



[Robina Foundation](#)

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Penny Hunt

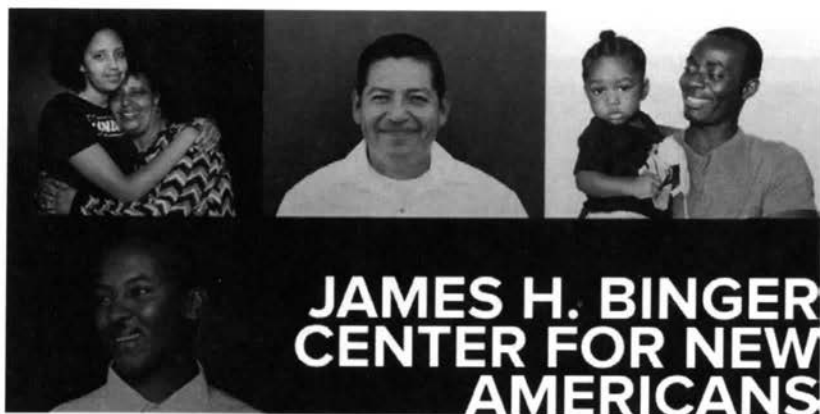
ROBINA FOUNDATION
Board Meeting

Thursday, November 16, 2017

Conference Call

11:30 a.m. – 1:30 p.m. (EST)

10:30 a.m. – 12:30 p.m. (CST)



Inaugural Immigration Law Forum

**ON ALL FRONTS: DEFENDING THE
BORDERS OF THE U.S. CONSTITUTION**

Wednesday, November 1, 2017
12:15 – 4:45 p.m.
Lockhart Hall (Room 25)

THE UNIVERSITY OF
MINNESOTA LAW SCHOOL

James H. Binger Center for New Americans Inaugural Immigration Law Forum

This inaugural annual forum invites vital voices, leaders and experts to participate in a range of presentations that provide the legal and greater community with insights into major trends, practices and developments in immigration law and policy. This event marks the James H. Binger Center for New American's first forum since a gift from the Robina Foundation endowed the Center last year.

PROGRAM

- 11:45 Registration and lunch pick up in room 50
- 12:15 Opening remarks by Dean Garry W. Jenkins
- 12:35 **Session 1**
Challenging the Travel Ban at the U.S. Supreme Court
OMAR JADWAT 1.0 CLE credit
- 1:45 Break
- 2:00 **Session 2**
Racial Realities in America's Changing Landscape
DEEPA IYER 1.0 CLE credit
- 3:30 Break
- 3:45 **Session 3**
What Does it Mean to Be Caught in an Era of Deportation?
MAGGIE LOREDO

Lunch: Boxed lunches from Holy Land are available in room 50 before the first session. Vegan, gluten free and dairy free options are available.

CLE: 1.0 CLE credit has been approved for each of the first two sessions: *Challenging the Travel Ban at the U.S. Supreme Court* and *Racial Realities in America's Changing Landscape*. The CLE code is: 248019.

SPEAKERS

Omar Jadwat

Director of the Immigrant Rights Project, ACLU

Omar Jadwat, Director of the ACLU's Immigrant Rights Project has been a leader in ongoing litigation against the Trump administration's travel ban, including the recent case *Trump vs. International Refugee Assistance Project (IRAP)* that was before the Supreme Court. He is also lead counsel in litigation challenging the third version of the ban. Jadwat will be discussing the constitutional framework surrounding the litigation as well as the potential consequences of this exercise of executive authority.

Q&A led by Professor Benjamin Casper Sanchez
Executive Director, James H. Binger Center for New Americans
Director, Federal Immigration Litigation Clinic

Deepa Iyer

Senior Fellow, Center for Social Inclusion

Deepa Iyer is an attorney, writer and activist who works on immigration, post 9/11 and civil rights issues. Iyer will share insights about the changing racial landscape in America and explore the troubling implications of increasing anti-immigrant sentiment and Islamophobia as well as the inspiring work of communities confronting new racial realities.

Maggie Loredó

Co-Director, Otros Dreams en Acción

Maggie Loredó is the Co-Director of Otros Dreams en Acción, an organization that was recently featured in *The Nation* and *The Guardian* for its groundbreaking work with young immigrant deportees in Mexico City. She will discuss the impact of immigration enforcement in the United States particularly in regards to the concept of citizenship and national identity for a growing population of new migrants.

The James H. Binger Center for New
Americans would like to thank its partners:



DORSEY
DORSEY & WHITNEY LLP

**FAEGRE BAKER
DANIELS**

ROBINS ■ KAPLAN LLP

**IMMIGRANT
LAW CENTER**
— of MINNESOTA —



*Supporting families and
strengthening communities for 20 years.*



University of Minnesota Law School

The James H. Binger Center for New Americans

2016-17 ANNUAL REPORT



“In a short period, 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.”

—KATHLEEN BLATZ ('84), CHAIR OF THE ROBINA FOUNDATION
AND FORMER CHIEF JUSTICE OF THE MINNESOTA SUPREME COURT

A Year of Outstanding Progress

A \$25 million gift from the Robina Foundation—the largest philanthropic gift in the University of Minnesota Law School's history—capped a year of outstanding progress at the James H. Binger Center for New Americans. Together with our law firm and nonprofit partners, we continued to drive transformative change in U.S. law to benefit thousands of immigrants and refugees, while providing our students with life-changing educational opportunities available only at this law school.

Just two years ago this Center won a landmark case in the U.S. Supreme Court, *Mellouli v. Lynch*, an accomplishment that confirmed the potential of this first-of-its-kind program. Today, we are a vital national player in expanding legal services for noncitizens and improving the nation's immigration laws.



A St. Paul native, James H. Binger earned an economics degree from Yale University and his L.L.B. from the University of Minnesota (class of 1941). He subsequently joined the law firm that would become Dorsey & Whitney, and in 1943 moved to Honeywell, ultimately becoming president in 1961 and chairman in 1965.



BINGER CENTER
PARTNERS

3

LAW FIRM
PARTNERS

Dorsey & Whitney
Faegre Baker Daniels
Robins Kaplan

3

NONPROFIT
PARTNERS

Immigrant Law Center
of Minnesota
Mid-Minnesota Legal Aid
The Advocates for
Human Rights

A New National Model in Legal Services and Clinical Education

The Binger Center for New Americans brings about transformative change through an innovative model that provides comprehensive and cohesive legal services for immigrant communities. Designed in partnership with leading law firms and nonprofit immigration legal services, the Center expands urgently needed legal services for noncitizens, pursues litigation to improve our nation's immigration laws, and supports noncitizens in the region through education and community outreach.



Three Integrated Clinics and an Education and Outreach Program:

Federal Immigration Litigation Clinic: improves and transforms U.S. immigration law through collaborative impact litigation in the federal courts.

Detainee Rights Clinic: defends the rights of indigent noncitizens incarcerated by the Department of Homeland Security.

Immigration and Human Rights Clinic: represents asylum seekers and trafficking victims fleeing persecution in their home countries.

