dedicated separate sessions to exploring the increasing involvement of nonstate actors in international frameworks of cooperation, including in the fields of peacebuilding, human rights, internet governance and cybersecurity, and climate change. The event brought together experts from distinct disciplines for the first time to draw lessons across issue areas. Kahler is now editing the memos prepared for the workshop for publication, with an anticipated release in Fall 2017. Throughout the year, Kahler also convened roundtables that examined how rising powers are engaging on a variety of global governance issues. One such event featured Oliver Stuenkel, assistant professor of international relations at the Getulio Vargas Foundation, who discussed the role of rising powers and the "global south" in reshaping world order.

Until her departure from CFR in December 2016 to become the executive director and chief executive officer of NAFSA: Association of International Educators, Esther Brimmer led a roundtable series on advancing cooperation in the “global commons,” with a focus on outer space and the high seas, two domains that are increasingly contested, thanks to competition from rising powers and new, nonstate actors. One roundtable, featuring Matthew Desch, chief executive officer of the satellite communications company Iridium, explored the emerging challenges and opportunities of operating communication satellites in outer space. The roundtable series, which convened policymakers, scholars, and business leaders, generated particular interest from the scientific community and CFR’s corporate members.

Finally, IIGG cooperated with CoC partner the Lowy Institute to develop a series of papers on Southeast Asian perspectives on U.S.-China competition. The series grew out of a workshop that IIGG and the Lowy Institute convened in April 2016, with generous support from the Robina Foundation.

Advancing understanding of major global governance questions

IIGG continued to deliver research and analysis to multiple audiences through a variety of formats, with the goal of advancing understanding of the main global governance challenges the world faces.

In FY17, IIGG published 53 posts to *The Internationalist* blog, which received over 60,000 views. Particularly popular posts included “Goodbye to All That? World order in the Wake of Trump,” which received over 4,500 views, and “Trump’s UN Executive Order Would Cut off America’s Nose to Spite Its Face,” which received over 3,000 views. IIGG received notes of praise on a number of posts, including one post by Stewart Patrick on the Trump administration’s proposed budget. A number of the blog posts were also republished in national news outlets such as *Defense One*, *Newsweek*, and *Real Clear World*.

Stewart Patrick also wrote numerous articles throughout the year, examining global governance challenges and the U.S. role in the world, particularly in light of the election of President Trump. In an article in *Foreign Affairs*, “Trump and World Order,” Patrick explores what hedging actions other countries might take on questions of security, economics, and climate change in response to uncertainty about U.S. global leadership in the age of Trump. He concludes that if Trump moves forward with fulfilling campaign pledges to abandon its global leadership role, the United States will find itself with more ambivalent allies, potentially exposing Americans to greater instability and vulnerabilities. Patrick has received several messages of praise for the article from senior global governance analysts.

In another article, published in *World Politics Review*, “An Open World Is in the Balance. What Might Replace the Liberal Order?,” Patrick analyzes five possible alternative visions that Trump may pursue if he decides to abandon the eroding liberal world order. He notes that although political necessity may require overtures to the United States’ historical role as “global champion of freedom,” Trump is unlikely to reinvigorate the open world at the heart of U.S. global strategy since World War II and may instead pursue a mix of the five alternate visions. This article also inspired well-known India analyst, W.P.S. Sidhu, to author a companion piece exploring how India might act in each of the five scenarios to advance its own interests.

In an op-ed by Patrick published in *U.S. News & World Report*, “Trump’s ‘Sovereignty’ Canard,” Patrick reflects on President Trump’s decision to withdraw the United States from the Paris Agreement. He argues that while the merits of the Paris accord for U.S. national interests can be debated, Trump was incorrect to invoke U.S. sovereignty as a reason for abandoning it, given its voluntary nature and the multiple safeguards available to the president and congress to clarify and narrow U.S. commitments. Patrick also provided commentary and analysis in a number of news outlets, including BBC News, *Business Insider*, CBC News, CGTN America, *Christian Science Monitor*, *Courthouse News Service*, *CQ Roll Call*, *Daily Signal*, National Public Radio, *New York Times*, *Politico*, *Quartz*, *RealVision*, *The*

Tennessean, and *USA Today*. Patrick was also invited to speak on a number of podcasts including *Global Dispatches* and *World Politics Review's Trend Lines*.

Patrick was also invited to speak at numerous high profile events, where he provided insights on a variety of aspects of global governance. He delivered the keynote lecture on the relationship between multipolarity and global governance at a conference hosted by the Mexican Ministry of Foreign Affairs on "Global Mexico: Interests and Principles of Foreign Policy." He also gave the keynote address at the 2017 University of New Mexico Global and National Security Symposium: Global and National Security Challenges and Opportunities Facing the New Administration. Patrick was also invited to give a lecture for two-hundred fifty senior military officers and diplomats from the United States and partner nations at the National Defense University on the migration crisis and the future of Europe. In addition, he spoke at a course for Department of Defense foreign area officers at George Washington University on collective action problems in international order. He also participated in an expert seminar on "Building a Sustainable International Order" for a RAND project commissioned by the secretary of defense and took part in a "World Order Futures Seminar," sponsored by the U.S. Military's Joint Staff J-7 (Directorate for Joint Force Development) at the Johns Hopkins University Applied Physics Laboratory. Additionally, he spoke at events at the Atlantic Council, the Brookings Institution, and the Center for Strategic and International Studies. Patrick also cosponsored a Workshop on the Liberal International Order, hosted by the Brookings Institution and involving thirty leading scholars, as part of an ongoing collaboration with the Brookings Institution, Princeton University, the Stanley Foundation, and the University of Toronto.

Last, Patrick participated in a panel discussion with Richard Haass and James Lindsay on "The State of the World" at a general meeting at CFR. The event honored the Robina Foundation for the generous gift to establish the James H. Binger Chair in Global Governance at CFR.

Other IIGG fellows also provided high-level briefings and speeches throughout the year. In particular, John Bellinger, chief legal advisor to the State Department 2005–2009, provided the 2016 Lloyd Cutler Lecture on the Rule of Law, which took place at the Supreme Court and was subsequently covered in an article in *The Economist*. Miles Kahler delivered a presentation at the Berlin Social Science Center international workshop on Contested World Orders as well as lectures at University College London, the University of Melbourne, and the University of St. Gallen. He also spoke at a meeting on "Transpacific Integration: China, the Trans Pacific Partnership, and Beyond," organized by the Inter-American Dialogue and the Johns Hopkins University School of Advanced and International Studies.

IIGG also continued to build its active social media presence in FY17. The IIGG Facebook page has reached 15,155 likes. In addition to regular posts, IIGG also began conducting Facebook Live discussions featuring CFR and CoC experts discussing recent developments or previewing upcoming events. One discussion between Stewart Patrick and Rachel Vogelstein, director of CFR's Women and Foreign Policy program, garnered nearly 190,000 views. The Council of Councils Facebook page has more than 6,118 likes and has proven to be an effective platform to disseminate not only CoC publications, but also relevant CoC member publications. IIGG's Twitter following also grew during the year, reaching over 1,000 followers.

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

IIGG published a shorter version of the print edition of the Report Card on International Cooperation. This new version featured the main findings of the Report Card as well as short analysis on the Overall Grade and directed readers to the digital version to view the full Report Card, which includes narrative analysis providing helpful background to the findings in each issue area. IIGG was able to lower costs with this effort while still producing a compelling product. IIGG also continued to improve its marketing

efforts for the Report Card, finding that targeted advertising yielded a greater percentage of clicks and longer time spent viewing the publication as compared to broader advertising efforts. In addition, IIGG piloted the blog series format, recruiting other CFR experts to analyze specific issues facing the then incoming Trump administration. The series was well-received, and IIGG is considering creating new series in the coming year. Finally, IIGG started using Facebook Live as a new way to connect with a broader audience. The discussions that Stewart Patrick participated in generated interesting questions from viewers and were viewed thousands of times. IIGG intends to continue using this format in the future.

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

The 2016 U.S. presidential election demonstrated major, and unappreciated, shifts in the relationship between domestic political forces and U.S. internationalism, affecting how the United States understands its role in the world. The election (as well as the primary campaign that preceded it) underscored widespread societal anxiety about the direction of globalization, skepticism about the benefits of continued American leadership, and doubts of the value to the United States of many longstanding international institutions. In view of the implications of these trends for U.S. foreign policy, including the U.S. approach to international institutions, IIGG intends to launch a new initiative in FY18 titled Internationalism Begins at Home (see Annex II for further details).



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

The IIGG program had a balance of \$800,236 at the end of the ninth year, which is year five of Phase II. This balance will be applied to year ten activities.

IIGG realized a number of cost savings measures while it continued to implement its mandate. The largest of these savings came from lower than anticipated expenses for affiliated senior fellows, as a number of IIGG fellows either departed CFR, reduced the amount of time allocated to the IIGG program, or were able to identify other funding options. IIGG also realized savings in salary and benefit expenses for core staff, as IIGG reduced the number of members of the core team in FY17.

Savings were also generated by lower than anticipated costs for events. In FY17, IIGG did not hold any international events, focusing instead on meetings in Washington, DC, and New York to bring together policy makers and experts.

IIGG also spent less than anticipated on multimedia expenses, in part by updating the digital elements of the Report Card internally, rather than relying on an external designer. In addition, IIGG focused in FY17 on the CoC Report Card and Stewart's book manuscript, rather than commissioned publications. This also explains lower than anticipated publications costs. IIGG also realized cost savings in outreach and communications because the program supported fewer high-profile, public events this year.

These cost savings were in part used to fund CoC activities this year. Because the CoC year five CoC approved budget was used in year four of the CoC grant, there was not a dedicated budget to support the CoC in year five.

Financial Statement
Robina Foundation
 July 1, 2016 – June 30, 2017

Year five award in Phase II
Balance as of June 30, 2017 applied
to year ten activities

\$1,846,970

\$800,236

	Year Nine Budget	Actual Expenses (7.1.16–6.30.17)
Core Staff	\$515,779	\$408,327
Senior Fellows and Studies Staff	\$494,671	\$184,713
Events	\$160,611	\$24,463
Research Travel	\$78,562	\$12,185
Publications	\$86,743	\$11,239
Multimedia	\$130,346	\$2,539
Council of Councils (CoC)*	\$0	\$120,084
Research Materials	\$21,509	\$7,356
Outreach/Communications	\$82,921	\$0
Project Management	\$275,826	\$275,826
Total	\$1,846,970	\$1,046,733

*Note the CoC approved budget total for year five was used during year four of the grant. Therefore there was no allocated budget total for CoC in year five. Other budget categories follow the year five approved budget.

International Institutions and Global Governance Program

Annex I: FY17 Activities and Outputs

Program Director: Stewart Patrick, James H. Binger senior fellow in global governance and director of the International Institutions and Global Governance Program

Reporting Period: July 1, 2016–June 30, 2017

Report Due: August 15, 2017

Council of Councils (CoC)

- CFR hosted the Sixth Annual Conference in Washington, DC (May 7–9, 2017). Sessions included:
 - “President Trump’s First One Hundred Days”
 - “How Can Governments Rebuild Domestic Support for Global Trade?”
 - “How Can Policy Institutes Maximize Their Impact on Domestic and Global Policy-Making and the Future of the Council of Councils?”
 - “What Should Be the Multilateral Rules of the Road in Cyberspace—and How Can We Get There?”
 - “How Should the World Respond When Countries Such as North Korea Develop Nuclear Weapons and Ballistic Missiles?”
 - “Globalization and the Future of World Trade”
 - “CoC Report Card on International Cooperation Launch”
 - “Is the European Union Worth Saving? If so, What Should Be Done?”
 - “What Are the Realistic Short-Term Goals for Stabilizing the Middle East—and How Can They Be Advanced?”
- The Ninth Regional Conference was cohosted by CFR and the German Institute for International and Security Affairs in Berlin, Germany (October 30–November 1, 2016). Session included:
 - “The Loneliness of the Long-Distance Runner: Angela Merkel, the Year of Elections, and Europe’s Crisis Landscape”
 - “European Regional Security”
 - “Migration as a Challenge for Regional Security”
 - “Regional Conflicts with Global Implications: The Fight Against Islamist Terrorism in the Middle East”
 - “The U.S. Elections: What Do We Expect From the United States?”
 - “Discussion on the German G20 Presidency: Challenges and Opportunities”
 - “Brexit: Implications for the EU and the World”
 - “Populism as a Challenge to Political Stability and Globalization”

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

- “For NATO and Russia, a Wary Dialogue”
- “The Hague Tribunal’s South China Sea Ruling: Empty Provocation or Slow-Burning Influence?”
- “Can Multilateral Efforts Save Threatened Wildlife?”
- “Governance or Arms Control? The Future of the Biological and Toxin Weapons Convention”
- “Global Perspectives: Rapid Reactions to U.S. Election Results”

- [“Steering a World in Disarray: Ten Summits to Watch in 2017”](#)
- [“Refreshing Global Trade Governance”](#)
- [“Global Cyber Governance in 2017: Information Integrity”](#)
- [“Europe Is at the Core of France’s Foreign Policy”](#)
- [“Impatient and Distracted: The United States and NATO Under Trump”](#)
- [“A Union at Risk: The Future of the European Project”](#)
- [“Global Perspectives: G20 Leaders Summit”](#)

Roundtables

- The United States and the Future of Global Governance Roundtable Series: 4
- U.S.-UN Roundtable Series: 5
- Roundtable Series on Rising Powers and Global Governance: 3
- Roundtable Series on Preserving Cooperation in Global Spaces: 3
- Brexit Roundtable Series: 7
- Roundtable Series on International and National Security Law: 3
- Roundtable Series on the Rule of Law and U.S. Foreign Policy: 3

Workshops and Study Groups

- Making Multilateralism Work: 1
 - Innovations in Global Governance

Publications, Meetings, and Briefings by Stewart Patrick

- [Blog Posts:](#) 53
- Briefings of Government Officials or Prominent Experts: 56
- Articles by Stewart Patrick: 6
 - [“The International Energy Agency’s Hybrid Model”](#) (coauthored with Naomi Egel)
 - [“Future of U.S. Relationship with UN in Doubt”](#)
 - [“An Open World Is in the Balance. What Might Replace the Liberal Order?”](#)
 - [“Trump and World Order: The Return of Self-Help”](#)
 - [“When America fails to lead, the whole world suffers”](#) (coauthored with Megan Roberts)
 - [“Trump’s ‘Sovereignty’ Canard”](#)

IIGG Publications

[Council of Councils Report Card on International Cooperation](#)

1

The Report Card grades global efforts to address ten major issues in 2016, ranks these issues in terms of importance, and assesses prospects for breakthrough in 2017:

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

- “Global Order and the New Regionalism” series
 - “Regional Challenges to Global Governance”
 - “Global and Regional Financial Governance: Designing Cooperation”
 - “Mega-Regional Trade Agreements and the Future of the World Trade Organization”
 - “New Multilateral Development Banks: Opportunities and Challenges for Global Governance”
 - “International Human Rights Institutions: Competition and Complementarity”
 - “Global and Regional Peacekeepers”
- “Bolstering the UN Human Rights Council’s Effectiveness”

International Institutions and Global Governance Program

Annex II: FY18 Anticipated Activities

Program Director: Stewart Patrick, James H. Binger senior fellow in global governance and director of the International Institutions and Global Governance Program

Reporting Period: July 1, 2016–June 30, 2017

Report Due: August 15, 2017

The International Institutions and Global Governance (IIGG) program will devote its tenth year to three initiatives: (1) Internationalism Begins at Home, (2) the Council of Councils, and (3) Collective Security on a Shrinking Planet.

Internationalism Begins at Home

This new initiative examines prospects for reviving U.S. internationalism, including support for multilateral institutions, in an “America First” era. It is premised on the belief that the bipartisan foreign policy consensus that supported the post–1945 liberal world order no longer exists. On both sides of the political aisle, prominent elected leaders, as well as significant portions of the electorate, have voiced anxiety about the direction of globalization, skepticism about the benefits of continued American leadership, and doubts of the value to the United States of the most important international institutions. The election of Donald J. Trump to the presidency in November 2016, and the administration’s policy during its first several months, underlines these trends. They suggest that the United States may be returning to a pre-World War II orientation, in which it adopts more inward-looking policies, retrenches from international commitments, and sheds responsibilities to preserve and defend international order.

Stewart Patrick will devote much of his attention in FY18 to the launch and promotion of his book, *The Sovereignty Wars: Reconciling America with the World*. In addition to launch events in New York and Washington DC, Patrick will seek speaking engagements—and an opportunity to interact with a wide cross-section of Americans—at events hosted by local World Affairs Councils, Chambers of Commerce, Rotary clubs, and universities. At each location, he will engage with local media outlets, including radio, print, and web-based, to discuss and disseminate his findings.

IIGG will combine its two roundtable series under the title, the United States and the Future of Global Governance. Meetings under this series will increasingly probe the domestic constraints on—and preconditions for—U.S. internationalism. IIGG will continue to draw speakers from government and multilateral organizations as well as policy analysts and civil society.

The Council of Councils

Now in its sixth year, the Council of Councils is CFR’s primary international initiative and a leading source of analysis on global challenges and pathways to effective multilateral cooperation. In FY18, IIGG will continue to build the network’s substantive work and profile. The tenth regional meeting of the network, which will take place in Buenos Aires, Argentina, will enable the CoC to inform Argentina’s G20 chairmanship. The meeting will also be the first opportunity for the network to consider draft Global Governance Working Papers, a new CoC initiative that targets critical global problems where new, creative thinking is needed. These papers will identify new principles, rules, and institutional arrangements that could improve international cooperation in addressing longstanding or emerging global problems. Written for policymakers and opinion leaders, these brief working papers aim to stimulate debate by offering fresh ideas for new multilateral frameworks to govern state conduct that would narrow the gap between current efforts and what is needed. Critically, these documents not only identify desirable

institutions (whether formal or informal), but also outline plausible diplomatic pathways and processes to bring them to fruition. The seventh annual meeting, which will be held in New York, in May 2018, will enable the network to engage U.S. government officials and UN representatives.

IIGG will also continue to publish a variety of CoC products. The Global Perspectives series will continue to solicit short analyses from CoC members in anticipation of or in response to major global developments. Monthly Global Memos will continue to provide a venue for deeper analysis on important transnational issues or upcoming summits. Finally, IIGG will publish the fourth edition of the CoC Report Card, which will be launched at a general meeting during the CoC annual conference. IIGG will also continue to manage the CoC's Facebook page and promote the CoC and its products via IIGG's social media channels.

Collective Security on a Shrinking Planet

During FY18, IIGG will also launch a program of research and policy engagement, intended to help close gaps in international efforts to mitigate and manage emerging global threats posed by environmental degradation, infectious disease, and technological innovation. Beyond looking at current dilemmas, IIGG will anticipate over-the-horizon problems likely to arise on our increasingly crowded planet, where distances are being annihilated, resources are being exploited, and individuals are being empowered at rates never seen in human history.

As part of this effort, IIGG plans to launch a series of meetings to address the downsides (as well as opportunities) created by humanity's growing ecological, epidemiological, and technological interdependence. This series will bring together leading experts from government agencies, academia, the private sector, and civil society to address the national security, foreign policy, and economic consequences of: (1) concurrent global environmental crises exacerbated by climate change and demographic trends, including alarming biodiversity loss, rampant deforestation and desertification, water scarcity and food insecurity, and degradation of the world's oceans; (2) humanity's growing exposure and vulnerability to new and reemerging infectious diseases (from influenza to Zika to Ebola), and the shortcomings of the World Health Organization and other institutions to address these; and (3) the accelerating pace of technological change, which is placing unprecedented capabilities in the hands of state and non-state actors alike and exposing gaps in global governance, in areas ranging from synthetic biology to nanotechnology, geoengineering, artificial intelligence, and the development of autonomous weapons systems. The series will draw attention to new, nontraditional dangers that will require unprecedented and often unconventional forms of global cooperation.

In addition, Miles Kahler will begin work on a new initiative assessing the governance structure to respond to global illicit financial flows. This project will seek to map and suggest ways to integrate the currently fragmented efforts to limit illicit financial flows, including those associated with tax evasion, terrorist financing, proceeds from corruption, sanctions busting, money laundering, and exploitation of conflict commodities. Kahler will also continue to conduct his roundtable series on global governance.

UNIVERSITY OF MINNESOTA

Twin Cities Campus

*Office of the Dean
The Law School*

*Walter F. Mondale Hall
229 - 19th Avenue South
Minneapolis, MN 55455*

*Office: 612-625-4841
Fax: 612-625-2019*

August 16, 2017

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

Dear Kathleen,

I am pleased to present our year four report on the James H. Binger Center for New Americans.

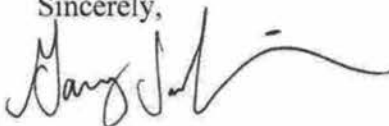
The report has three parts. Part 1 is a broad overview of our progress. Part 2 highlights how the Center and our partners responded to changes in immigration law and policy implemented by the new administration. The section also describes the effectiveness of the Center's model to be responsive to developing trends and provide national leadership and impact. The section details the progress of the Federal Litigation Clinic, the Detainee Rights Clinic, and our Outreach and Education Program. Part 3 discusses how last year's elections and other trends will continue to shape our priorities, and it summarizes some of our goals for the year ahead.

The report includes two appendices with supplemental information about Center personnel and press coverage and publicity about our work. A budget summary is also included.

The collaborative model we have tested together has surpassed all of the expectations we had when first proposing the Center to you just over four years ago. Again in our fourth year we met or exceeded virtually all of our benchmarks for progress. Working together with our partners we have won transformative changes in the law affecting thousands of immigrants and refugees. We have also transformed the lives of the scores of law students who helped us build the Binger Center. Our shared accomplishments have attracted wide attention again, including coverage in the Washington Post and other major media.

We are deeply grateful to the Robina Foundation for endowing the Binger Center. The extraordinary gift ensures that generations of law students will help carry forward the outstanding achievements we realized together in our pilot period. Because of Robina's generosity we can proudly claim that the University of Minnesota Law School is already home to one of the nation's preeminent immigration clinical programs.

Sincerely,



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



James H. Binger Center for New Americans ANNUAL REPORT – YEAR 4

PART 1 | OVERVIEW

The James H. Binger Center for New Americans is proud to report another year of progress and success for the fourth and final year of the Center's pilot period. The Center is profoundly grateful to the Robina Foundation for its generous gift of \$24.5 million that permanently endowed the Center. Over the last four years, the Center has established itself as a vital national player and a driver of transformative change in U.S. law that has benefited thousands of immigrants and refugees and provided students with exceptional educational opportunities available only at the University of Minnesota Law School.

After four pilot years, the Center is comprised of a team of expert staff and faculty that bring diverse and robust experience in several aspects of immigration law. The Center team includes three full-time clinical faculty professors (two of which were funded by the Robina Foundation), one full-time Director of Education and Outreach, one full-time Program Coordinator, two Teaching Fellows, and one Administrative Assistant. Last year, the Center had **19 clinical students, plus 12 student directors, and 23 enrollments** for externships or service trips for academic credit. The Center's law-firm partners—Faegre Baker Daniels; Dorsey & Whitney; and Robins Kaplan—have now contributed over **6,000 pro bono hours** to Center matters since our launch, a matching investment that now **exceeds \$2.3 million**.

Over the past four years, the Center has developed and implemented one of the most innovative clinical models in the country and achieved or exceeded nearly all of its original benchmarks for Year 4.

- Law students in the **Federal Litigation Clinic** led impact litigation and with our partners handled **32 matters before federal courts and completed 21 cases**, including several cases that received prominent national attention.
- The **Detainee Rights Clinic** provided comprehensive representation to a growing detainee population, including **44 bond hearings, merits representation in 46 matters (71 % success rate)** as well as providing legal screenings, advice, and educational materials to **over 100 detainees**.
- Students, partners and staff in the **Education and Outreach Program** educated **over two thousand immigrants** and community members throughout the region, provided comprehensive screenings to nearly 100 noncitizens in vulnerable communities, and **trained over 900 lawyers and community members** to provide pro bono service to immigrants.

PART 2 | DETAILS OF PROGRESS

RESPONDING ON ALL FRONTS

The Center's unique model has allowed it to be highly effective in a rapidly changing legal environment. Over the course of the pilot period, the Center developed a reputation as a national leader with the ability to respond on several fronts of the immigration debate.

The Center's victory in the U.S. Supreme Court case, *Mellouli v. Holder*, established the Center as a powerful and transformative player to address how minor criminal convictions often lead to unfair and disproportionate immigration consequences. The Center also took a lead role nationally to address the Central American refugee crisis, which reached a high water mark as record numbers of vulnerable children and families fled horrific violence and arrived at the U.S. border. The Center pursued impact litigation to address fundamental unfairness within the nation's asylum laws. That crisis still persists today, and those cases make up a significant portion of the Center's existing docket and have the potential to impact thousands of people.

During the past year, the Center responded to another wave of rapid changes implemented by President Donald Trump and the new administration. In the Center's Year 3 report, it correctly anticipated the need to reevaluate priorities in the event of a Donald Trump electoral victory; within the first few weeks after inauguration, the administration issued a series of drastic and overreaching executive orders that implicated broad swaths of immigration law. This included the notorious "travel ban" that prohibited immigrants from several Muslim majority countries from entering the United States. The Center's dynamic partnership model proved to be well-equipped to pivot in the face of these challenges and provide leadership nationally and regionally.

When the travel ban was issued in January 2017, many immigrants in the Twin Cities region were affected and the Center's work to represent those families became nationwide examples at the forefront of the national debate. (See Appendix B) Center faculty and students worked to advocate for clients held overseas, including a four-year old Somali girl, and filed litigation in the Federal District Court for the District of Columbia on behalf of two married couples separated by the ban. Students and faculty worked closely with the Minnesota Attorney General's Office to document harms inflicted on Minnesotans for use in the lawsuit with Washington State that secured the first federal judge order temporarily blocking the travel ban nationwide. The Center also led efforts at the Minneapolis-St. Paul International Airport to support those at risk of unlawful detention or exclusion from the United States due to their religion or nationality. Many groups turned to the Center for expertise and leadership in this volatile legal landscape, and the Center led a series

of public educational events. Staff and faculty spoke widely at community events to educate the legal community and general public during the early months of 2017. This included a community presentation led by U.S. Representative Keith Ellison's office on February 13, an Immigration Fair coordinated by State Representative Ilhan Omar on March 11, as well as presentations at the University of Minnesota, Carleton College, St. Thomas University and sessions at churches in Minneapolis, Northfield, Burnsville and St. Paul.

Members of the Trump administration also promise new detention and enforcement policies that stand to harm countless immigrants and their families. Through the spring of 2017, the Center played a crucial role as a convener of regional agencies, hosting forums with community partners and facilitating recurring sessions to discuss trends and develop strategies to counter the rollout of these new policies. The Center developed responsive initiatives to observe and monitor immigration court, increase capacity in the pro bono legal community to support bond representation for immigrants, and conduct legal workshops and screening in rural Minnesota for immigrant populations that have been identified as highly vulnerable.

In this new environment, the Center's role and impact continues to develop in promising and inspiring ways. The Center's mission and charge to deliver transformative change and exceptional educational opportunities is even more pertinent. It has the potential to impact thousands of immigrants caught in a rising tide of suspicion, apprehension and complex legal proceedings.

FEDERAL IMMIGRATION LITIGATION CLINIC

The Binger Center seeks to transform our immigration laws through collaborative impact litigation in federal courts. In Year 4, the Center coordinated with local partners and national allies to respond with critically needed litigation in a fast-paced and changing environment.

Federal Immigration Litigation Clinic | Progress on benchmarks

Year 4 Benchmarks	Status
Set litigation priorities with partners	Completed. We kept five priorities for Year 4: • Protecting the rights and liberty of noncitizens facing deportation proceedings, including those detained by the Department of Homeland Security • Expanding asylum protection for victims of persecution • Protecting family unity • Securing the rights of immigrant and refugee children • Countering arbitrary agency action and delays

Increase annual number of appellate and district court matters handled from baseline of 8 to 24	Exceeded. The Center and our partners handled 32 litigation matters, completed 21, and succeeded in 13 (62%): • 1 case at U.S. Supreme Court ▪ 1 pending • 4 petitions for rehearing at U.S. Courts of Appeals: ▪ 1 win / 3 losses (1 loss on appeal to U.S. Supreme Court) ▪ 1 with amicus support • 11 petitions for review in U.S. Courts of Appeals: ▪ 2 wins / 1 partial win / 2 losses / 6 pending ▪ 3 with amicus support • 5 cases in U.S. District Courts: ▪ 1 win / 3 partial wins (relief mooted appeals) / 1 pending • 4 cases at Board of Immigration Appeals (BIA): ▪ 2 wins / 2 losses (2 losses on appeal to U.S. circuit courts) ▪ 1 with amicus support • 7 amicus curiae briefs: ▪ 1 at U.S. Courts of Appeals / 5 at BIA / 1 at MN Sup. Court ▪ 3 wins / 3 pending / 1 loss
Enroll 12-16 students in clinic or with partner organizations	Completed. The clinic completed its third full year in 2016-17 and enrolled five students and five student directors. In addition we had one full-time summer student director and one student enrolled in a special collaboration with the International Refugee Assistance Project in Lebanon over winter break for an overall total of twelve. Professor Casper Sanchez was awarded the Stanley V. Kinyon Clinical Faculty of the Year Award by the Law School and the Elmer Fried Excellence in Teaching Award by the American Immigration Lawyers Association.