Education and Outreach: educates noncitizens about their legal rights and trains lawyers to provide high quality pro bono legal services.

“My experience
with the Center
prepared me in
every respect to
represent asylum
seekers.”

—ANDREA CRUMRINE ('16)
ATTORNEY, AMERICANS FOR IMMIGRANT
JUSTICE, MIAMI



800+

DETAINEES
SERVED

The Center has
served more than
800 vulnerable
detainees to date.



The Center in Action: Registering Impact

The Binger Center for New Americans continues to build on its successes with expanded, groundbreaking work on issues affecting immigrants and refugees.



Protecting immigrants from deportation

With its partners, the Center has served more than 800 detainees to date, including representation for immigrant detainees in **44 bond hearings over the past year**. Faculty and students provided merits representation in **20 detained cases**, and the Center's Legal Orientation Program provided know-your-rights presentations to vulnerable immigrants held at county jails.



Responding rapidly to the travel ban

Students, faculty, and Center partners mobilized a rapid response to the travel ban, coordinating dozens of law students and lawyers to assist arriving immigrants detained at the Minneapolis-St. Paul International Airport.

The Center represented a Somali Minnesota resident and her four-year-old daughter, who was blocked from reuniting with her refugee mother, and joined litigation in the Federal District Court for the District of Columbia on behalf of two married couples separated by the ban. The Center also compiled affidavits to support the Minnesota Attorney General's joint lawsuit with the state of Washington that secured a federal court injunction temporarily blocking the executive order nationwide.



Serving vulnerable asylum seekers and refugees

The Center successfully obtained T visas for three Dominican human trafficking victims who were trafficked onto a farm in northern Minnesota.

The Center opened new cases for clients from Somalia, Nigeria, and Ethiopia fleeing religious and political-based persecution, and it continues to represent ongoing cases involving Central American children and families.



Since the Center's inception, our law firm partners have contributed more than

6,000

PRO BONO HOURS.

an investment that
now exceeds

\$2.3

MILLION

Pursuing Justice Through Systemic Litigation

A collaborative working environment brings the Center's clinics, programs, and partners together to identify systemic issues and pursue powerful litigation that has a national impact.



Litigation Successes

Protecting youth >
from Central
American gangs

The Center won a partial victory in the high-profile Ninth Circuit gang asylum case, *Garay-Reyes v. Holder*. The case tests the government's refusal to provide protection to youth and other victims fleeing powerful Central American gangs. While the court ruled that Garay-Reyes is entitled to further review of his claim that he would be tortured if returned to El Salvador, the Center is now appealing a portion of the Ninth Circuit's decision to the U.S. Supreme Court.

Defining duress and >
coercion for victims
of persecution

In an important case, *Negusie v. Holder*, the Supreme Court instructed the Board of Immigration Appeals to decide whether victims of persecution who are compelled by duress to be involved in acts of persecution are barred from asylum protection. The Center led a national coalition of asylum experts in developing *amicus curiae* briefs for the Board of Immigration Appeals ahead of the court's decision.

Advocating for >
domestic violence
victims

The Center led and participated in ongoing litigation before multiple circuit courts and at the Board of Immigration Appeals as well as direct advocacy efforts to extend asylum protection to more women and children who are victims of severe domestic violence.

Challenging >
deportation for
non-violent crimes

In a case before the Eighth Circuit, the Center represented long-term immigrants who were ordered to be deported for state criminal convictions considered "crimes of violence" under federal law. The Center argued that the federal law is unconstitutional and being applied not only to serious or violent crimes but also to non-violent conduct.

Uncovering the truth >
about who gets jailed

The Center reached a successful settlement in a lawsuit against the Department of Homeland Security (DHS) under the Freedom of Information Act. Through the settlement, DHS must disclose data regarding a risk assessment program the agency uses to automate custody and bond decisions. The program raises serious due process concerns, and the victory may support efforts to win systemic reforms in nationwide detention policies.

"Arguing our client's case in the Eighth Circuit was an extraordinary experience and a tremendous honor."

KRISTEN HATHAWAY ('17)

ROBINA PUBLIC INTEREST FELLOW, HENNEPIN COUNTY PUBLIC DEFENDER

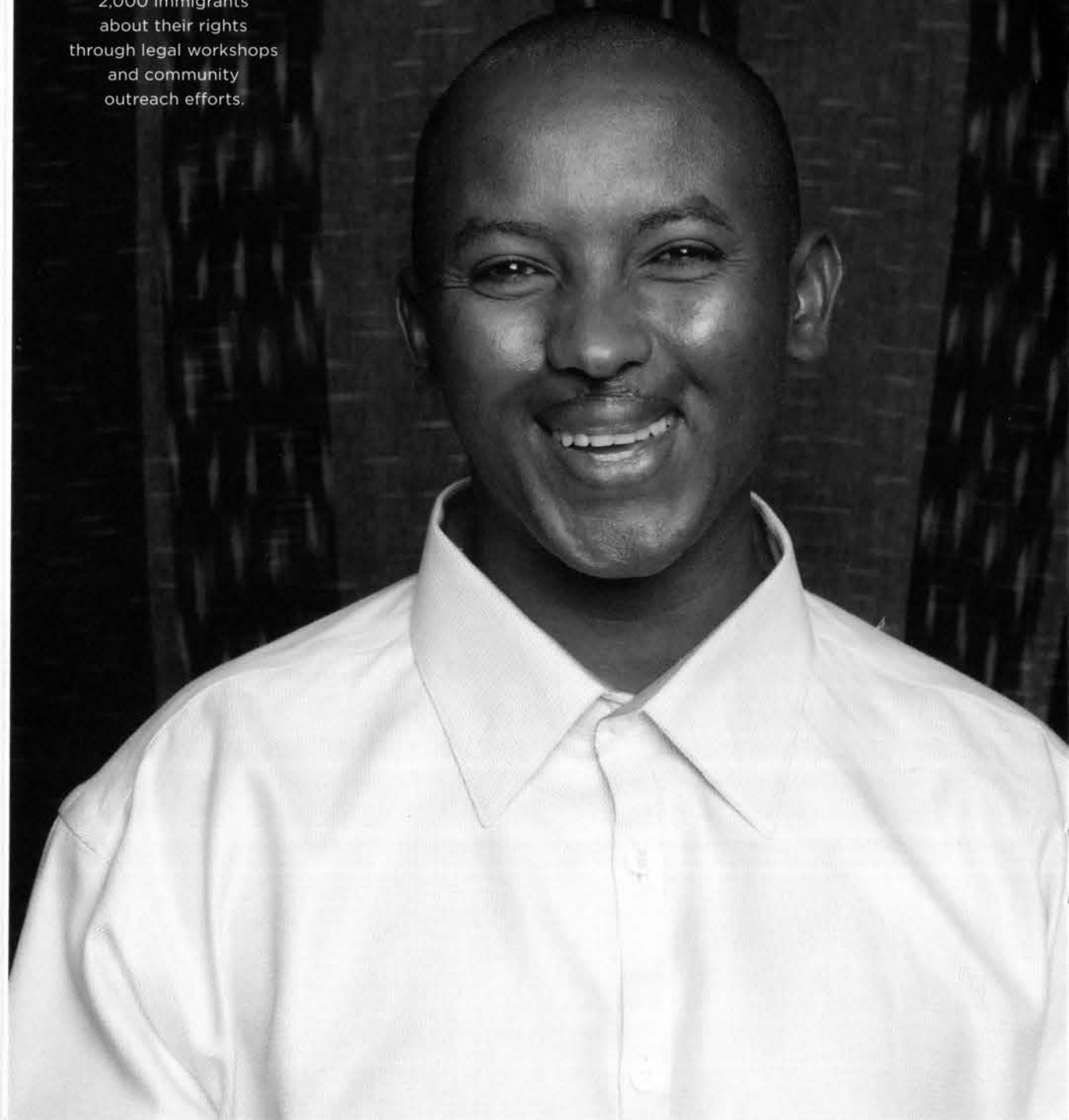
—SHANNON JANKOWSKI ('17)