Federal Immigration Litigation Clinic | Year 4 highlights and results

- **Federal court response to Trump administration's travel ban.** Binger Center students joined attorneys from Dorsey and Whitney and the Immigrant Law Center of Minnesota to represent a Somali Minnesota resident and her 4-year-old daughter, who was blocked from reuniting with her refugee mother by the travel ban. Center efforts, in coordination with Senator Al Franken and Amy Klobuchar's offices, led to an early ad hoc waiver of the ban issued by the Department of Homeland Security that allowed the girl to travel. *The Washington Post* reported her story. (See Appendix B)
- Binger Center clinic students coordinated their efforts with Minnesota Attorney General Lori Swanson's office, which was preparing to join the state of

Washington in a federal lawsuit, venued in Seattle, challenging the travel ban as unconstitutional. Students documented the cases of immigrants and refugees in Minnesota harmed by the travel ban, and the attorney general's office used these stories in its complaint. On Feb. 3, a federal judge granted a motion for a temporary injunction, which blocked key elements of the travel ban nationwide. The Center also filed a lawsuit in the United States District Court for the District of Columbia on behalf of two Minnesota families. In both situations, the husbands were residents of the United States but their wives were prohibited from travel. The families were reunited upon the issuance of the temporary injunction in the State of Washington and Minnesota's lawsuit. Co-counsel included The Advocates for Human Rights and the Immigrant Law Center of Minnesota. (See Appendix B)

- **Continued advocacy for Central American refugees.** Binger Center students continued to help lead prominent federal litigation aimed to expand asylum protections for Central American children and families fleeing gang-related and gender-based persecution. Center law students briefed, argued and won a partial victory in the high-profile Ninth Circuit gang-asylum case, *Garay-Reyes v. Holder*. Center faculty and students are now appealing a portion of the Ninth Circuit's ruling to the U.S. Supreme Court. Center faculty continue to convene monthly calls of the Asylum Litigation Working Group, a network of leading asylum advocates from law clinics and NGOs that coordinates impact asylum litigation across the country.

DETAINEE RIGHTS CLINIC

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

Detainee Rights Clinic | Progress on benchmarks

Year 4 Benchmarks	Status
Increase number of detainees represented in bond hearings to 50	Near complete. The Center and its partners represented clients in 44 bond hearings and achieved a positive outcome in 92% of completed cases. Center staff also launched a pro bono bond project with partners to expand representation in bond hearings.
Increase number of detainees who receive merits representation to 60	Completed. The Center and our partners provided merits representation to detained immigrants in Minnesota in a total of 46 matters, completed 28, and succeeded in 20 (71%).

	Additional merits representation was also provided in 157 non-detained matters on the priority docket for those fleeing violence from Central America. In addition to the above merits representation in Minnesota, Center faculty and law students also helped 120 Central Americans detained in Dilley, Texas, 30 immigrants held in the Eloy Detention Facility in Arizona, and 6 detainees in Tacoma, Washington.
Enroll 12-16 students in clinic or with partner organizations	Exceeded. During the 2016-17 academic year, the clinic enrolled seven students and four student directors. Eight students participated in intensive detention-related service trips for academic credit, for a total of nineteen enrollees. Linus Chan was awarded the 2017 University Outstanding Community Service Award. Regina Jefferies received recognition at The Advocates for Human Rights' Human Rights Awards Dinner for her leadership of the Travel Ban Response Team at the Minneapolis-St. Paul International Airport. Linus Chan and Regina Jefferies also secured a publication deal with West Academic to publish a textbook related to detainee rights.

Detainee Rights Clinic | Year 4 highlights and results

- Providing leadership in a new era.** Immediately after the issuance of the travel ban, teaching fellow Regina Jefferies and Professor Linus Chan helped organize a volunteer project that brought dozens of law students and lawyers to Minneapolis-St. Paul International Airport to monitor the unfolding events and assist arriving immigrants who were detained due to the travel ban. (See Appendix B) These efforts galvanized hundreds of attorneys in the Twin Cities region to volunteer in pro bono efforts led by the Center and its partners to represent immigrants swept up in the new enforcement regime.
- Coordinating an effective response to increased internal enforcement.** The Center coordinated a state-wide detention project that enlists partners and other law school clinics to screen detainees each week at the time of initial immigration court hearings. Due to increased enforcement, these hearings have increased from two days per week to three or four days per week. The Center continues to expand the Legal Orientation Program, which provides know-your-rights presentations, early screenings, and high-quality educational materials to detainees on-site at county jails.
- Unmatched learning opportunities.** Professor Chan led a group of five students on a week-long service learning trip to Florence, Arizona in February 2017 to support detained immigrants at the U.S. border. The trip included Professor Chinmoy Gulrajani and forensic psychiatry students from the

University of Minnesota in a one-of-kind partnership to deliver much-needed mental health support to detainees. This project was indicative of the Center's leadership regarding mental health issues. The work of the collaboration was featured in *The New Yorker*, which highlighted the Center's representation of a former child soldier, Nelson Kargbo. In January, Binger Center Teaching Fellow Regina Jeffries travelled with four law students to Tacoma, Washington to support detainees in the Pacific Northwest with the Northwest Immigrant Rights Project. Teaching Fellow Julia Decker and adjunct professor Rebecca Scholtz from non-profit partner Mid-Minnesota Legal Aid led a team of three students to Dilley, Texas to represent mothers and children from Central America who had been jailed upon entering the U.S.

EDUCATION AND OUTREACH PROGRAM

The Education and Outreach Program teaches noncitizens about their legal rights and informs the wider community about issues of immigration policy. The Program also trains lawyers to provide high-quality pro bono services to New Americans. In Year 4, the program responded to a dramatic increase in requests for education events and engaged students, partners and allies in numerous successful initiatives.

Education and Outreach Program | Progress on benchmarks

Year 4 Benchmarks	Status
Fully establish network of University and Community allies	Completed. The Center has established a broad network of allies and community partners that continues to grow. The Center deepened relationships with the American Civil Liberties Union of Minnesota and NAVIGATE MN in order to bring services to a wide range of underserved populations. The Center also pursued partnership with other University of Minnesota programs to leverage holistic client services. For example, the Community University Health Clinic and the Social of Social Work that placed a full-time social work student with the Center this summer.
Fully implement educational and outreach programs and materials for noncitizens	Completed. The Center provided legal education to over two thousand noncitizens this year. The Center created several opportunities for students to provide services to noncitizens and had thirteen student enrollments between its externships, service trips, and Immigration Law Field Placement course. The Center led five off-site legal screening and citizenship clinics that brought nine students to provide advice-based legal services to over one hundred individuals. A partnership with Teaching Fellow Frank DiPietro of the UMN tax clinic brought tax-related education to over 1500 people in various immigrant communities.

	Center Director of Education and Outreach Deepinder Mayell presented at the Midwest Clinical Conference in Tulsa, Oklahoma in October 2016 about a pro bono toolkit developed by the Center and was also invited to present about the Center's clinical model to immigration academics, attorneys and legislators from across California at an American Bar Association sponsored gathering at UCLA in November 2016.
Fully implement educational and outreach programs and materials for pro bono lawyers	Completed. The Center and our partners organized and co-hosted multiple events for lawyers at the Law School on asylum law, immigration policy, criminal-detention issues, and other topics. The Center educated more than 900 lawyers, students and community members at events to promote pro bono service.

Education and Outreach Program | Year 4 highlights and initiatives

- **The Center hosted several events for the pro bono legal community as well as the general public including:**
 - A moderated panel at the law school titled, "Immigration Nation: Writing Our Next Chapter" on October 13, 2016 with over 125 attendees.
 - An Immigration Law Teach-In for the UMN community about sanctuary policies in December 2016 with nearly 150 attendees.
 - A speaking event featuring former US Ambassador Stephen J. Rapp titled, "Will There Ever Be Justice for the Mass Atrocities in Syria?" on February 21, 2017 with 75 attendees as the first session of a university-wide series on the Syrian crisis, which will continue in the fall of 2017.
 - A continuing legal education course in February 2017, training nearly 125 attorneys to provide emergency legal support at airports.
 - A speaking event titled, "Refugees at Our Border" with over 100 attendees featuring Pulitzer Prize winning journalist Sonia Nazario on March 1, 2017, with an additional teaching session for 50 local educators titled "Refugees in our Classrooms."
 - A comprehensive "Bond Representation Training" on March 23, 2017 for pro bono attorneys with 85 attendees.
 - A student-led immigration law conference titled "Developments in Immigration Law" on March 31, 2017 with 150 attendees; students provided continuing legal education courses based on their work with the Center, including litigation surrounding the Trump travel ban.
- **Building capacity to respond to the needs of detained immigrants.** The Center played a pivotal role to build capacity in the legal aid community. Deepinder Mayell, Kjerstin Yager, Regina Jefferies, and Linus Chan, worked in conjunction with Center partners The Advocates for Human Rights and Robins Kaplan to launch two new community initiatives:

- The **Human Rights Defender Project** trained volunteer court observers to monitor immigration court and coordinated nearly 100 observer slots starting in January to document trends and due process violations.
- The **Pro Bono Bond Representation Project** utilized pro bono attorneys and Center faculty mentors to build much-needed capacity to provide free legal representation in bond hearings. The Center also developed an extensive Bond Training Manual.
- **The Binger Center led several events directed to vulnerable populations.** Center faculty and staff, along with the American Civil Liberties Union of Minnesota and a team of law students and volunteer attorneys, conducted legal workshops and case screenings in St. James, Madelia and Worthington in rural Minnesota. The Center conducted similar screenings in the Cedar-Riverside neighborhood of Minneapolis, which has a high percentage of East African immigrants. The Center also led a pro se citizenship workshop with members of the United Food and Commercial Workers Union in Minneapolis in February 2017.
- **Expansion of immigration externship offerings.** The Binger Center offered an Immigration Law Field Placement course that enrolled four students in the fall semester and seven students in the spring semester, in a diverse range of immigration externships. The Center developed an ongoing partnership with the International Refugee Assistance Project where students receive course credit to conduct remote screenings with asylum seekers and refugees leaving Iraq and Syria. This offering led to a week-long service trip on the ground in Lebanon. Students supported statewide legislative research for the Immigrant Law Center of Minnesota and worked with members of the private immigration bar as well as the Office of Chief Counsel for the Department of Homeland Security.
- **Translation and Interpretation Project.** The volunteer language services program offers services in twenty-five languages and is a vital program in our community and for our partners. This year, the TIPS program provided services in 116 projects and maintains a pool of over 150 volunteers.

PART 3 | THE YEAR AHEAD

The new administration's executive orders as well as ongoing litigation have confused and scared many parts of our community, including citizens and noncitizens. Our community and non-profit partners have reported an increase in fear amongst immigrant communities and a rise in anti-immigrant and Islamophobic crime. The Center anticipates that it will be called upon to provide expert analysis to educate the public about immigration law developments and challenges. The Center will continue to draw on a broad constituency of students, non-profit and law firm partners, community organizations, faith-based groups, and

community members to create and lead innovative initiatives to support underserved immigrants throughout the region.

In the next year, the Center expects the immigration system to continue to be backlogged, overburdened and ridden with due process and other constitutional concerns that jeopardize the dignity, human rights, and security of thousands of immigrants. As the removal regime intensifies, the need to provide representation at initial hearings in court, bond determinations and merits hearings will increase, particularly in cases that involve complex asylum, criminal and immigration law. The Center will continue to provide representation in those matters and work with partners to build capacity in the region to respond to the growing need. At the same time, the rapid build-up raises additional constitutional concerns due to the expansion of expedited removal procedures that can sweep immigrants out of the United States without the opportunity to plead their case before a judge. The Center anticipates working with partners across the United States to analyze, plan and litigate a host of issues at the federal level as they arise in this fast-moving environment. The causes of action could include habeas petitions for prolonged detention and unjust confinement either on an individual or a class basis. The Center will also continue to pursue impact litigation around gender-based and gang-related asylum claims from Central America, including cases related to domestic violence victims, children recruited into gangs and the bar to asylum for those accused of being former persecutors.

As the Center moves forward, it will focus on its law student alumni to track their successes and career trajectories. Many Center students have pursued careers in immigration law at several prestigious national organizations, including the Center for Gender and Refugee Studies, the National Immigrant Justice Center and The Florence Project in Arizona. Other alumni have secured employment with one of the Center's non-profit or firm partners, including The Advocates for Human Rights, the Immigrant Law Center of Minnesota and Robins Kaplan, LLP. The Center will maintain connections with student alumni and conduct a survey to solicit feedback about the Center's impact in their legal careers. The Center will share the results in its promotional materials such as the Center's website and Annual Report.

APPENDICES

- Appendix A - Faculty and staff biographies
- Appendix B - Selected press and publicity

BINGER CENTER FOR NEW AMERICANS

Income and expense statement for 7/1/2016 - 6/30/2017

	BUDGET	ACTUAL
Faculty	491,294	316,676
Director for Education and Outreach	0	94,896
Teaching Fellows	193,740	174,563
Student Clinic Directors	20,000	31,705
Program Staff	77,055	97,924
Adjuncts	36,000	16,908
Total Compensation	818,089	732,672
Co-Partner: Immigrant Law Center of Minnesota (ILCM)	50,000	50,000
Co-Partner: Advocates for Human Rights (Advocates)	50,000	50,000
Co-Partner: Mid-Minnesota Legal Assistance (MMLA)	50,000	50,000
Outreach/General Supplies/Operations	80,000	78,317
Research Project	0	20,000
Equipment & Space	9,272	42,433
TOTAL EXPENSES	1,057,361	1,023,422

Appendix A - Faculty and staff biographies

Benjamin Casper Sanchez

Clinical Professor Benjamin Casper Sanchez ('97) joined the faculty as a visiting associate professor in 2013. He is Director of the James H. Binger Center for New Americans and teaches the Federal Immigration Litigation Clinic, which engages students in strategic impact litigation on behalf of immigrants and refugees. He has more than 16 years of experience litigating cases before immigration courts, the Board of Immigration Appeals, U.S. District Courts, U.S. Courts of Appeal, and the U.S. Supreme Court.

Before joining the Law School, Professor Casper Sanchez was in private practice. From 2008 to 2013, he was also Director of the *Pro Bono* Litigation Project at the Immigrant Law Center of Minnesota. He has previously served as an adjunct clinical professor of immigration law at the University of Minnesota, William Mitchell College of Law, and the University of St. Thomas School of Law. From 1997 to 2001, he was an attorney for the nonprofit immigration law office Centro Legal, where he focused on deportation defense. He graduated with honors from the University of Minnesota Law School in 1997.

Since 2011, Professor Casper Sanchez has served on the amicus curiae committee of the American Immigration Lawyers Association. He writes and lectures on immigration law topics for both local and national audiences.

Linus Chan

Clinical Professor Linus Chan joined the faculty at the end of 2013 as a visiting associate professor of clinical law. Prior to joining the James H. Binger Center for New Americans, he taught at the DePaul College of Law in Chicago and at the DePaul Asylum and Immigration Law Clinic. He has practiced immigration law for more than 10 years with a focus on representing people who are detained by Immigration and Customs Enforcement. He teaches the Detainee Rights Clinic which provides representation and support for those facing removal from the United States detained in the Twin Cities area.