ASSOCIATE ATTORNEY, FAEGRE BAKER DANIELS



2,000+

The Center has educated more than 2,000 immigrants about their rights through legal workshops and community outreach efforts.



Facilitating Responses to Community Needs

The Binger Center for New Americans works with partners to bring together students, faculty, and community members to address unmet needs in local and rural communities.



Providing outreach to noncitizens throughout the region

The Center and the Ronald M. Mankoff Tax Clinic educated more than 2,000 immigrants about their rights through legal workshops and community outreach efforts.

The Center faculty and students led a **pro se citizenship workshop** with members of the United Food and Commercial Workers Union in Minneapolis and **provided immigration consultations** at an **Immigration Fair** hosted by Minnesota State Representative Ilhan Omar in the Cedar-Riverside neighborhood of Minneapolis, home to a large number of East African immigrants.



Building capacity to help detained immigrants

The Center's **Pro Bono Bond Representation Project** utilizes pro bono attorneys and Center faculty mentors to provide free legal representation to detainees in bond hearings. The Center developed a **Bond Representation Manual** and provided comprehensive trainings to volunteer attorneys.

In response to due process concerns, the Center launched the **Human Rights Defender Project** with our partners to train volunteer court observers in immigration court and coordinated nearly 100 observer slots.

The **Translation and Interpretation Project** volunteer language services program offers services in 25 languages and maintains a pool of more than 150 volunteers.



THE CENTER'S RURAL ACCESS INITIATIVE

led students and volunteer attorneys to conduct 100 comprehensive screenings for noncitizens in vulnerable communities, including St. James, Madelia, and Worthington in rural Minnesota.

900+

The Center reached over 900 community members through events on and off campus and brought panelists such as Kalia Abiade, director of programs at the Pillar Fund, to address immigrant and migrant issues.

Leading Through Convening

The Binger Center for New Americans hosted multiple events at the Law School on asylum law, immigration policy, detention issues, and other topics.

Events at a glance:



< **Developments in Immigration Law** showcased Center students who provided continuing legal education sessions including courses about the executive orders and best practices when representing trafficking victims.



< **Will There Ever Be Justice for the Mass Atrocities in Syria?** featured former U.S. Ambassador Stephen J. Rapp, which was the first installment of a University-wide series on the crisis in Syria.



< **Refugees at Our Border** was led by Pulitzer Prize-winning journalist Sonia Nazario and was followed by a training for local educators, **Refugees in our Classrooms**.



< **Immigration Nation: Writing Our Next Chapter** offered a moderated panel discussion with local and national leaders to discuss key issues in immigration policy.

450
LAWYERS

The Center trained 450 lawyers to provide pro bono service to immigrants.

43

STUDENTS

involved in the Center

11

STUDENTS

returned for a
second year in
leadership roles as
student directors

An Unparalleled Student Experience

The Binger Center for New Americans offers Minnesota Law students unparalleled opportunities to work on real-world issues affecting immigrants and refugees. Through its three clinics, service learning, and its education and outreach program, our students play a leading role in the Center's work.



Serving immigrants across the country

Three Center teams travelled across the country in service trips and provided legal assistance to more than 150 detained immigrants, including children and families held in Dilley, Texas, and detainees held in Florence, Arizona, and Tacoma, Washington.

The trip to Arizona included a forensic psychiatry team from the University of Minnesota Department of Psychiatry in a one-of-a-kind partnership to deliver mental health support to detainees.



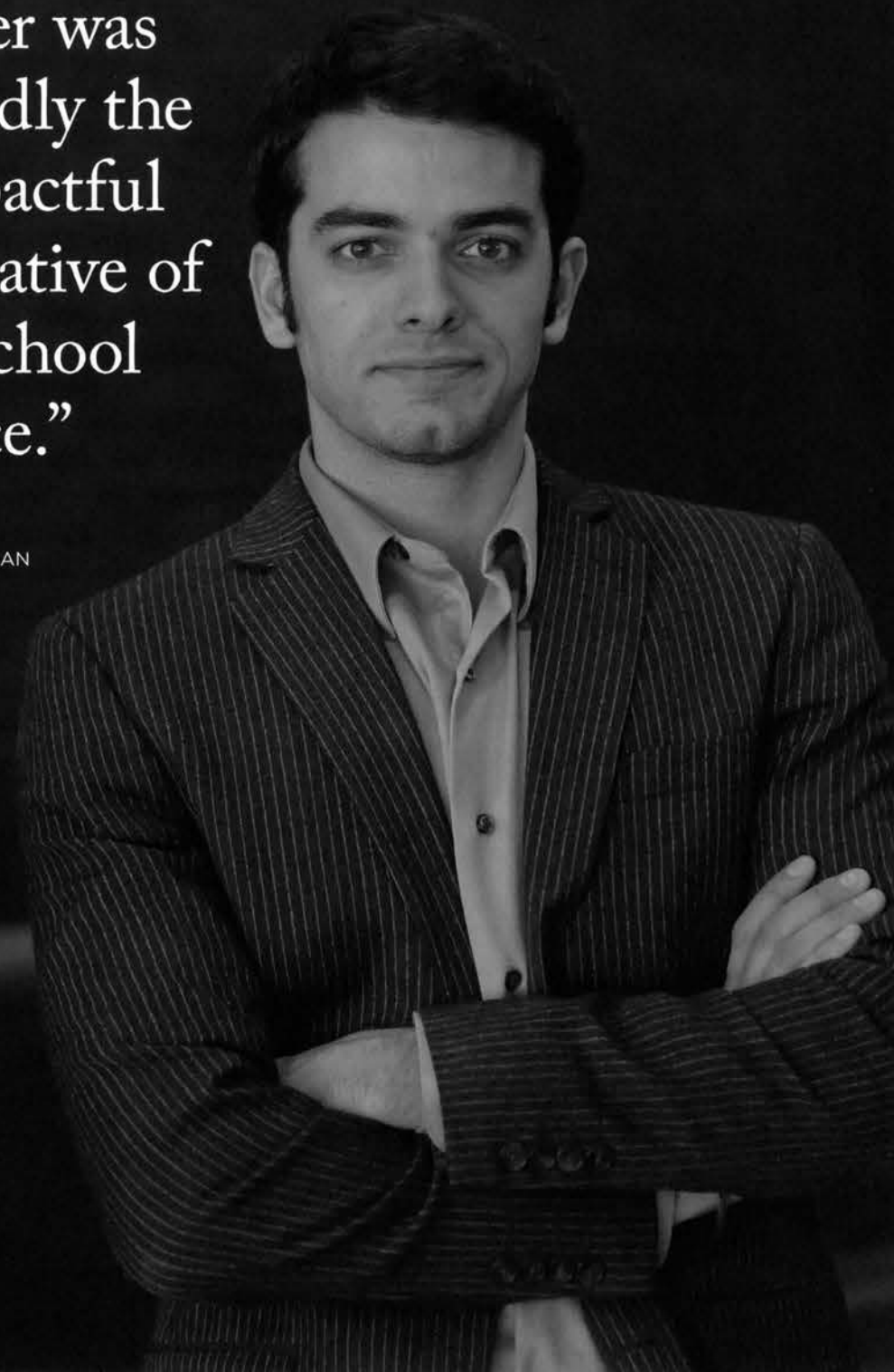
Institutional commitment and focus on immigration law