Stephen Meili

Professor Stephen Meili writes and teaches about the rights of noncitizens, particularly those seeking asylum. His recent publications include a comparative study of the detention of asylum-seekers in the U.S. and the U.K, the right *not* to hold a political opinion as the basis for asylum, and a human rights-based analysis of U.S. refugee resettlement policy. He has published empirical studies on the impact of human rights treaties on asylum jurisprudence in Canada and the United Kingdom. His current research concerns the constitutionalization of human rights law in the context of refugee crises in Europe and Latin America. His past research has been funded by grants from the National Science Foundation and the Robina Foundation.

Meili has taught international refugee law and been an Academic Visitor at the Faculty of Law at Oxford University. He has also taught at several law schools in Medellin, Colombia, and at Uppsala University in Sweden. At the University of Minnesota he teaches immigration and human rights law, as well as civil procedure and legal practice.

Meili also serves as director of the Law School's Immigration and Human Rights Clinic, where students represent asylum-seekers and detained individuals in various immigration and appellate court proceedings. Over the past few years, the IHR Clinic has obtained asylum or other forms of protection for applicants from Cameroon, the Democratic Republic of Congo, El Salvador, Eritrea, Ethiopia, The Gambia, Guinea, Honduras, Iran, Liberia, Syria, Sudan, Turkmenistan, and Zimbabwe. He has also supervised outreach projects in the Twin Cities immigrant community. Meili was awarded the Law School's Stanley V. Kinyon Clinical Teacher of the Year Award in 2011 and held the Vaughn G. Papke Clinical Professorship in Law from 2012 to 2014.

Prior to coming to Minnesota, Meili was director of the Consumer Law Litigation Clinic at the University of Wisconsin Law School. And before entering academia, he was a partner in a plaintiffs'-side labor law firm in Hartford, Connecticut.

Deepinder Mayell

Deepinder Singh Mayell is the director of the James H. Binger Center for New Americans' Education and Outreach Program. The program engages law students, along with the Center's law firm and nonprofit partners, in collaborative projects that teach noncitizens about their legal rights and train lawyers to provide high-quality pro bono representation to immigrants. Mayell designs initiatives in cooperation with faculty from the Center's three immigration clinics and the Center's partners.

Before coming to the Law School, Mayell was the director of the Refugee & Immigrant Program at The Advocates for Human Rights in Minneapolis. In that role, he directed the organization's legal services program and provided representation to asylum seekers at all levels of litigation. Mayell led the organization's national asylum law project, which

supported pro bono attorneys representing asylum seekers throughout the United States. At The Advocates, Mayell supported the Center by serving as co-counsel in asylum litigation before the U.S. Supreme Court, as a co-organizer of numerous educational programs for law students and volunteer lawyers, and through his frequent appearances as a guest lecturer at clinical seminars.

Mayell spent several years as a staff attorney with Merrimack Valley Legal Services in Massachusetts, where he represented victims of domestic violence in family, immigration, and housing proceedings. Mayell served on the Massachusetts Race Equity Coalition and was a member of the Massachusetts Legal Services Retention Task Force, convened by the Massachusetts Legal Assistance Corporation to address diminishing diversity in legal aid organizations across the state.

A graduate of Brooklyn Law School, Mayell has a diverse background working for vulnerable populations. His past research work has included the constitutionality of prolonged detention of prisoners at Guantanamo and research on labor conditions in apparel factories in Jakarta, Indonesia. Prior to law school, Mayell was a community organizer in Boston, working with community members, primarily youth, on a variety of issues related to anti-racism and anti-militarism.

Regina Jefferies

Regina Jefferies joined the James H. Binger Center for New Americans in June 2016. She has more than 10 years of experience practicing before U.S. Citizenship and Immigration Services, the U.S. Department of State, U.S. immigration courts, the Board of Immigration Appeals, U.S. District Court for the District of Arizona, and the U.S. Court of Appeals for the 9th Circuit.

Prior to joining the Center, she was an immigration attorney in private practice in Arizona. In 2011, she earned her Master of Studies at the University of Oxford in international human rights law. Jefferies serves on the American Immigration Lawyers Association (AILA) National USCIS Field Operations Committee and is a Martindale-Hubbell AV Preeminent-rated attorney. She co-teaches the Detainee Rights Clinic, which provides representation and support for detainees in Minnesota who are facing removal from the United States. In her spare time, she is a professional mountain bike racer.

Stacy Taeuber

Stacy Taeuber joined the James H. Binger Center for New Americans in June 2017 as a visiting assistant professor of clinical law. She has more than 15 years of experience practicing immigration law and criminal defense. In 2012, Taeuber founded the Immigrant Justice Clinic at the University of Wisconsin Law School and served as its director until

2016. She has worked in private practice as well in the nonprofit sector, including as a staff attorney for the Legal Aid Society of New York; the Catholic Legal Immigration Network in Miami; and the Florence Project in Arizona, which provides free legal services to people in immigration custody. She also worked as a public defender in Cochise County, Ariz., and handled criminal appeals by appointment from the Wisconsin State Public Defender's office.

Taeuber has appeared before the Arizona and Wisconsin Courts of Appeal and Supreme Courts and has litigated cases before immigration courts, the Board of Immigration Appeals, U.S. District Courts, and U.S. Circuit Courts of Appeal. She has worked closely with and been on the boards of several community organizations that serve the immigrant and undocumented populations in Wisconsin.

Kjerstin Yager

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

Elizabeth Coffield

Liz Coffield joined the James H. Binger Center for New Americans in July 2016 after graduating from Macalester College with a degree in Hispanic studies. Before formally joining the Center, Liz was a volunteer translator with its Translation and Interpretation Program; she has also translated for The Advocates for Human Rights. As administrative coordinator, Coffield supports the Center's three clinics and the Education and Outreach Program.

Appendix B – selected press and publicity

- “After four years and Trump’s travel ban, a child meets her family,” The Washington Post, February 3, 2017
- “4 year old Somali refugee reunited with her family in Minnesota,” Star Tribune, February 3, 2017
- “Minnesota residents caught in confusion around Trump’s immigration order,” Star Tribune, January 31, 2017
- “Attorneys poised to help international travelers at Twin Cities airport,” MPR News, January 30, 2017
- “\$25 million gift to help U of M Law School’s center focused on immigration,” Star Tribune. February 7, 2017
- “Robina Foundation pledges \$25 million to U of M law school,” Minnesota Lawyer, February 9, 2017

After four years and Trump's travel ban, a child meets her family

By Katie Zezima February 3

Samira Dahir got the call in the middle of the night: Her 4-year-old daughter, who was scheduled to leave a Ugandan refugee camp for the United States, would not be going anywhere because of an executive order President Trump had signed days before, temporarily blocking refugees from entering the United States.

Dahir, a Somali refugee who lives in Minneapolis, had been waiting to see Mushkaad since she and her two older daughters left the camp in 2013. In December, she got word that the girl was finally cleared to come to the United States. With Mueahib, 8, and Mumtaz, 7, Dahir spent a month getting ready, buying a bed, clothes and toys. Mushkaad was scheduled to land Tuesday in Minneapolis.

Mushkaad had gotten her hair braided and henna on her hands for the occasion. She wore a white dress her mother had sent from Minneapolis. But as the child and a chaperon were at the airport in Kampala, they were told that Trump's order would not allow her to enter the United States.

Dahir, paralyzed by the news she had just received from Africa, immediately started trying to figure out how to get her daughter to the United States. The next few days became an round-the-clock saga that went from the offices of lawyers and social-service groups in Minneapolis to the U.S. Senate to the Department of Homeland Security and, finally, to the Minneapolis-St. Paul International Airport on Thursday night, when Mushkaad was at last reunited with her family.

The first thing she told her mother: She wants to stay with her forever.

"It was hundreds of hours of work by a lot of people. ... We were going to get this girl back in through litigation or any other means," said Benjamin Casper Sanchez, director of the Center for New Americans at the University of Minnesota Law School, who argues that Trump's executive order blocking migrants, refugees and others from seven predominantly-Muslim countries is neither legal nor constitutional.



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MINNEAPOLIS

4-year-old Somali refugee reunited with her family in Minnesota

Franken calls Homeland Security chief, who ends three-year separation.

By Emma Nelson (<http://www.startribune.com/emma-nelson/261800211/>) and Faiza Mahamud (<http://www.startribune.com/faiza-mahamud/381858611/>) Star Tribune staff writers

FEBRUARY 3, 2017 — 9:54AM

A 4-year-old Somali refugee was reunited with her family in Minnesota Thursday after more than three years apart.

Mushkaad Abdi arrived at Minneapolis-St. Paul International Airport on Thursday afternoon, days after President Donald Trump's executive order barring refugees from entering the United States threatened her long-planned arrival.

"I don't like the executive order," said U.S. Sen. Al Franken, who advocated for Mushkaad to be allowed to enter the United States. "This isn't who we are. We're a country that takes refugees — we always have."

Mushkaad's mother, Samira Dahir, and two older sisters have been living in Minnesota since 2013. Mushkaad had been living in Uganda.

Franken's office has been working on Mushkaad's case since June, after learning that she had been separated from her family and that a family friend caring for her in Uganda could no longer do so. Lutheran Social Service of Minnesota agreed in August to sponsor Mushkaad, and she was expected to arrive in the United States on Jan. 31.

Trump's order issued Jan. 27 threw a wrench into those plans. The order temporarily bans refugees and travelers from seven predominantly Muslim nations, including Somalia, from entering the United States. Trump has said the order is to safeguard the nation, but it has prompted protests across the country.

On Tuesday, the Customs and Border Protection agency's website showed updated information about the executive order: Refugees with family in the United States would be considered on a case-by-case basis.

That same day, Franken said, he mentioned Mushkaad in a phone conversation with U.S. Homeland Security Secretary John Kelly and asked that she be allowed to reunite with her family.



(<http://stmedia.startribune.com/images/1immi020317.jpg>)
PROVIDED PHOTO



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LOCAL

Minnesota residents caught in confusion around Trump's immigration order

By Mila Koumpilova (<http://www.startribune.com/mila-koumpilova/275485961/>) and Faiza Mahamud (<http://www.startribune.com/faiza-mahamud/381858611/>) Star Tribune staff writers

JANUARY 31, 2017 — 10:42AM

Mahamed Sheikhdon Iye rented a larger apartment and strapped booster seats in his car for the arrival in Minneapolis this week of his wife and two daughters. But Friday's executive order on immigration put the Somalia native's plans into question: Airline officials told his wife she might not be able to board her flight in Kenya this Saturday.

"I am very, very sad," Iye said. "I have been waiting for five years."

The executive order on immigration and refugee resettlement that President Donald Trump signed Friday cast into uncertainty the lives of a cross-section of local residents and would-be Minnesotans — from a University of Minnesota researcher to residents sponsoring family members overseas to refugees slated to fly here in coming days. On Monday, local attorneys and residents were trying to sort through the implications of the order.

Meanwhile, religious leaders, members of the state's congressional delegation, campus officials and others raised intense concerns about the order. Trump administration officials defended it as necessary to safeguard the nation by giving them time to put in place additional vetting for travelers from countries grappling with terrorism.

Trump's order paused all refugee resettlement for 120 days and the arrivals of Syrian refugees indefinitely. It also suspended for 90 days travel for nationals of seven countries — Iraq, Iran, Yemen, Syria, Libya, Sudan and Somalia — though after some initial confusion administration officials clarified Sunday that the ban does not apply to legal permanent U.S. residents.

Resettlement hub

The Twin Cities is a major national hub for resettlement, where the overwhelming majority of refugees arrive through a family reunification program to join relatives. Dozens of people expected here in coming weeks will have to wait, officials at some of the five local resettlement agencies said.

One trip put on hold was that of a 4-year-old Somali girl, separated from her mother shortly after birth in Uganda and slated to arrive Monday in Minneapolis through Lutheran Social Service.

At the St. Paul-based International Institute of Minnesota, travelers caught in limbo include an Afghani father who won an immigrant visa through his service to the U.S. government and the Somali parents of a 1-year-old who will have to return to the sprawling Dadaab refugee camp in Kenya to await the lifting of the travel ban.

"They've given up everything they had in the camp to come, and now they have to go back, which is horrible," said Jane Graupman, the agency's executive director.

Caroline Ostrom, head of the local chapter of the American Immigration Lawyers Association, said some confusion remains after administration officials initially said green card holders were included in the order but on Sunday specified they would be allowed into the country.

"They drafted this order that keeps evolving and changing," Ostrom said. "It's really not clear at all."

Iye, the Minneapolis father from Somalia who is now a U.S. citizen, rushed to the office of immigration attorney Abdinasir Abdulahi to seek guidance Monday morning. His wife, Saido Ahmed Abdille, was granted an immigrant visa Jan. 18. As the children of a U.S. citizen, his two daughters, one of whom has a disability, are citizens as well.

On Monday afternoon, Abdulahi's office was packed with Somali clients, some of whom said family members were detained at U.S. airports and others were turned back at airports overseas.



(http://stmedia.startribune.com/images/ows_148583466362619.j)
JERRY HOLT, STAR TRIBUNE



(http://stmedia.startribune.com/images/ows_1485834)
JERRY HOLT, STAR TRIBUNE

Rev. Jeffrey Sartain, left, and Imam Abdisalam Adam joined other faith leaders in urging President Trump to rescind his immigration...



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Attorneys poised to help international travelers at Twin Cities airport

MPR News Staff · Jan 30, 2017

Issues



Travelers show signs of support for the protesters during a rally against Trump's executive order on immigration on Jan. 29, 2017 at the MPS airport. *Christopher Juhn for MPR News*

LISTEN Story audio

4min 41sec (https://www.mprnews.org/listen?name=/minnesota/general/features/2017/01/30/refugees_20170130_64.mp3)

Lawyers from around the Twin Cities will head to the Minneapolis-St. Paul International Airport again Monday.

They're volunteering in shifts (<https://www.mprnews.org/story/2017/01/29/msp-rally-against-trump-immigrant-visa-curbs>) — about four to six at a time — to help those affected by President Donald Trump's executive order (<http://www.mprnews.org/story/2017/01/28/trump-orders-strict-new-refugee-screening-citing-terrorists>) that temporarily blocks citizens from seven Muslim-majority countries, and refugees from around the world, from entering the United States.

U.S. Customs and Border Protection agents appeared to be enforcing the order unevenly at airports — which has created a swirl of anxiety and confusion across the country.

MPR's Cathy Wurzer spoke with Immigration attorney Regina Jefferies, who worked through the weekend at MSP and has been coordinating volunteers there.

To listen to their conversation, click the audio player above.

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LOCAL

\$25 million gift to help U of M Law School's center focused on immigration

Foundation's donation to U will largely be used to advocate for immigrants.

By Shannon Prather (<http://www.startribune.com/shannon-prather/188067161/>) and Faiza Mahamud (<http://www.startribune.com/faiza-mahamud/381858611/>) Star Tribune staff writers&#xleft;

FEBRUARY 7, 2017 — 2:06PM

A record-setting \$25 million gift to the University of Minnesota Law School will help fund the school's Center for New Americans, which has filed lawsuits on behalf of immigrant families and has dispatched attorneys and law students to the airport in the wake of President Donald Trump's efforts to bar immigrants from seven majority-Muslim nations.