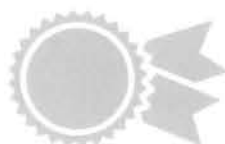
The Law School's Immigration Law concentration offers students unique opportunities to develop skills and explore complex aspects of immigration law through advanced courses and clinics.

The Center's new Immigration Law Field Placement course enrolled 11 students in a diverse range of immigration externships with private law firms, nonprofit organizations, and government agencies.

"My work with the Center was undoubtedly the most impactful and formative of my law school experience."

—RAJIN OLSON ('16)
ASSOCIATE, ROBINS KAPLAN





FACULTY AWARDS & RECOGNITION

Benjamin Casper Sanchez ('97)

2017 Elmer Fried Excellence in Teaching Award from the American Immigration Lawyers Association

Linus Chan

2017 University of Minnesota Outstanding Community Service Award

Regina Jefferies

Recognized at The Advocates for Human Rights' Human Rights Awards Dinner in 2017 for her leadership of the Travel Ban Response Team at the Minneapolis-St. Paul International Airport

Faculty and Staff



Benjamin Casper Sanchez ('97)
Executive Director
Associate Clinical Professor
Federal Immigration Litigation Clinic



Deepinder Mayell
Director, Education and Outreach Program
Adjunct Associate Professor
Immigration Law Field Placement



Linus Chan
Associate Clinical Professor
Detainee Rights Clinic



Stephen Meili
Clinical Professor
Immigration and Human Rights Clinic



Kathy Moccio
Visiting Assistant Clinical Professor
Detainee Rights Clinic



Stacy Taeuber
Visiting Assistant Clinical Professor
Federal Immigration Litigation Clinic



Kjerstin Yager
Education and Outreach Program Coordinator



Elizabeth Coffield
Administrative Coordinator

2016-2017 Visiting Faculty



Julia Decker
Federal Immigration Litigation Clinic



Regina Jefferies
Detainee Rights Clinic



Frank DiPietro
Tax Clinic

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Penny Hunt
RE: November 2017 Board Meeting

The agenda for our two-hour conference call meeting includes a number of reports on Robina funded programs and endowments, along with Melinda Marble's draft Legacy Report and ideas for future grants. Note in particular:

Tab 3: CliftonLarsonAllen's final audit documents for Robina's 2016 Audit were not available to include in the Board Book. We will send you hard copies and an electronic version before the meeting. During the meeting Steve will describe the process we followed to approve the audit and request that the full Board accept the audit. I will describe the procedural changes we will make to follow up on the audit. Steve will also discuss Robina's 2016 tax return prepared by CLA. We will send you an electronic version of the return in advance of the meeting.

Melinda Marble's draft Legacy Report is found at **Tab 4**. Susan, Kathleen and I reviewed an earlier version of this draft. During the Board's discussion of the draft, we will want to consider the need for an executive summary, as well as topics that could be the subject of short, targeted essays. Although we may not want to disseminate the full report for several years, the Board will want to discuss possible means to disseminate our experience and lessons learned.

At the Board's request, deans of Yale School of Drama and the University of Minnesota Law School provided ideas for future grants. Those are found at **Tabs 5 and 6**.

We have made preliminary arrangements to hold the February Board Meeting at Yale. At this meeting we will discuss possible agenda items for the winter meeting.

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

Robina Foundation Board of Directors Meeting

Conference Call

Thursday, November 16, 2017

10:30 a.m. to 12:30 (CST)

Participant Dial-In Instructions:

1. Dial the Moderator's Access Number: 1-877-820-7831
2. Enter the Participant Passcode: 3167335# (must dial # key)

Time	Agenda Item	Tab #
✓ 10:30 a.m.	Welcome and Call to Order – Blatz	
✓ 10:35 a.m.	Minutes of August 29-30, 2017 Annual Board Meeting – Short – Action	1
✓ 10:40 a.m.	Executive Director's Report – Hunt • Sunsetting Timeline	2
✓ 10:45 a.m.	Treasurer's Report – Lewis • Assets and Grants • 2017 Third Quarter Financial Report from Mike Sullivan • CliftonLarsonAllen 2016 Audit	3
11:00 a.m.	Legacy Report • Melinda Marble Draft of Legacy Report	4
11:30 a.m.	Ideas for Future Grants • Yale School of Drama • University of Minnesota Law School	5 6
12:00 p.m.	Grantee Reports • Council on Foreign Relations ➤ <i>Expanded Diversity Initiative in Foreign Policy: Final Report</i> • University of Minnesota Law School ➤ <i>Scholarship Match Program: Final Report</i> ➤ <i>Sentencing Enhancements: Annual Report</i> ➤ <i>James H. Binger Center for New Americans and James H. Binger Professorship in Clinical Law: Program and Endowment Reports</i> • Yale University ➤ <i>Robina Human Rights Fellowship Initiative and Binger Clinical Faculty Chair: Program and Endowment Reports</i> ➤ <i>Binger Center for New Theatre: Program and Endowment Reports</i>	7 8 9
12:20 a.m.	Future Board Meeting Dates (2018 and 2019) • Plans for February 2018 Meeting at Yale	10
12:30 p.m.	Adjournment	

1

MINUTES
August 29-30, 2017

2

EXECUTIVE DIRECTOR'S REPORT

3

TREASURER'S REPORT

4

LEGACY REPORT

5

IDEAS FOR FUTURE GRANTS
Yale School of Drama

6

IDEAS FOR FUTURE GRANTS
University of Minnesota Law School

7

GRANTEE REPORT
Council on Foreign Relations

8

GRANTEE REPORTS
University of Minnesota Law School

9

GRANTEE REPORTS
Yale University

10

FUTURE BOARD MEETING DATES

**Robina Foundation Annual Meeting
Meeting Minutes
August 29 – August 30, 2017**

The Annual Meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on August 29 – August 30, 2017, at the offices of Faegre Baker Daniels in Minneapolis, MN.

August 29, 2017

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

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

Recorder: Connor Johnson of Office Team.

Call to Order and Welcome

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

Minutes from May 18, 2017, Board Meeting

A motion was made and seconded to approve the Minutes of the May 18, 2017, Board Meeting which was included in the Board Book. That motion was approved unanimously.

Executive Director's Report

Hunt called Board Members attention to information contained in the Executive Director's report, which detailed the use and payment of \$500,000 (from the Foundation's recent \$25 million grant to the University of Minnesota Law School) to be earmarked as matching funds for scholarships.

A motion was made and seconded to establish the following criteria for the payment and use of \$500,000 (from the Foundation's 2016 grant of \$25 million to the University of Minnesota Law School). That motion was unanimously approved by the Board:

- Funds will be used to match major gifts of \$100,000 or more that create a new or are a supplement to an existing endowed scholarship fund;
- Robina will match major gift donations for student scholarships on a ^{1:2}~~2:1~~ basis (i.e. Robina will provide a \$50,000 match for a \$100,000 donation); and
- Funds will be transferred over time as the Law School secures commitments for major gift donations.

Hunt also noted the termination of the Foundation's interest in Loring Pasta Bar LLC described in the Executive Director's report and recommended that the Board ratify Hunt's execution of documents prepared by Faegre Baker Daniels to effectuate the termination.

On motion made and seconded the Board unanimously ratified Hunt's execution of a letter dated July 28, 2017, requesting consent of the Board of Governors of Loring Pasta Bar LLC for the Foundation to resign as a member of Loring Pasta Bar LLC and a Release Agreement of the same date which provides mutual releases for all parties to the Agreement.

Legacy Project Discussion

Blatz welcomed guests Melinda Marble, a foundation consultant engaged to prepare a report on the Robina's work, and Brad Smith, President of the Foundation Center, to discuss the results of Marble's interviews related to Robina's "Legacy Project" and possible ways to communicate lessons learned from Robina's specific grants, procedures and guidelines. Board Members expressed interest in a core document, which could provide the base for smaller, issue-focused pieces focused on specific issues such as donor intent, large grant size, opportunity to leverage grants, designated grantees, spend-down procedures, paths from program grants to endowment grants, monitoring, and utilizing a small staff/engaged board with outside consultants as needed. Board Members directed Hunt to enlist Melinda Marble to draft the core report for consideration at the November Board Meeting, with the understanding that the report may not go public, if at all, for several years, although short issue-oriented pieces could be completed and released sooner.

Foundation Finances

Blatz welcomed Robina's investment consultant Mike Sullivan to discuss his Quarterly Report and the performance of Robina's assets, along with future plans. Sullivan stressed that the Foundation's investment strategy provides flexibility in timing and size of future grants, and called attention to the change in benchmarks due to the change in investments and the reduction in fees. He noted that efforts to liquidate the Foundation's three private equity funds were unsuccessful, but that several funds will fully mature in 2018 and 2019. Sullivan emphasized that USbank is not acting as a trustee, but rather as an asset manager, so oversight is required. Lewis will talk with Sullivan about his continued assistance going forward.

Sunsetting Discussion

Sunsetting Timeline: Board Members reviewed and revised the "Sunsetting Timeline" included in the Board Book, and asked Hunt to include the timeline in the Board Books for future meetings. No fixed sunset date was set.

Additional Grants: After a lengthy discussion of a variety of options, Board Members directed Hunt to ask Yale School of Drama Dean Bundy and University of Minnesota Law School Dean Jenkins to provide the Board with their ideas of what they might do with small, additional funding. Hunt will discuss the Board's interest in innovative ideas and will stress that the amount and timing of additional funding is not known and that any funding is not assured. Hunt also will explore programs in the Twin Cities providing legal services in medical clinics.

Monitoring Grants: Board Members discussed several options for the monitoring of endowment grants and agreed that before the end of the Foundation, Endowment Agreements with the University of Minnesota Law School, Yale School of Drama, Yale Law School and the Council on Foreign Relations should be modified to outline future monitoring of the grants.

Luncheon Guests

Blatz welcomed Penny Wheeler, CEO of Allina Health Care, and Paige Bingham, Director of LifeCourse, to join the meeting for an informal discussion of LifeCourse and the current status of efforts to reform health care financing. After expressing their appreciation for Robina Foundation's support of the LifeCourse research, development and implementation, Wheeler and Bingham described the current status of LifeCourse within Allina, as well as its national recognition and outlined Allina's strategies to continue the program after the expenditure of all Robina funds.

August 30, 2017

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

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

Recorder: Connor Johnson of Office Team.

Call to Order

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

Grantee Meeting

Blatz welcomed Kevin Reitz and Richard Frase to the meeting to update the Board on the work of the Robina Institute on Criminal Law and Criminal Justice's Sentencing programs. Reitz and Frase provided details on work on the Model Penal Code, the Sentencing Guidelines Resource Center Repository Project, the Criminal History Project, Parole Release and Revocation Project, and the Probation Revocation Project. They acknowledged that Robina funds will be expended at the end of 2018, but acknowledged that they are not involved in discussions concerning fundraising and aren't aware of the Law School's plans.

Following the departure of Reitz and Frase, Board Members asked Hunt and Blatz to meet with Kelly Mitchell, Executive Director of the Robina Institute, to discuss fundraising needed to continue the Sentencing work and to meet with Dean Jenkins to learn his view of the work of the Institute and its importance for the Law School.

Board Governance

Election of Officers

After discussion,

The Board of Directors unanimously elected Berresford to a three-year term as Vice Chair (9/1/17 – 8/31/20) and Short to a three-year term as Secretary (9/1/17 – 8/31/20).

Election of Directors

After discussion,

The Board of Directors unanimously elected Berresford and Blatz to serve third three-year terms on the Robina Foundation Board of Directors (9/1/17 – 8/31/20).

Conflict of Interest Policy

Board Members completed their annual disclosure of conflicts of interest with the operation of Robina Foundation.

Grant to Honor Peter Karoff

After consideration of several options for a \$25,000 grant to honor Karoff's work as a member of Robina Foundation Board of Directors, the Board unanimously passed the following resolution:

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 dedication and commitment to the goals of the Robina Foundation and his unwavering guidance and inspiration helped to 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 Yale School of Drama to support the Production Advancement Fund of the Binger Center for New Theatre, which Peter Karoff championed during the creation and implementation of the Binger Center, and which work is aligned with the spirit and vision of Jim Binger as expressed in the Mission Statement of the Robina Foundation.

Grantee Reports

Board Members discussed the three annual reports included in the Board Book. No follow-up action was required.

Meeting Dates

Board Members confirmed 2018 meeting dates and reviewed proposed dates for meetings in 2019.

Other Business / Executive Session

Board Members held a brief executive session to discuss compensation of the Executive Director.

Adjournment

There being no other business, the meeting was adjourned.

Respectfully Submitted,

Marianne Short, Secretary

Date

Note - Revised
Timeline
Revisiting timing of
New Grants?