The Minneapolis-based Robina Foundation, founded by former Honeywell president and board chairman James Binger, announced the award Monday afternoon. It is the single largest philanthropic gift in the law school's 129-year history.

Most of the money, \$23.5 million, will support the Center for New Americans, to be renamed after Binger. The remaining funds will be used to establish a professorship in clinical law at the center and for student scholarships.

The center — which focuses on immigration, asylum, detainee rights, refugee law and policy — was founded in 2013 with the help of a \$9 million grant from the Robina Foundation. It works with law firms and nonprofits on immigration issues; for instance, in 2013 the center, along with Minneapolis firm Faegre Baker Daniels, successfully argued a case in front of the U.S. Supreme Court to reverse a deportation.

Kathleen Blatz, chairwoman of the Robina Foundation and a former chief justice of the Minnesota Supreme Court, called the center's work, coupled with the training opportunities for law students, "unparalleled in the U.S."

"We know of no other program like this," Blatz said.

While the foundation decided on the \$25 million gift last summer, current events further underscore the need to protect immigrants and refugees who have become neighbors, co-workers and friends, U President Eric Kaler said.

"We only have to look at the headlines today to understand the importance of this gift," Kaler said. "There are very few issues as pressing today in Minnesota and around the nation as the legal and public policies about and the fate of our immigrant and refugee communities."

Dean Garry W. Jenkins said the gift would establish the U Law School as a 21st-century model for clinical legal education that broadens students' worldview and commits them to using their education for reform and justice.

"Behind the rhetoric are the real lives of immigrants and refugees who, like our forefathers, want to start a new life in this country," he said.

A vital part of community

After Trump signed executive orders halting the refugee program and suspending immigration from seven Muslim-majority countries, the center and its partners mobilized a "rapid response" that trained lawyers and law students and then dispatched them.

The center helped file lawsuits on behalf of families and documented the effect Trump's orders had on Minnesotans, information that Attorney General Lori Swanson used in her lawsuit against the travel ban.

Law students with the center, along with attorneys from Minneapolis firm Dorsey & Whitney and the Immigrant Law Center of Minnesota, represented Minnesota resident Samira Dahir. Her 4-year-old daughter, Mushkaad, was set to leave Uganda and join her family in the Twin Cities when Trump signed the order barring Somalis.



Video (03:41) : A record-setting \$25 million



(http://stmedia.startribune.com/images/ows_1486437)
LEILA NAVIDI, STAR TRIBUNE

Garry W. Jenkins, dean of the U of M Law School, greeted Kathleen Blatz, chair of the board of directors for the Robina Foundation.



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MINNESOTA LAWYER



Ben Casper Sanchez, right, executive director of the Center for New Americans, says the Robina Foundation grant will help the center pursue its mission "to transform immigration law." Also pictured at the grant announcement Monday at the University of Minnesota Law School are, from left, university President Eric Kaler, law school Dean Garry Jenkins and former Chief Justice Kathleen Blatz, who is chair of Robina's board of directors. (Staff photo: Bill Klotz)

Robina Foundation pledges \$25 million to U of M law school

By: Mike Mosedale February 9, 2017 0

After slogging through years of declining enrollment numbers, chronic budget shortfalls and many of the other dispiriting trends that have afflicted law schools across the nation, the University of Minnesota Law School is getting a welcome dose of relief.

Actually, that's an understatement.

The \$25 million donation from the Minneapolis-based Robina Foundation is the largest in the 129-year history of the law school, according to University President Eric Kaler, who announced the gift at a packed and sometimes giddy gathering at Walter F. Mondale Hall on Monday afternoon.

The bulk of the money — \$23.5 million — will fund a permanent endowment at the school's Center for New Americans, which was launched in 2013 to provide pro bono legal services to immigrants and refugees. Kaler characterized the fledgling center as "already the nation's premier legal clinic on immigration issues."

According to law school Dean Garry Jenkins, \$1 million of Robina's donation will be set aside to endow a clinical professorship at the center, while the remaining half million will go to student scholarships.

In recognition of the late James Binger, the former Honeywell CEO who established the Robina Foundation, the center has been re-christened as the "James H. Binger Center for New Americans."

With the gift, Robina has now donated nearly \$60 million to the law school, which is one of four entities that Binger designated as exclusive recipients of Robina's grant making, said Kathleen Blatz, former chief justice of the



With this week's gift, the Robina Foundation has now donated nearly \$60 million to the law school, said former Chief Justice Kathleen Blatz, pictured, who is chair of Robina's board of directors. (Staff photo: Bill Klotz)



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Class Agent Fundraising Pilot Program 2017 Annual Report to the Robina Foundation

GOALS AND OBJECTIVES

While the University of Minnesota Law School has a committed donor base, it is small, with approximately 12% of alumni giving last fiscal year. Alumni are our greatest advocates, able to speak to the value of the Law School's special brand of legal education, capable of influencing their networks and connecting with classmates. To ensure a vibrant and stable future for current students and future generations, growing support from alumni is crucial. One of the best ways to do this is through peer-to-peer fundraising. By establishing a class agent program, and having alumni reach out to each other, the Law School will leverage individual relationships and encourage philanthropy in personal and meaningful ways.

The University of Minnesota Law School is fortunate to have the support of the Robina Foundation to build a stronger culture of philanthropy and engagement through the creation of a robust class giving program.

SUMMARY OF ACTIVITY

The original timeline for the start of the pilot program was postponed by approximately one year due to key staffing changes at the University of Minnesota Law School. In August 2016, the Law School was in the midst of the search for a new Director of Advancement, and had just hired Dean Garry Jenkins. In November of 2016, the Director of Alumni Relations and Annual Giving announced her departure. Both the Law School's senior administration and the University of Minnesota Foundation's senior leadership agreed that this staffing change, combined with the Director of Advancement search, necessitated putting a hold on hiring the Class Giving Officer until those two senior advancement positions were filled.

David Jensen filled the Director of Advancement position this spring, making it possible to begin the search for the Director of Alumni Relations and Annual Giving and the Class Giving Officer. The positions were posted in April 2017, and hires made in June 2017. While these transitions have shifted the timing of the launch of the Class Agent Pilot program by one year, we now have a fully-staffed development and alumni relations team with the skills and experience to pilot and build a successful class giving program.

Elizabeth Beghelli has been recruited to serve as the inaugural Class Giving Officer at the Law School. Lizzy comes to the U of M with six years of experience in development at the University of Michigan,

most recently as a Development Officer with the University of Michigan Health System in Neurosciences and Mental Health. Her experience includes donor portfolio management, volunteer engagement, special events planning, and recognition and stewardship. She has developed and implemented successful peer-to-peer solicitation programs, inspiring and training philanthropic volunteers to engage new prospects and develop the donor pipeline.

Working closely with our new Class Giving Officer on the Class Agent Program will be our new Director of Alumni Relations and Annual Giving, Elissa Ecklund Chaffee. She brings 20 years of experience in development, including annual giving, alumni relations and volunteer management to the Law School team. Most recently, she was the Director of Development at the American Craft Council where she was responsible for fundraising and a national membership of 25,000. She previously served as the Alumnae Relations Director for the Girl Scouts of Minnesota and Wisconsin, Director of the Annual Fund at Macalester College, and Director of Stewardship at Carleton College. Elissa has strong ties to the Law School as both her parents are alumni and she fully understands the importance of engaged alumni volunteers and the value they bring to an institution.

Resumes for Elizabeth Beghelli and Elissa Ecklund Chaffee are attached.

INCOME AND EXPENSE STATEMENT

The Law School received the first payment of \$84,000 from the Robina Foundation in August 2016. The funds are held in a separate fund account. At this time, there are no expenses to report due to the delay in staffing and the launch of our new programming.

UPDATED TIMELINE

YEAR 1: FY18 – PROGRAM DEVELOPMENT

- Hire and train Class Giving Officer to manage program. (Summer 2017)
- Conduct research/benchmarking of other similar programs at other law schools. (Fall/Winter 2017-18)
- Conduct analysis of current Law School class giving and work to identify strong class agent prospects. (Fall/Winter 2017-2018)
- Identify additional infrastructure needs and opportunities to leverage partnerships with UMF and within Law School advancement office (Winter/Spring 2018).
- Lay out detailed program and communications plans and set goals for FY19 (Spring 2018).
- Individual outreach and cultivation work to recruit volunteers in top 5 classes (Spring 2018).

YEAR 2: FY19 – PILOT LAUNCH

- Official kick-off of program with 5 target classes, including possible class agent summit/events. (Summer 2018)
- Implement communications and program plan. (Ongoing)
- Determine program tweaks and opportunities for improvement in year 3.

YEAR 3: FY20 AND YEAR 4: FY21 – ASSESS AND GROW

- Evaluate success of previous year, use quantitative and qualitative data, including financial results, volunteer feedback, industry best-practices, and national trends to review and evaluate success. (Summer)
- Implement class agent communications and program plan, including any tweaks made based on the prior year. (Ongoing)
- Assess the capacity for growth in class agent portfolio to expand beyond 5 classes. (Fall)
- Begin recruiting volunteers in additional classes to prepare for launch in next fiscal year. (Winter/Spring)

YEAR 5: FY22 – EVALUATE AND PLAN

- Evaluate the efficacy of the program using of three years of data and volunteer feedback. (Summer 2021)
- Law School Dean and Director of Advancement make determination of future staffing and program plans based on analysis and results (Fall/Winter 2022).

ELIZABETH BEGHELLI

CONTACT

P: 513-907-4087

E: ecbeghelli@gmail.com

L: 1730 Graham Ave #347
Saint Paul, MN 55116

EDUCATION

M.A. IN ITALIAN STUDIES

The Ohio State University

B.A. IN COMMUNICATIONS MINOR IN JOURNALISM

University of Northwestern (MN)

Study Abroad: Italy (2006) | Ireland
and Wales (2007) | Belize (2008) |
Italy (2008-2009)

SOFTWARE

Microsoft Office Suite
Adobe Creative Suite
Google Drive and Apps
Business Objects
DART (Blackbaud Enterprise CRM)
Prezi
Qualtrics
Formstack
Concur
Basic HTML
PC and Apple Operating Systems

PROFILE

Development professional with five years of progressive fundraising experience. Specific expertise and knowledge in the following areas:

- Annual and Lead Annual Giving
- Volunteer Engagement
- Project Management
- Stewardship and Donor Relations
- Special Events Management
- Communications and Design

EXPERIENCE

DEVELOPMENT OFFICER, NEUROSCIENCES AND MENTAL HEALTH

2015 - 2017

Office of Medical Development | University of Michigan Health System

- Cultivated and managed a small portfolio of lead annual giving donors, closing gifts of up to \$10,000.
- Developed and implemented creative initiatives to grow Neurosciences and Mental Health donor pipeline.
- Wrote, designed and produced donor and faculty communications including brochures, proposals, impact reports, acknowledgement letters and event materials.
- Designed and implemented creative stewardship processes and recognition initiatives to engage and steward current donors across all giving levels.
- Oversaw large donor recognition programs including the U-M Depression Center and Prechter Fund Donor Walls.
- Served as team lead for annual giving programs, including seven departmental bi-annual appeals and social media/crowdfunding initiatives such as Giving BLUEday.
- Planned and executed ceremonial, stewardship and fundraising events for current and potential donors.
- Established and maintained relationships and communications for memorial and tribute funds.
- Designed and developed outreach programs that utilize philanthropic volunteers and third party events to engage new prospects and educate them on giving opportunities.
- Acted as department liaison for volunteer committees and assisted with volunteer fundraising events.
- Managed logistics for campaign council communications and events.
- Developed and implemented administrative efficiencies for the Neurosciences and Mental Health gift team.

ELIZABETH BEGHELLI

LANGUAGES

ENGLISH

fluent

Italian

fluent

Spanish

reading proficiency

HONORS & ACTIVITIES

COMMITTEE MEMBER/LIAISON

*University of Michigan Depression
Center Community Volunteer
Committee
2015 - Present*

SPIRIT COMMITTEE CHAIR

*Office of University Development
2013 – 2015*

ITALIAN LANGUAGE TUTOR

2009 – 2013

COMMITTEE MEMBER

*French & Italian Graduate Student
Association
2009 – 2011*

PROGRAM ASSISTANT

2012-2015

Office of Development, Development Community Learning | University of Michigan

- Managed all logistics (venue rental and setup, budgets, catering, supplies, RSVPs, AV needs/setup, application process and presenter scheduling, speaker travel and itineraries) of large and small department events and training sessions.
- Developed and delivered topic-specific training to employees and students.
- Created promotional materials and communication pieces including infographics, brochures, logos, signage and other visuals.
- Managed departmental web pages and updated as needed; created and updated specific program websites.
- Designed and distributed departmental monthly, quarterly and annual reports.
- Oversaw Employee Service Award Program.
- Managed and maintained calendar of Senior Director: scheduled meetings, anticipated needs and exercised discretion and judgment as appropriate.
- Supervised department student worker.

GUEST SERVICE SPECIALIST

2011 – 2012

C.S. Mott Children's Hospital | University of Michigan Health System

- Acted as a liaison between the U-M Health System and guests.
- Ensured that hospital policies were followed by guests, responded to any questions about policies and the hospital itself and informed patients and families of upcoming hospital events.
- Assisted guests in finding local amenities such as dining, lodging and entertainment.
- Partnered with other departments to ensure that guests' needs and requests were met in a timely manner.
- Prepared for and led hospital tours for staff, patients and families.

GRADUATE TEACHING INSTRUCTOR, ITALIAN

2009-2011

Department of French and Italian | The Ohio State University

- Prepared all class materials and taught introductory Italian language courses to students of varying socio-economic backgrounds.
- Acted as a liaison between the Italian department and students, informing students of upcoming departmental events and promoting and answering questions about the department's major, minor and study abroad programs.
- Assisted in the promotion and planning of the department's annual graduate conference.

ELISSA ECKLUND CHAFFEE

1531 McClung Drive, Arden Hills, MN 55112
651.246.5758, elissachaffee@gmail.com

CAREER HIGHLIGHTS

- Experienced nonprofit professional with proven ability to develop programming and communications that engage and retain donors and members. Able to define appropriate financial metrics and manage to those targets.
- Skilled fundraiser with broad experience across the complete spectrum of development disciplines; proven ability to engage key stakeholders to foster a culture of stewardship and philanthropy
- Extensive background in all areas of staff and volunteer leadership, including recruitment, hiring, training, support, retention, and recognition. In-depth work managing project teams, board committees.

PROFESSIONAL EXPERIENCE

DIRECTOR OF DEVELOPMENT, American Craft Council

2012 – present

Responsible for all aspects of fundraising and membership at a national arts nonprofit. Serve on leadership team that reports to the Executive Director. Manage membership and development staff.

- Key member of the team that created ACC's five-year strategic plan. Collaborate with other senior leaders to set and manage annual budgets.
- Raised over \$4.5m in philanthropic income in four and a half years. Recent fiscal year ended with a 44% increase in unrestricted support from individuals.
- Completely redesigned annual fund solicitation process, resulting in significant increases in number of donors, dollars raised, and average gift.
- Responsible for ACC membership, including 25,000 members in all 50 states and 40 countries. Implemented new member benefits and retention strategies, improved member communications and member support. Member retention rate has increased each year.

ALUMNAE RELATIONS DIRECTOR, Girl Scouts of Minnesota and Wisconsin River Valleys

2010 – 2012

Designed and created a new alumnae relations program, including securing board approval for the first ever council-sponsored Alumnae Association. Key responsibilities included member recruitment, volunteer management, development of alumnae programs and activities, event planning and execution, and managing alumnae communications across both traditional and social media channels.

- Responsible for recruiting and managing multiple volunteer committees. Managed all aspects of the Centennial 100 Awards including leadership of the volunteer selection committee and ensuring a diverse group of honorees.
- Partnered with communications team to redesign alumnae newsletter, launched an alumnae Facebook presence, and established a regular alumnae e-newsletter.
- Planned and led four separate alumnae events at the Great Girl Gathering at the Mall of America in March 2012. The event attracted national attention and drew 140,000+ girls, families and alumnae over two days.

DIRECTOR OF THE ANNUAL FUND, Macalester College

2007 – 2010

Directed all aspects of the annual giving program to cultivate, acquire, retain, and steward thousands of annual giving donors to successfully meet dollar and participation goals. Managed six staff and 25 student employees.

- Raised nearly \$10m for Macalester's Annual Fund over three fiscal years; set records for total dollars raised and total number of individual donors.
- Worked with alumni board committees, leadership donors, reunion classes, and other volunteers to improve Annual Fund visibility and increase giving among alumni, current students and parents.
- Developed and executed events to cultivate, inspire and acknowledge a variety of key constituents, including leadership society donors, young alumni, and volunteers.

DIRECTOR OF ANNUAL GIVING, Gillette Children's Foundation

2004 – 2007

Managed all annual giving activities to successfully meet fundraising goals. Ensured a quality experience for donors, volunteers and staff through participation in events and programs. Managed two administrative staff.

- Raised more than \$1.8m over three years and exceeded annual giving fundraising goals each year. Increased renewal households from 5,700 to 8,300 in three years, and restructured the direct-mail program to achieve 25% cost savings.
- Organized all aspects of annual giving program, including acquisition, cultivation, solicitation, and stewardship.
- Collaborated effectively with other Gillette departments to successfully manage an accessible art program for patients, a patient reunion event, and other organization-wide programs and projects.

MINNESOTA CHAPTER DIRECTOR, American Composers Forum

2001 – 2003

Directed all chapter services to maintain and grow membership and ensure quality programming. Managed a regional director and led the transition from two regional chapters to a statewide chapter.

- Researched, designed, and implemented new programs for adults and youth and appropriately matched artists and communities for mutually rewarding projects.
- Integrated Minnesota Chapter activities with those of the national organization to create complementary, not competitive, fundraising and program strategies.
- Identified potential funding sources and worked closely with fundraising colleagues on development and production of grant proposals and funder reports.

DIRECTOR OF STEWARDSHIP, Carleton College

1998 – 2001

Served as a single point of contact for all donor relation activities across the College and fostered lasting relationships with the College's benefactors. Managed a stewardship assistant and student workers.

- Partnered with major gift officers to craft gift proposals, cultivation strategies, and stewardship activities.
- Managed donor recognition events, campaign celebrations, and other special events as needed.
- Responsible for donor reporting, including restricted fund reports and the college's annual report.

EDUCATION**THE FUND RAISING SCHOOL, The Center on Philanthropy, Indiana University**

Successfully completed foundational Principles and Techniques of Fundraising course.

CARLETON COLLEGE, Northfield, MN

Bachelor of Arts degree

Media Studies major. Worked as a Resident Assistant, named Editor-in-Chief of Carleton's yearbook, and selected as one of three Admissions Fellows to conduct assessment interviews of prospective students.

RELEVANT SKILLS

- Proven leadership skills with a demonstrated ability to develop and manage high performance teams as well as the ability to manage through influence.
- Excellent written and verbal communication skills with the ability to communicate an organization's mission in a positive and enthusiastic manner.
- Experience in identifying, developing, and managing successful partnerships with other organizations.
- Extensive organizational skills; ability to manage multiple tasks simultaneously and to take primary accountability for organizing and managing complex projects and teams.
- Creative problem-solver able to meet challenges and manage sensitive situations with tact and professionalism.
- Comfortable and adept at working with people across all levels of an organization and in a complex environment. Ability to work effectively with a variety of personal communication and work styles.

Calendar for Year 2017 (United States)

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

Jan 1 New Year's Day	May 14 Mother's Day	Nov 10 Veterans Day (observed)
Jan 2 'New Year's Day' observed	May 29 Memorial Day	Nov 11 Veterans Day
Jan 16 Martin Luther King Jr. Day	Jun 18 Father's Day	Nov 23 Thanksgiving Day
Feb 14 Valentine's Day	Jul 4 Independence Day	Dec 24 Christmas Eve
Feb 20 Presidents' Day	Sep 4 Labor Day	Dec 25 Christmas Day
Apr 13 Thomas Jefferson's Birthday	Oct 9 Columbus Day (Most regions)	Dec 31 New Year's Eve
Apr 16 Easter Sunday	Oct 31 Halloween	

Robina Foundation 2017 Board Meeting Dates

DATE (2017)	PLACE/TIME
February 27 – March 1, 2017 (Mon, Tues, Wed) 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:○
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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

Robina Foundation 2018 Board Meeting Dates

DATE (2018)	PLACE/TIME
February 26-28, 2018 (Mon, Tues, Wed) New Haven, Connecticut Yale University Lodging: The Study	New Haven 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)

Calendar for Year 2019 (United States)

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

Jan 1 New Year's Day	May 12 Mother's Day	Oct 31 Halloween
Jan 21 Martin Luther King Jr. Day	May 27 Memorial Day	Nov 11 Veterans Day
Feb 14 Valentine's Day	Jun 16 Father's Day	Nov 28 Thanksgiving Day
Feb 18 Presidents' Day	Jul 4 Independence Day	Dec 24 Christmas Eve
Apr 13 Thomas Jefferson's Birthday	Sep 2 Labor Day	Dec 25 Christmas Day
Apr 21 Easter Sunday	Oct 14 Columbus Day (Most regions)	Dec 31 New Year's Eve

Robina Foundation 2019 Board Meeting Dates

DATE (2019)	PLACE/TIME
February 25-27, 2019 (Mon, Tues, Wed) Location to be Determined	Location to be Determined Monday, February 25 - 6:00 p.m. Dinner Tuesday, February 26 – 8:00 a.m. to 5:00 p.m. Tuesday, February 26 – 6:00 p.m. Dinner Wednesday, February 27 – 8:00 a.m. to 12 noon
May 14, 2019 (Tuesday) Conference Call	10:00 a.m. to 12 Noon (CDT)
August 26-28, 2019 (Mon, Tues, Wed) Annual Meeting Minneapolis, Minnesota	Minneapolis, MN Monday, August 26 – 6:00 p.m. Dinner Tuesday, August 27 – 8:00 a.m. to 5:00 p.m. Tuesday, August 27 – 6:00 p.m. Dinner Wednesday, August 28 – 8:00 a.m. to 12 noon
November 19, 2019 (Tuesday) Conference Call	10:00 a.m. to 12 noon (CST)

Murder, 1st Degree	11	300	320	340	360	380	400	420
Intentional homicide-by shooting		267-307	270-301	290-471	272-400	300-400	340-507	370-400
Murder, 2nd Degree	10	140	150	160	180	210	220	240
Intentional homicide-by shooting		307-347	300-334	340-394	340-394	370-397	400-430	400-394
Assault, 1st Degree	9	80	90	110	120	130	140	150
Assault with a dangerous weapon		74-100	84-117	94-122	104-140	114-140	120-170	120-128
Assault, 2nd Degree	8	40	44	60	64	68	70	74
Assault with a dangerous weapon		20-30	24-34	30-37	34-40	36-40	38-44	40-44
Carjacking, 1st Degree	7	184	190	200	210	220	230	240
Carjacking with a dangerous weapon		184	190	200	210	220	230	240
Carjacking, 2nd Degree	6	21	22	23	24	25	26	27
Carjacking with a dangerous weapon		21	22	23	24	25	26	27
Residential Burglary	5	10	11	12	13	14	15	16
Simple Burglary	4	10	11	12	13	14	15	16
Aggravated Burglary	3	10	11	12	13	14	15	16
Third Degree (Over \$1,000)	2	10	11	12	13	14	15	16
Third Degree (Under \$1,000)	1	10	11	12	13	14	15	16
Fourth Degree	0	10	11	12	13	14	15	16

Sentencing Commissions and Guidelines by the Numbers:

Cross-Jurisdictional Comparisons Made Easy by the Sentencing Guidelines Resource Center

By Kelly Lyn Mitchell

sentencing.umn.edu

A Publication by the Robina Institute in Criminal Law and Criminal Justice

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The Sentencing Guidelines Resource Center

The Sentencing Guidelines Resource Center (SGRC) is a cutting-edge, one-of-a-kind online resource developed by the Robina Institute of Criminal Law and Criminal Justice (robina.institute.umn.edu) that is dedicated to providing insight, information, and analysis about sentencing guidelines systems in the United States. Sentencing guidelines are standards put in place to establish rational and consistent sentencing practices with the goal of producing more uniformity and proportionality in sentencing.

sentencing.umn.edu

The Robina Institute's Sentencing Guidelines research team, led by Robina Institute Co-Director Professor Richard Frase (University of Minnesota Law School) and Robina Institute Executive Director Kelly Lyn Mitchell (University of Minnesota Law School), has researched and published on the Sentencing Guidelines Resource Center original, in-depth jurisdiction profiles and summaries of important interpretive case law, providing answers to key questions that determine the strength and integrity of sentencing guidelines systems. The Resource Center also provides easy access to materials, including current versions of each jurisdiction's guidelines, sentencing commission and sentencing guidelines enabling laws, and other important sentencing-related statutes.

By bringing these materials together in one place and providing guidance to help visitors understand and make the best use of the materials, the Robina Institute seeks to facilitate the exchange and sharing of information, expertise, and experience; to educate on issues related to sentencing policy, guidelines, and commissions; to promote multi-jurisdictional comparative research and policy analysis; and to promote the adoption and retention of best practices in sentencing guidelines systems.

Included in this publication are the kind of cross-jurisdictional comparisons that can now be made as the result of our research. Each of these comparisons can be used to discover structural variations and different practices, as well as provide answers to key policy questions.

To learn more about sentencing guidelines, visit the **Sentencing Guidelines Resource Center** at sentencing.umn.edu. The About Guidelines and Commissions section of the Sentencing Guidelines Resource Center includes articles that address the topics in this publication in greater detail.

Sentencing Commissions and Guidelines

Though the Sentencing Guidelines Resource Center highlights information for 26 jurisdictions, including the federal government, not all of these jurisdictions have sentencing guidelines (Figure 1). Neither do all of the jurisdictions have sentencing commissions. And over time, jurisdictions have moved back and forth between classifications as sentencing commissions have been formed and sunsetted and as guidelines systems have developed and been undercut by various factors, creating an even larger potential pool for study. This publication focuses on the 17 jurisdictions that exhibit the strongest characteristics of sentencing guidelines: Alabama, Arkansas, Delaware, Kansas, Maryland, Massachusetts, Michigan, Minnesota, North Carolina, Ohio, Oregon, Pennsylvania, U.S., Utah, Virginia, Washington, and Washington, D.C.

FIGURE 1. Sentencing Commissions and Guidelines

Sentencing Commissions							
AK	MO	AL	KS	MN	PA	WA	FL
CT	NV	AR	MA	NC	US		TN
IL	NM	DE	MD	OH	UT		
LA		DC	MI	OR	VA		
							Sentencing Guidelines

Source: Sentencing Guidelines Resource Center, Key Elements of Guidelines Systems, sentencing.umn.edu.

Commission Purpose

Sentencing commissions are established for many different purposes. Some are established primarily for the purpose of developing and maintaining sentencing guidelines. Others are established with broader mandates relative to the state's criminal justice system, which may or may not include the development of sentencing guidelines. Looking across jurisdictions, the top six purposes articulated for sentencing commissions in statute are:

1. Recommend or establish sentencing policies and practices (to uphold stated goals);
2. Protect public safety;
3. Manage correctional resources;
4. Maintain judicial discretion in sentencing;
5. Avoid disparity / increase equity and fairness in sentencing; and
6. Achieve certainty in sentencing.

Commission Composition

Sentencing commissions range in size from 9 to 31 members, including non-voting or ex officio members. They also vary in composition as illustrated in Table 1. Nearly every commission includes members who are judges, prosecutors, and defense attorneys. A majority of commissions also have members who are legislators, victims or victims' advocates, and members of the public. From there, commission membership varies a great deal, including members such as community supervision agents, juvenile justice practitioners and advocates, mental health experts, court administrators, county commissioners, business leaders, and former inmates. Only the U.S. Sentencing Commission and Virginia Sentencing Commission omit the defense representation that could counterbalance the prosecutorial representation on the commission.

TABLE 1. Commission Membership: State to Federal Comparison

	Non-Guidelines Jurisdictions						Guidelines Jurisdictions																
	AK	CT	IL	LA	MO	NM	AL	AR	DC	DE	KS	MA	MD	MI	MN	NC	OH	OR*	PA	UT	VA	US ²	WA
Judge(s)	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		•	•	•	•	•
Defense Attorney	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		•	•			•
Prosecutor	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		•	•	•	•	•
Dept. of Corrections	•	•	•	•	•	•	•		•	•	•	•	•	•	•				•	•			•
Legislators	•	•	•	•			•				•		•	•	•	•		•	•	•	•		•
Victims/ Advocates	•	•	•	•				•	•		•		•	•	•	•	•			•			•
Public					•	•		•	•		•		•	•	•	•				•			•
Law Enforcement	•	•	•	•		•	•		•			•	•	•	•	•	•			•			•
Parole		•	•		•		•		•		•	•				•			•	•		•	•
Academics/ Experts			•	•			•		•				•			•			•				
Comm. Sup.		•							•		•			•	•								
Other	•	•	•			•	•		•			•	•	•		•	•			•		•	•
Total Members (Including nonvoting)	13	23	22	25	11	24	21	11	17	11	17	15	19	16	11	28	31	9	11	27	17	9	20

Source: Sentencing Guidelines Resource Center, Jurisdiction Profiles, Sentencing Commission Section, sentencing.umn.edu

* Oregon law requires that the commission comprise 9 members, 2 of which are non-voting and legislators, and 7 of which are appointed by the Governor. The law does not specify the role or representation of the gubernatorial appointees.

² At the federal level, the appointing authority (the President of the United States) has broad discretion to determine the ultimate composition of the commission. The only limitation is that at least three members must be federal judges and no more than four may be from the same political party.

³ New York's Permanent Commission on Sentencing is excluded because it does not have any statutory law governing its membership.

Place in Government

Sentencing commissions can be situated in any branch of government. By far, the most common placement is within the Executive Branch as an independent and separate agency (Table 2). But successful and independent commissions exist in every branch of government.