**ROBINA FOUNDATION
BOARD OF DIRECTORS MEETING
November 16, 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 November meeting. Work included:

Legacy Project

Immediately following the August Board Meeting, I engaged Melinda Marble to prepare a draft report for review by the Board at the November meeting. Susan, Kathleen and I reviewed Melinda's first draft; and Susan and I participated in a conference call with Melinda to discuss the draft. Tab 4 of the Board Book contains Melinda's revised draft for consideration at the Board Meeting. I will prepare a grants list to be attached to the report.

New Grants

During the course of the Board's discussion of new grants at the August Board Meeting, the Board decided to explore new ideas for smaller grants at the University of Minnesota Law School and Yale School of Drama. I discussed this with Dean Jenkins and Dean Bundy, emphasizing that the Board was interested in learning their innovative ideas, but stressing that no funding is assured, and that the timing and amount of any funding are unknown. Both deans submitted ideas, which are found at Tabs 5 and 6 in the Board Book.

Discussions with Grantees

Yale School of Drama

The Board expressed an interest in learning more about Dean Bundy's plans for the upcoming external review of the Binger Center for New Theatre. Attachment 1 is Dean Bundy's description of the formation of the review committee. According to Dean Bundy, a draft of the review will be available when the Robina Board visits Yale in late February. During our visit at Yale, we should have the opportunity to discuss the review with Dean Bundy. *Per USD rept, review will take place in Feb.*

University of Minnesota Law School

Because our meeting with Kevin Reitz and Richard Frase at the August Board Meeting failed to yield information on plans for future funding to support the Robina Institute on Criminal Law and Criminal Justice, including the Sentencing Enhancements, funded by Robina Foundation, Kathleen and I met with Kelly Mitchell and Monica Wittstock, Communications Coordinator for the Robina Institute, to learn whether the Law School has plans to continue the initiative, including fundraising plans. We asked Kelly to include information concerning their fundraising efforts in the annual report describing the work of the Sentencing Enhancements found in Tab 8.

I subsequently met with Dean Jenkins to learn his view of the Robina Institute on Criminal Law and Criminal Justice and the Sentencing Enhancements to understand how he assesses the value of the Institute and the Sentencing Enhancements and how they fit into his priorities. Dean Jenkins outlined the Law School's priorities for its \$80 million campaign, which is part of the University's \$4 billion campaign "Driven to

Lead.” While the Law School’s campaign could yield support for criminal law initiatives, that is not a priority. Dean Jenkins is well aware of efforts to raise funds to continue the Institute, but emphasized that fundraising for the Institute, which is an academic research center, is conducted by the Institute and not by the Law School’s Development Department. (This is true for other similar academic centers as well.) The Annual Report on the Sentencing Enhancements found at Tab 8 includes information on fundraising efforts. Dean Jenkins was candid that given Richard Frase’s upcoming retirement and Kevin Reitz’s interests, future leadership of the Institute is up in the air.

Council on Foreign Relations

During a trip to Washington DC to visit family, I met with Suzanne Helm for an update on the Council at 100 Campaign. To date \$110 million has been committed toward the Council’s \$150 million campaign, primarily through leadership grants of \$1 million or more. CFR now hopes to secure 20 to 50 grants of \$250,000 in order to finish the Campaign by the end of 2018.

You will recall that the timing of Robina’s payment of its \$1.32 million endowment grant to fund six additional Franklin Williams interns created a “gap” (CFR’s term) in funding to cover all of the new scholars beginning in 2017. Robina refused to fill the gap, but stressed our expectation that six interns would be added beginning in 2017. Suzanne reported that another funder filled the “gap” so that all of the internships are fully funded.

Karoff Gift

Following the Board Meeting, I contacted Dean Bundy to talk about Robina’s \$25,000 gift to Yale School of Drama to support the Production Enhancement Fund of the Binger Center for New Theatre. No surprise - Dean Bundy was delighted to hear about the gift. He chuckled remembering Peter’s vision for the Fund and his frequent inquiries about its use. I also contacted Peter’s family to tell them about the grant. My email to the Karoff family and responses from several family members are found in Attachment 2, as is Dean Bundy’s letter concerning the grant.

Foundation Audit

As planned, in October CliftonLarsonAllen conducted an audit of Robina’s work in 2016. CLA provided its draft audit documents several weeks after their in-office review of Robina documents and conversations with Nancy and me about our work. Nancy and I requested clarification of a number of statements in the draft documents and discussed the draft audit with Mike Sullivan. Kathleen, Steve, Nancy and I discussed the documents with CLA on November 9.

Yale Law School October 16 Event

Steve, Susan and I traveled to New Haven to attend Jim Silk’s inaugural lecture as the first Binger Clinical Professor of Human Rights on October 16. His lecture was titled “From Nuremberg to the Netherlands to Nineveh? The Book of Jonah, International Criminal Justice, and the Promise of Human Rights.” The classroom where Jim delivered his address was packed, and Jim’s remarks were thoughtful and provocative, eliciting a number of questions and comments. Attachment 3 is a memorandum from Dean Gerken concerning Jim’s lecture.

Before Jim's talk, the three of us met with Dean Heather Gerken, the new Law School Dean, to talk about her vision for the Law School, Robina's funding, etc., followed by a meeting with Jim and his family. Following Jim's talk, we attended a celebratory dinner in Jim's honor, which was marked by numerous toasts given by students (present and former), faculty and two former deans of Yale Law School.

Susan, Steve and I took advantage of our time at Yale to meet with others at Yale: Susan attended a discussion at the Gilder Lehrman Center, and Steve and I had lunch with Patty Pederson. Among other things, we talked with Patty about monitoring of Robina's endowment grants after Robina's sunset.

University of Minnesota Law School Center for New Americans Launch

On November 1 Kathleen, Nancy and I attended the inaugural immigration law forum sponsored by the Binger Center for New Americans. Your Board Book includes information on the forum as well as the annual report of the Center.

Following the forum, the University hosted a dinner to celebrate the Center. We were delighted that twelve members of the Binger family attended the dinner to learn more about the Center and its work. (Several family members also attended part of the forum.) The U's Executive Vice President and Provost Karen Hanson welcomed guests, as did Dean Jenkins. Guests included Center for New Americans staff, representatives of the Center's law firm and nonprofit partners, forum speakers and students. Kathleen spoke on behalf of Robina; Noa Staryk, Jim Binger's granddaughter, spoke briefly on behalf of the family; and Ben Casper talked about his personal commitment to human rights, as well as the work of the Center.

Loring Pasta Bar LLC

You will recall that Robina's interest in Loring Pasta Bar LLC was terminated last summer. Given Robina's connection to Loring Pasta Bar LLC, you will be interested in the recent Star Tribune article on Jason McLean found at Attachment 4.

From: "Bundy, James" <james.bundy@yale.edu>
Date: September 12, 2017 at 11:55:40 AM CDT
To: 'Penny Hunt' <pennhunt@gmail.com>
Cc: "Berman, Deborah" <deborah.berman@yale.edu>
Subject: Binger Center Panel: CONFIDENTIAL

Dear Penny,

I write to offer some background on the selection process for the panel to review the Binger Center in its 10th(!) year.