TABLE 2. Commission Placement in Government

Executive	AK, AR, CT, DC, DE, KS, IL, LA, MD, MN, NM, OR, UT, WA
Judicial	AL, MA, MO, NC, OH, US, VA
Legislative	PA, MI

Source: Sentencing Guidelines Resource Center, Jurisdictions Profiles, Sentencing Commission Section, sentencing.umn.edu.

Authority to Modify the Sentencing Guidelines

Defining crimes and establishing punishments is a function of the legislature. But with few commissions residing in the legislative branch, for those commissions with responsibility for sentencing guidelines, the commission's authority to modify the guidelines raises potential separation of powers issues. Thus, the authority of most commissions is checked by some form of legislative oversight. Looking across the 17 guidelines jurisdictions, Table 3 sets forth these variations. In several jurisdictions, modifications must go through the legislative process, either because the guidelines are in statute and must be amended, or because legislative approval is required before the guidelines can take effect. In others, modifications are subject to legislative override, which generally means that the legislature must enact a law or resolution to prevent them from going into effect. The remaining either follow the administrative rule making process or a process unique to the jurisdiction.

TABLE 3. Authority to Modify the Sentencing Guidelines

Method	Jurisdiction				
Modifications subject to legislative override	AL*	MN	PA	US	VA
Modifications must be enacted into law	KS	MI	NC	OH	WA
Modifications subject to legislative approval	AL*	OR			
Modifications are made through the administrative rulemaking process	AR	MD			
Other or unclear	DC	DE	UT	MA	

Source: Sentencing Guidelines Resource Center, Jurisdiction Profiles, Sentencing Guidelines Section, sentencing.umn.edu.

* Alabama falls into two categories because it has two sets of guidelines: one set that is voluntary and subject to legislative approval, and one set that is presumptive and subject to legislative override.

Sentencing Guideline Structure

The two primary determinants of the sentence under sentencing guidelines systems are offense severity and criminal history. Most systems arrange these attributes on a sentencing grid with offense severity representing one axis on the grid and criminal history the other. The grid cell at the intersection of these two points determines the recommended sentence under the guidelines. Two states – Alabama and Virginia – do not use a grid format at all. Instead, presumptive sentences are determined by completing worksheets that take into account factors reflecting both offense severity and criminal history. Delaware utilizes a more narrative structure to communicate recommended sentences, and Ohio law sets forth a range of determinate sentences that may be given.

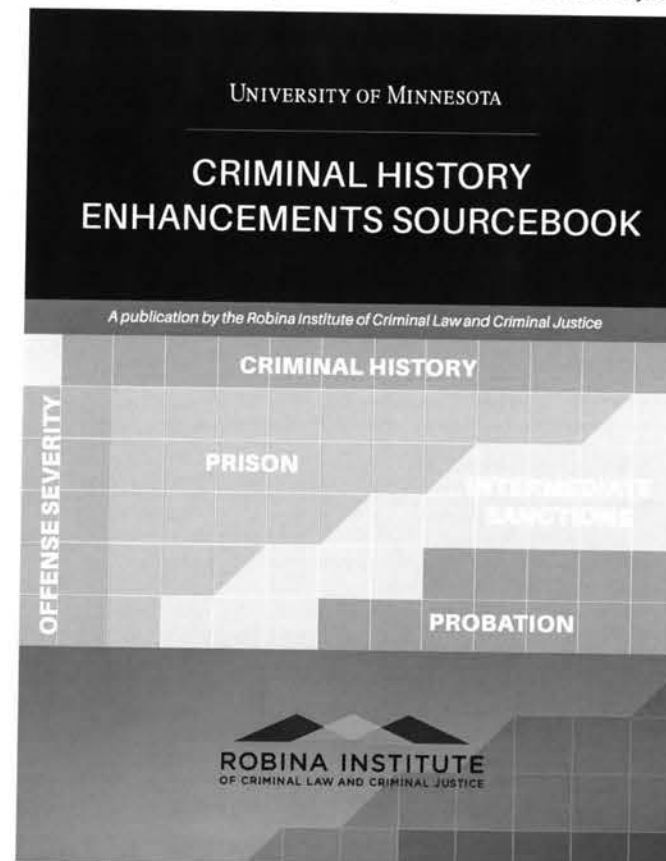
Of the jurisdictions that use a grid format, three states utilize a single grid to cover all sentencing decisions: AR, MA, and OR. Nine jurisdictions use multiple grids so that they can differentiate the sentence ranges for different types of offenses. For example, Minnesota has a grid for drug offenses, a grid for sex offenses, and a grid for all other offenses, and each grid is structured with slightly different rules. Michigan has nine grids, each of which corresponds to one of the felony offense classifications in Michigan's criminal code. Finally, Pennsylvania has grids to handle specialized issues such as sentencing enhancements and sentencing for juvenile offenders.

The Criminal History Dimension

Criminal history is more than a simple accounting of prior convictions. It is instead a composite of multiple measures of prior offending. At its core, criminal history almost always accounts for prior felonies, misdemeanors, and juvenile adjudications. Additionally, criminal history often includes other factors that

are tangentially related to prior offending, such as custody status (whether the offender was under some type of supervision status such as probation when the offense was committed), prior probation violations, and prior incarcerations. From there, additional rules may exist that further enhance or lessen the value of the offender's criminal history, such as decay or gap rules which serve to wash out or eliminate prior offenses from the criminal history if they are very old or if the individual achieved a crime-free existence for a specified number of years. All of the factors describe above come together to determine the appropriate criminal history score or category.

For a detailed accounting of the components of criminal history, read the Criminal History Enhancement Sourcebook, available online at www.robinainstitute.umn.edu/publications/criminal-history-enhancements-sourcebook.



Departures

A departure is a sentence other than that recommended in the sentencing guidelines. Every state guidelines system permits judges to pronounce sentences that are harsher than (aggravated) or less severe than (mitigated) the recommended guidelines sentences. But while some systems place no limits on these actions, others place greater restraint on the exercise of judicial discretion. One measure of restraint on judicial discretion is to require that a specific standard be met in order for the court to pronounce a departure sentence. Six jurisdictions do not articulate such a standard, and the remaining jurisdictions require either that there be substantial and compelling circumstances or that the court making findings about mitigating or aggravating facts. A second measure of restraint is to require, or at least request, the court to state on the record or in writing its reasons for sentencing outside of the guidelines. Here, every jurisdiction except Michigan imposes such a requirement, and Michigan only differs because the statute originally containing this requirement was struck when the Michigan Supreme Court rendered the guidelines advisory in a *Booker*-type fix.

Appeals

Another factor that impacts the strength of sentencing guidelines within a system is whether the parties can appeal guidelines and non-guidelines sentences. Appeals of sentences that are within the scope of the guidelines serve as a check on the court's accuracy in applying the guidelines, and ensure that there are common understandings and interpretations of the various sentencing guidelines provisions. Appeals of sentences that are outside of the guidelines allow the appellate courts to establish the outer boundaries of the trial court's discretion by accepting or rejecting departure reasons and by considering whether limits should be placed on the extent of the departure sentence. Seven jurisdictions permit appellate review of sentences that are within the recommended guidelines range, primarily for error correction purposes, while nine permit review of departure sentences.

Parole Release Discretion

One might assume that a shift to sentencing guidelines also requires a shift to determine sentencing (a fixed term rather than a range) and abolishment of parole as a release mechanism. But in fact, seven jurisdictions have retained parole release discretion: Alabama, Arkansas, Maryland, Massachusetts, Michigan, Pennsylvania, and Utah. In these states, the guidelines are generally utilized to establish one end of the sentencing range – either the minimum time to serve or the maximum sentence – and the parole board determines the actual release date within that range. The guidelines are used to set the minimum term in Michigan and Pennsylvania and the maximum term in Alabama, Arkansas, and Massachusetts. The guidelines set both ends of the range in Maryland. And in Utah, the guidelines are merely a guide to the parole board as to the typical time served. It is interesting to note that in nearly all of these jurisdictions, the guidelines are considered to be advisory, which may indicate that the retention of parole may have been related to the political climate in which the guidelines were constructed and enacted.

Operating on the Advisory to Mandatory Continuum

An important characteristic of sentencing guidelines is whether they are considered advisory or mandatory. The term "advisory" connotes that the guidelines are a starting point or suggestion for sentencing while the term "mandatory" connotes that the sentences established by the guidelines are required. In truth, no system is fully advisory or mandatory. Though just 5-1/2 jurisdictions would classify themselves as mandatory (with one of Alabama's two sets of guidelines constituting the 1/2), all guidelines systems exist on a continuum of enforceability, and some jurisdictions that label their guidelines advisory are in application further along the continuum towards the mandatory end.

Departures and appeals are two key factors that impact the advisory or mandatory nature of the guidelines. Looking at these attributes together, one can see a relationship that underlies the more mandatory systems (Table 5). All of the jurisdictions that would label themselves as mandatory permit appeals of departure sentences, and all articulate a departure standard thereby establishing a parameter to govern the appeal (e.g., whether the court's reason for the departure was substantial and compelling). These are the jurisdictions that are firmly on the mandatory end of the continuum because the guidelines must be followed unless the court meets a specified standard for departure, and even then, appeal is permitted, thereby creating a mechanism to enforce the use of the guidelines. The Federal system, Michigan, and Pennsylvania, which would all self-identify as advisory, lean more towards the mandatory end of the continuum by requiring that the guidelines be considered as the starting point for sentencing and by permitting appeal based upon errors in application of the guidelines and departure sentences. Moreover, case law has developed to fill in the lack of a departure standard in Pennsylvania, and case law is developing in the newly advisory Federal and Michigan systems. But here, jurisdictions like the District of Columbia, Delaware, and Massachusetts stand out because although they articulate a standard for departure, with no right of appeal to enforce that standard, the requirement is somewhat meaningless. The remaining jurisdictions are firmly on the advisory end of the system, relying only on the potential for peer pressure to enforce the application of the guidelines.

TABLE 5. Placing Jurisdictions on the Advisory to Mandatory Continuum Based on Appeal and Departure Standards

Jurisdiction	Advisory or Mandatory (Self-Described)	W/In Guidelines Appeal Permitted	Appeals of Departures Permitted	Departure Standard Articulated	Departure Reasons Required	Advisory or Mandatory in Application
Arkansas	Advisory	No	No	No	Yes	Advisory
Maryland	Advisory	No	No	No	Yes	
Utah	Advisory	No	No	No	Yes	
Virginia	Advisory	No	No	No	Yes	
District of Columbia	Advisory	No	No	Yes	Yes	
Delaware	Advisory	No	No	Yes	Yes	Mandatory Elements, but Advisory in Application
Massachusetts	Advisory	No	No	Yes	Yes	
Federal	Advisory	Yes	Yes	Yes	Yes	
Michigan	Advisory	Yes	Yes	No	No	Leans Mandatory
Pennsylvania	Advisory	Yes	Yes	No	Yes	
Alabama*	Both	No	Yes	Yes	Yes	
Kansas	Mandatory	No	Yes	Yes	Yes	Mandatory
Minnesota	Mandatory	Yes	Yes	Yes	Yes	
North Carolina	Mandatory	Yes	Yes	Yes	Yes	
Oregon	Mandatory	Yes	Yes	Yes	Yes	
Washington	Mandatory	Yes	Yes	Yes	Yes	

Source: Sentencing Guidelines Resource Center, Jurisdiction Profiles and Case Law Summaries, sentencing.umn.edu.

* Alabama has two sets of guidelines. Only the presumptive guidelines, which would be characterized as mandatory, are featured here.

† Ohio is excluded from this table because of the uniqueness and complexity of its system.

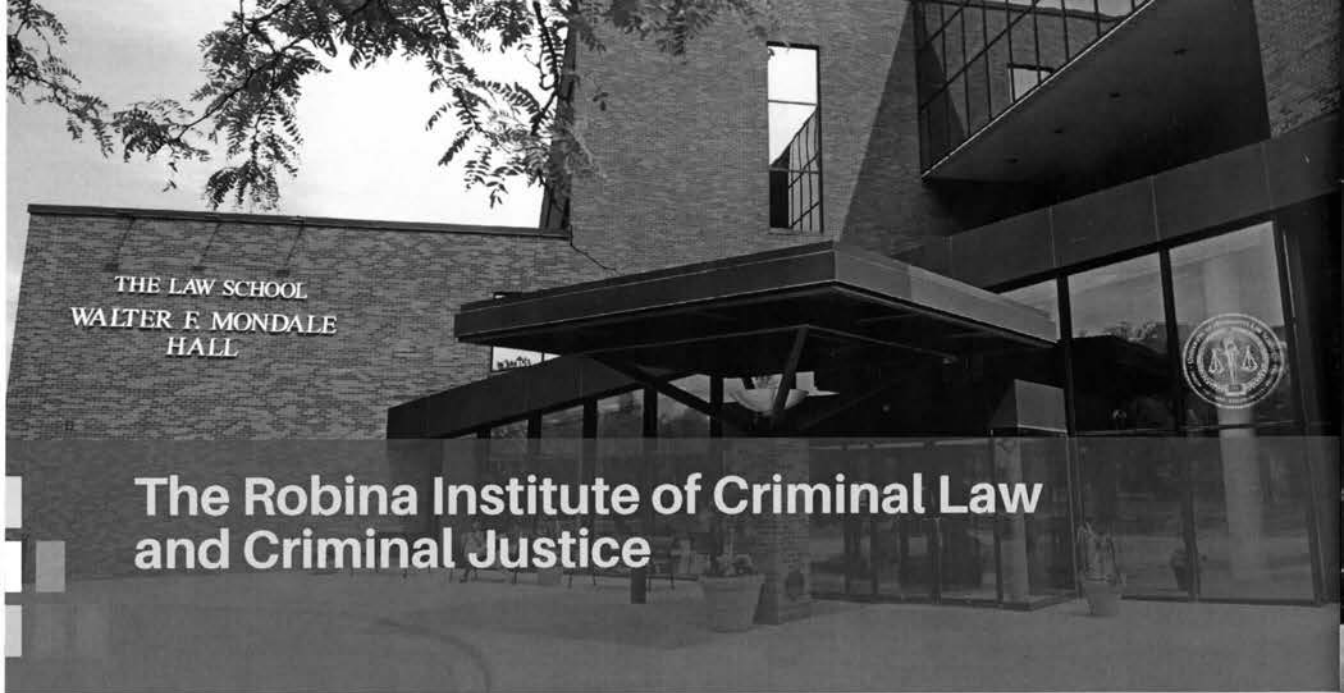


About the Robina Institute of Criminal Law and Criminal Justice

The Robina Institute of Criminal Law and Criminal Justice is located at the University of Minnesota Law School. The Robina Institute engages in original, interdisciplinary research that examines critical issues in the field of criminal justice. The Institute works to achieve transformative change in sentencing law and policy and correctional policies and practices. By partnering with state and local jurisdictions, the Institute focuses nationally on sentencing guidelines systems, parole release and revocation, and community supervision, as well as locally on the Minnesota criminal justice system.

The Robina Institute of Criminal Law and Criminal Justice was established in 2011 at the University of Minnesota Law School thanks to a generous gift from the Robina Foundation. Created by James H. Binger ('41), the Robina Foundation provides funding to major institutions that generate transformative ideas and promising approaches to addressing critical social issues.

For more information, visit robinainstitute.umn.edu.



THE LAW SCHOOL
WALTER F. MONDALE
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The Robina Institute of Criminal Law and Criminal Justice

Robina Institute of Criminal Law and Criminal Justice

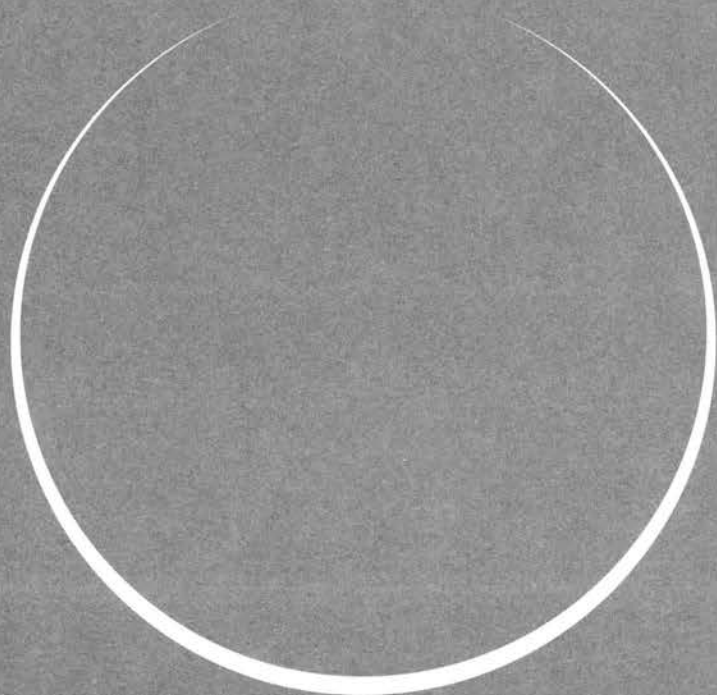
University of Minnesota Law School
229 19th Avenue South
N160 Walter F. Mondale Hall
Minneapolis, MN 55455

Phone: (612) 626-6600
Email: robina@umn.edu
Web: robina.institute.umn.edu



CIRCLE OF LIFE AWARD

Paige Bingham
brought to
annual
mtg
aug 29,
2017



2017

LifeCourse™

Listen. Honor. Guide.

Outcomes



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

16%

fewer ED visits

27%

fewer inpatient days

57%

fewer ICU stays

MEDIAN
HOSPICE
LENGTH
OF STAY

with LifeCourse: 28 days

with usual care: 17 days

\$959 PMPM
savings

8:1 return on
investment

Awards & Recognition

Circle of Life Honoree – American Hospital Association, July 28, 2017

“LifeCourse – Allina Health uses lay healthcare workers supporting individuals living with serious illness, continuing discussions beyond the health care setting, and guiding individuals to community resources.”

Current Implementation Sites

- Abbott Northwestern General Medicine Associates, Allina Health
- Advanced Care Team, Allina Health
- Givens Brain Tumor Center, Allina Health
- Minneapolis Heart Institute, Allina Health
- Palliative Care, Allina Health
- NorthPoint Health and Wellness Center, a Hennepin County Community Health Center



Dr Bache-Wiig receiving Circle of Life

Future Philanthropic Support

Funder	Detail
Allina Health Community Giving \$250,000 - \$500,000	2017 Spotlight for Employee Community Giving Campaign (Campaign conducted in October. Currently, seeking matching grants)
Givens Brain Tumor Center \$50,000/annually	Supports LifeCourse Care Guide working with patients and families (Annual golf tournament proceeds go to support Brain Tumor Center)
Schulze Foundation \$35,000 pending	Training (LOI accepted – Application submitted – Under review)

Dissemination

National Presentations:

- Institute for Healthcare Improvement (IHI) Patient Summit, April 20-22, 2017
- 21st IAGG World Congress of Gerontology & Geriatrics, July 23 – 27, 2017
 - LifeCourse Symposium led by discussant Dr. **Steve Schroeder**
- Center to Advance Palliative Care (CAPC), November 9-11, 2017
- National Center for Complex Health and Social Needs, Camden Coalition, November 16-17, 2017
- Coalition to Transform Advanced Care (C-TAC), November 27-29, 2017
- American Academy of Hospice and Palliative Medicine (AAHPM), March 14-17, 2018

Minnesota Presentations:

- Minnesota Health Services Research Conference, University of Minnesota, March 7, 2017
- Institute for Clinical Systems Improvement (ICSI), May 8-10, 2017

Publications

- 11 Published Papers (listed below)
- 2 Systematic Reviews that include LifeCourse
- 6 Papers Under Peer Review and 12 Manuscripts In Process
- 74 Presentations

Anderson EW. Supporting Patients with Serious Illness: The LifeCourse Model. *Minnesota Physician*. 2017;30(12): 10-11.

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*. In Press.

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*. April 20, 2017, DOI: 10.1177/1049909117705061.

Anderson EW, White K. "It Has Changed My Life." An Exploration of Caregiver Experiences in Serious Illness. *American Journal of Hospice and Palliative Medicine*. April 16, 2017, DOI: 10.1177/1049909117701895.

Anderson EW, White K. "This is What Family Does." The Family Experience of Caring for Serious Illness. *American Journal of Hospice and Palliative Medicine*. June 30, 2017, DOI: 10.1177/1049909117709251.

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*. In Press.

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(1):99.

Schellinger S, Anderson EW, Frazer MS, Cain CL. Patient Self Defined Goals: Essentials of Person-centered Care for Serious Illness. *American Journal of Hospice and Palliative Medicine*. March 23, 2017, DOI: 10.1177/1049909117699600.

Schellinger S, Cain CL, Shibrowski K, Elumba D, Rosenberg E. Building New Teams for Late Life Care: Lessons From LifeCourse. *American Journal of Hospice and Palliative Medicine*. 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*. January 29, 2017, DOI: 10.1177/1049909117690710.

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*. In Press.

Systematic Review

Novelli B, Koutsoumpas T. In: Workman B, ed. *A Roadmap for Success: Transforming Advanced Illness Care in America*. Coalition to Transform Advanced Care; 2015:87-88.

Tabbush V, Coulourides Kogan A, Mosqueda L, Kominski GF. *Person-Centered Care: The Business Case*. The SCAN Foundation; June 2016:27.

LifeCourse™

Listen. Honor. Guide

August 23, 2017

Volume 4, Issue 2

Circle of Life Award

See Ben Bache-Wiig's interview



LifeCourse is excited to have received a Circle of Life Citation of Honor at the AHA Leadership Summit in San Diego, CA on Friday, July 28th. Dr. Ben Bache-Wiig, Julia Crist and Paige Bingham attended the event. Dr. Bache-Wiig participated in a panel discussion on palliative care.

Circle of Life celebrates and recognizes innovative programs across the nation that have made great strides in palliative and end-of-life care. Congratulations to Allina Health and the LifeCourse team for receiving such prestigious recognition.

LifeCourse Integration at Allina Health

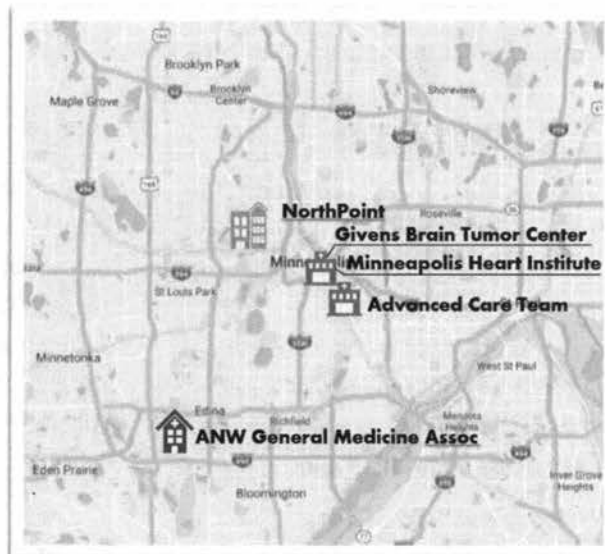
By Judi Blomberg

LifeCourse continues to grow and spread throughout Allina Health. Care guides are continuing to serve patients at 4 different sites: Abbott Northwestern General Medical Associates - Edina and Plymouth locations, Minneapolis Heart Institute, Givens Brain Tumor Center, and the Advanced Care Team within Allina Care Management. Currently, 241 patients and their families are being served by LifeCourse at these locations.

Additionally, as part of the spread of LifeCourse within Allina, LifeCourse is adapting our documentation process to fit within the framework of Healthy Planet, a collection of Excellian health management tools implemented by Allina Health in 2017. As care guides document what matters most to patients, the Healthy Planet tool helps lift patient goals to be a primary focus of the patient's care plan throughout the Allina Health system.

Finally, to ensure that care guides provide best-in-class service, LifeCourse offers continuing education opportunities to care guides quarterly. Recent training

included modifying the LifeCourse approach to best meet the needs of dementia patients and their families. Additionally, LifeCourse care guides have completed a dementia course developed by the University of California-San Francisco and have attended conferences for dementia patients and caregivers sponsored by the Alzheimer's Association and the University of Minnesota School of Nursing. LifeCourse remains committed to supporting the development of the LifeCourse care guide role and providing educational opportunities that will further enhance LifeCourse care guide skills.



Allina Health
Primary Care



Allina Health
Specialty



Community Health
Center (not affiliated
with Allina Health)

Patient Perspective

By Haley Barton

One of the greatest challenges in life is navigating the complex concerns associated with serious illness. Patients often feel overwhelmed by changing needs in all aspects of their lives. LifeCourse Care Guides are trained to help patients identify medical and nonmedical concerns and support patients during critical transitions in care while empowering them to make care choices that align with their own goals and preferences.

Meet LifeCourse patient Linda, a self-sufficient 70 year old woman living in her own home at the time she first met with her LifeCourse Care Guide. Linda had been diagnosed with advanced heart disease. As the last surviving member of her family, she had a limited support system. When the Care Guide asked what mattered most to Linda, she said "I want to make my own decisions and know what the future will be". She

acknowledged that she might need to move out of her home but did not know how when or how that decision should be made. With the help of her Care Guide, Linda wrote questions to discuss with her doctor about the progression of her illness and the timing of her move. The Care Guide also provided Linda with resources for assisted living facilities in her neighborhood.

When Linda decided to move to assisted living a few months later, the Care Guide was one of her first visitors in her new home. Linda was happy to see a familiar face in her new surroundings. She said she especially valued the community dining experience as a way of making new friends. But eating in the community dining room was challenging because of Linda's special heart diet. With the Care Guide's help, Linda realized that she could make selections that fit within her

dietary restrictions and could continue socializing with other residents.

As Linda's health worsened, she told her Care Guide she did not want any treatment at the hospital for any possible complications. The Care Guide worked with the assisted living staff to help Linda complete a POLST to align with her wishes. When Linda asked the Care Guide about hospice care, the Care Guide communicated Linda's request to the assisted living staff. With the help of her Care Guide, what mattered most to Linda was central to the critical end of life decisions she was able to make for herself.

"... if I had to trust anybody besides my family, she [the Care Guide] would be the next person that I'd be able to trust because of what we've talked about, and ... what she's helped me out with."
—Patient

LifeCourse Presentations

By Jessica Taghon

The LifeCourse team presented at the IAGG World Congress of Gerontology and Geriatrics in San Francisco this past month. Our 3 part symposium and 4 paper presentations elicited much interest from attendees. We were honored to have Dr. Steve Schroeder be the discussant for the symposium.

LifeCourse will have several key opportunities to share our program with the healthcare industry in November. LifeCourse is invited to

present at the Center to Advance Palliative Care (CAPC) National Seminar in a social determinants of health session. Also, LifeCourse will be recognized as a Circle of Life Award recipient. Later in November, LifeCourse will present at the Coalition to Transform Advanced Care (C-TAC) National Summit.

The national dissemination of LifeCourse is made possible by a Robina Foundation grant supporting the research and development of late life care at Allina Health.



Pictured left to right: Paige Bingham, Vivian Anugwom, Judi Blomberg, Jessica Taghon, Anne Betzner, and Haley Barton.

LIFECOURSE
ALLINA HEALTH

Minneapolis, Minnesota

One of the nagging problems in helping patients with chronic and life-threatening illnesses is understanding their needs and desires as they navigate the complexities of the health care system, their disease and their own lives.

Allina Health, based in Minneapolis, believes it's found a unique way to bridge the gap between patients and their medical teams by assigning a care guide, a trained layperson whose key purpose is to advocate for the patient's wishes.

The care guides are part of Allina's LifeCourse program, the result of grant-supported research that compared patients and families who were assigned a care guide with others who were not. The research had impressive results: Patients with care guides had 16 percent fewer emergency department visits, 27 percent fewer inpatient days and 57 percent fewer ICU stays. LifeCourse showed an 8-to-1 return on investment.

"The vast majority of people say they're feeling a little lost at a most vulnerable time," explains Allina Health CEO Penny Wheeler, MD. "LifeCourse care guides are trained specifically to have challenging conversations with people and raise issues about how they wish to live and how they wish to die."

The care guides take on tasks that might typically be the role of a family member who tries to learn all about the health care system to help their loved one; the care guide has the advantage of not only being trained, but having a daily working relationship with the care team. The care guides are also able



to advocate just for the patient while a family member's own worries and concerns might influence their actions.

Allina is using about 20 care guides as members of its hospital-based and community palliative care teams, in primary and specialty care practices and in NorthPoint, a federally-qualified health center that serves the African American, Hispanic and Hmong communities.

Care guides visit patients' homes each month and stay connected with them over months and years. The guides' focus is on helping the patient articulate their preferences and goals and to complete advance care planning documents. They also discuss housing, transportation, food and financial needs and the emotional support patients are getting. While they are not social workers, care guides are trained to connect patients and families with community resources.

The care guides are members of the care team and share their observations in the electronic health record. LifeCourse Medical Director Eric Anderson, MD, likens them to the mortar between the bricks of the health care system.

The care guides hired so far tend to be older professionals who are looking for meaningful work later in their careers or young people who may be interested in working in medicine or social work in the future.

Care guides are paid by Allina Health and NorthPoint. LifeCourse is particularly well suited for value-based reimbursement scenarios that benefit from efforts to avoid overusing medical services that seriously ill patients don't want and don't benefit from; the program has been reimbursed as part of care coordination in a medical home arrangement and will soon be managing care under the global payment in a Medicare Advantage plan.

Given the projected increase in older, chronically ill Americans, LifeCourse care guides could fill a key gap in helping those people get what they want and need at the end of life, Anderson says. "We can spend a lot less money on their care and yet they do well and feel well supported," he says. "Focusing on the nonmedical aspects of what matters most to people is truly helpful."



INNOVATION HIGHLIGHTS

LONG-TERM INTERACTIONS

PATIENT/FAMILY EDUCATION

PATIENT SELF-EMPOWERMENT