We have asked Susan Booth, artistic director of the Alliance Theatre in Atlanta, Georgia, to serve as the chair, and I am pleased to say that she has accepted. She has worked as a literary manager and artistic director, director and producer, and has taught at leading universities: she is also the past president of TCG, the national service organization for the field: I served on that board with her and I regard her as one of the most visionary leaders in American theatre.

We are recruiting other panelists now. We hope to have a leading playwright on the panel. Possible panelists include Lynn Nottage, David Henry Hwang, and Christopher Durang. The challenge is to find someone gifted who is not one of our commissioned playwrights, who is so distinguished that they are offended that we haven't offered them a commission. But we do feel it's important to have a playwright on the panel, to represent the artists' points of view, and perhaps to solicit feedback from writers that other panelists might not have the same ability to acquire.

In addition, we are looking for a director, producer, or literary manager of note, with or without an institutional affiliation. Possible panelists in this area are Chay Yew (Artistic Director of Victory Gardens Theater in Chicago), Alison Carey (Head of American Revolutions commissioning project at the Oregon Shakespeare Festival), and Adam Greenfield (Associate Artistic Director, Playwrights Horizons).

Across the panel as a whole, we hope that there will be some measures of cultural and gender diversity as well. For that reason, we are asking one person at a time, so that we can keep some balance in the panel as it takes shape.

I hope this is helpful. Please let me know if there's more information that I can provide. Susan's bio appears below.

Warm regards,

James

Susan Booth joined the Alliance Theatre in 2001 and has initiated the Palefsky Collision Project for teens, the Alliance/Kendeda National Graduate Playwriting Competition, the Reiser Atlanta Artists Lab, local producing partnerships and regional collaborations as well as commercial partnerships such as *Tuck Everlasting*; *The Ghost Brothers of Darkland County*; *The Color Purple*; *Bring It On: The Musical*; Twyla Tharp's *Come Fly Away*; *Sister Act: The Musical*; *Bring in da' Noise, Bring in da' Funk*; and *Jesus Christ Superstar GOSPEL*. As a director, she has worked at such theaters as the Goodman, La Jolla Playhouse, New York Stage and Film, Actors Theatre of Louisville, Northlight Theatre, Victory Gardens, Court Theatre and many others. She holds degrees from Denison and Northwestern universities and was a fellow of the National Critics Institute and the Kemper Foundation. She has held teaching positions at Northwestern, DePaul, and Emory universities. She is the past president of the board of directors for Theatre Communications Group, the national service organization for the field, and is a trustee of Denison University. Susan is married to Max Leventhal and is the proud mother of Moira Rose Leventhal.

James Bundy
Dean/Artistic Director
Yale School of Drama/Yale Repertory Theatre
222 York Street
PO Box 208244
New Haven, CT 06520-8244
203-432-1505
www.drama.yale.edu
www.yalerep.org

From: Penny Hunt [<mailto:pennhunt@gmail.com>]

ATTACHMENT 2

Sent: Tuesday, September 26, 2017 11:52 AM

To: DiStefano & Karoff <debanna2@cox.net>; lkaroff@karoffconsulting.com; rebeccakaroff@gmail.com; tkaroff@me.com

Cc: Leslie Pine <lpine@tpi.org>; Nancy Gilberg <ngilberg@robinafoundation.org>

Subject: Robina Gift in Memory of Peter

Dear Karoff Family,

I am pleased to let you know that at a recent meeting, the board of directors of Robina Foundation approved a grant of \$25,000 to Yale School of Drama to support the Production Enhancement Fund of the Binger Center for New Theatre in memory of Peter. After considerable discussion and exploration, Board Members decided that this gift is a fitting way to honor Peter and carry on work that he championed at Yale School of Drama.

For over seven years, Peter served as Robina's "lead director" for the foundation's work with Yale School of Drama, as well as Yale Law School. Like Robina's founder Jim Binger, Peter was a "theater guy," so he relished his involvement with Yale School of Drama. When Yale and Robina were developing ideas for the Center for New Theatre, Peter pushed for the creation of a fund to enhance the production of new plays beyond Yale. His interest in the fund was evidenced by his frequent questions - and prodding - about the use of the fund as Yale launched and implemented the Center and the Production Enhancement Fund. (You will undoubtedly recognize his determination to follow through on ideas he championed despite push back from others!) Given that, the Robina Board felt it was appropriate to make the grant in his memory to enhance the Production Enhancement Fund. The board is extremely pleased to be able to further Peter's commitment to Robina and Yale School of Drama through this gift — and we think Peter would appreciate this legacy in his memory. We hope you agree.

Before deciding to support the Production Enhancement Fund, the Robina Board explored the opportunity to provide a grant to the Karoff Fund for Leadership in Philanthropy at The Boston Foundation. Leslie Pine helped us understand the structure and purpose of the fund, which was obviously dear to Peter and your family. We applaud plans for the Fund and look forward to news of the launch of the book compiling Peter's writings and speeches, which will surely inspire and inform the field of philanthropy. We understand that Melinda Marble is involved with the project, so we know it will move forward quickly and ably.

Needless to say, I hope, all of us connected with Robina miss Peter greatly. At the recent meeting, we spoke of him often, commenting that "Peter would have liked that" or "Peter would have questioned that" or remarking that we missed Peter's reading of a new, thoughtful poem. He was quite a guy.

Nancy Gilberg and I were glad to be able to meet you when we attended the Boston service for Peter. Your comments about your father resonated with us, and we were interested to learn about his passion for ice cream. Somehow or other, he hid that from us!

Please feel free to get in touch with me if you have questions about Robina's grant or work or would like more information on the Binger Center for New Theatre.

Warm regards,
Penny Hunt

Responses to Penny's email re Gift to Yale School of Drama in memory of Peter from the Karoff family

September 26, 2017

Dear Penny – what a wonderful and fitting gift! Your description of his perseverance is so vivid I can see him! It has been interesting for me at least to hear so much about my Dad's accomplishments. He was, in true great-Dad fashion, always focused on our lives and our accomplishments. So while we were all aware of his, I know I for one did not truly understand the full measure of his achievements. So hearing how greatly he was appreciated has been a wonderful and unexpected experience.

It was such a pleasure to meet you and Nancy after so many years of hearing about you. The Robina family was very dear to him and this gift in his name is perfect. Thanks so much for sharing your/Robina's experiences with my Dad. It means a lot and is illuminating to hear these different perspectives. But I do not know how he kept his love of ice cream hidden – he wore that passion, as so many of his others, on his sleeve! Take care and hope to keep in touch, Lorinda

Lorinda Karoff
Karoff Consulting
28 Prospect Place | Brooklyn, NY 11217
646-436-3696
lkaroff@karoffconsulting.com
www.karoffconsulting.com

September 27, 2017

Dear Penny,
This is truly wonderful news! Thanks to you and to the Robina Board for honoring our father; this gift is a perfect tribute to him. And thank you for telling all of us more about the impact of his leadership. We miss him greatly and are grateful that the Board's generosity continues to further his work. The local poetry community is sponsoring a launch for our father's book, Parable, in a couple of weeks. At that event, I will be announcing the establishment of a Poetry endowment for the local poetry community in the amount of \$25,000. It was our father's final gift which seems wonderfully in sync with the Robina gift-giving to poetry and theater.
All best,
Deb

Penny,

Let me echo my sister's comments--all of them. It felt so good to have you and Nancy at the Boston service and to finally meet you. We feel honored and touched by the various ways my father's huge community is continuing his legacy and noting his absence. And the Robina Foundation was so dear to him, as you know. I'll only add that while my father wore his love of ice cream on his sleeve, I, sadly, wear it on my waist and hips. Oh well. His daughters inherited so many wonderful gifts from him. His fast metabolism wasn't one of them!

All the best,

Rebecca

JAMES BUNDY, ARTISTIC DIRECTOR
VICTORIA NOLAN, MANAGING DIRECTOR



DARING ARTISTS. BOLD CHOICES. ADVENTUROUS AUDIENCES.

September 29, 2017

Ms. Kathleen Blatz
7075 Highway 12
Maple Plain, MN 55359

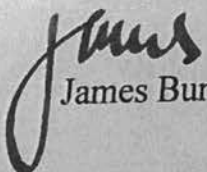
Dear Kathleen,

Thank you so much for the Robina Foundation grant of \$25,000 to the Binger Center for New Theatre's Production Enhancement Fund in memory of Peter Karoff. The Board's generosity recognizes Peter's visionary leadership and his extraordinary advocacy for, and commitment to, the arts.

I always looked forward to Peter's visits to campus and our lively conversations. As Robina's lead director for Yale University, Peter's thoughtful contributions ensured that the Foundation's investment in Yale would have far-reaching impact in all the areas you so enthusiastically support. The Production Enhancement Fund, which he championed, allows the work developed through the Binger Center to be seen by audiences throughout the country. This additional gift to that fund is a wonderful way to celebrate Peter's legacy.

Please extend my deep appreciation to the board and staff of the Robina Foundation for this very kind contribution.

Sincerely,


James Bundy

The Dean and Faculty of Yale Law School
cordially invite you to an inaugural lecture
**"From Nuremberg to the Netherlands to Nineveh?
The Book of Jonah, International Criminal Justice and the Promise of Human Rights"**
by
James J. Silk '89
on the occasion of his appointment as the
Binger Clinical Professor of Human Rights
Monday, October 16, 2017, 4:30pm
Room 127, Yale Law School, 127 Wall Street

MEMORANDUM FROM YALE LAW SCHOOL

TO: The Law School Community

DATE: October 9, 2017

FROM: Heather Gerken, Dean, Yale Law School

RE: Professor James Silk '89 to give Inaugural Binger Lecture on October 16, 2017 at 4:30pm

Professor James Silk '89 will give the Inaugural Binger Lecture on Monday, October 16, 2017. The lecture, entitled "From Nuremberg to the Netherlands to Nineveh? The Book of Jonah, International Criminal Justice and the Promise of Human Rights" will begin at 4:30pm in Room 127.

About the topic of the Lecture, Professor Silk writes: "The trials at Nuremberg after the Second World War have formed part of the creation story of modern human rights law and have been a source of inspiration for many who have devoted their work to advocating for human rights. Half a century later, human rights advocates celebrated the Rome Statute establishing the International Criminal Court as a monumental victory that would institutionalize international criminal justice and transform human rights protection. Along the way, Professor Silk's youthful veneration for the justice that Nuremberg achieved began to falter in the face of a set of misgivings, first, about potential unintended consequences of the enthusiasm for international criminal justice and the way they could work against human rights protection and, later, about how that enthusiasm might more fundamentally undermine the promise of human rights. To understand this worry, Professor Silk turned to the biblical Book of Jonah, which long struck him as an interesting moral tale about justice for serious public crimes, with the struggle between Jonah and God over the fate of Nineveh a paradigm for doubts – largely silenced within contemporary human rights discourse – over whether we should be reinforcing our retributive tendencies in the name of human rights. Does the Book of Jonah carry any useful lessons for the modern struggle for human rights?"

James J. Silk is the Binger Clinical Professor of Human Rights at Yale Law School, where he teaches the Allard K. Lowenstein International Human Rights Clinic. He is director of the Law School's Orville H. Schell, Jr. Center for International Human

Rights. He founded and directs the Multidisciplinary Academic Program in Human Rights in Yale College. In the 2016-2017 academic year, he initiated and directed JUNCTURE: Explorations in Art and Human Rights, a year-long program of collaborations with artists; a multidisciplinary graduate seminar; fellowships for Yale School of Art MFA students; a public lecture series; and a symposium. He was formerly the director of the Robert F. Kennedy Memorial Center for Human Rights in Washington, D.C. After completing law school, he was an attorney at the Washington law firm of Arnold & Porter, where his pro bono work included representing a Virginia death-row inmate in his appeals. Before attending law school, Professor Silk taught English in Shanghai, China, for a year and then was editor, policy analyst, and senior writer for the U.S. Committee for Refugees. Professor Silk has a B.A. in Economics from the University of Michigan, an M.A. in the Humanities from the University of Chicago, and a J.D. from Yale.

I know that the afternoon will be provocative and stimulating in addition to being an important moment for Professor Silk and the School. Please join me in celebrating Jim's appointment as the inaugural Binger Clinical Professor of Human Rights at what should be a wonderful event.

STAGE & ARTS

ATTACHMENT 4

Former theater instructor ordered to pay \$2.5M in Children's Theatre case

Jason McLean taught at Children's Theatre; he faces four other suits.

By Rohan Preston Star Tribune | NOVEMBER 6, 2017 — 7:52PM

A Hennepin County judge has entered a default judgment of \$2.5 million against former Minneapolis restaurateur Jason McLean for sexually abusing a student at the Children's Theatre Company in 1983.

The judgment was made in one of five sexual-abuse lawsuits filed against McLean, a former CTC actor and teacher, after he failed to show for court dates.

Attempts to reach McLean on Monday were unsuccessful.

Molly Burke, an attorney with Jeff Anderson & Associates, which represents all five of the plaintiffs, said McLean has fled to Cabo San Lucas in Baja California, Mexico.

"He's on the run, but we're looking at what we can do in Mexico" in terms of seizing his assets, Burke said.

Earlier this year McLean sold his two businesses in the Dinkytown neighborhood, the Varsity Theater (<http://www.startribune.com/new-varsity-theater-owner-plans-to-return-live-music/434498423/#1>) and the Loring Pasta Bar (<http://www.startribune.com/dinkytown-s-loring-pasta-bar-to-reopen-with-new-ownership-name/439458363/>). According to the plaintiff's lawyer, the Varsity was sold for \$2.5 million while the Loring had a property-tax valuation of \$1.5 million.

"In Baja, he's been going around telling real estate agents that he'll pay for property with cash," Burke said. "He has a sale pending on a \$1.5 million house."

Twin Cities lawyer Jon Hopeman, who represented McLean when the initial suits were announced, said Monday that McLean is no longer a client and that he does not know who represents him.

McLean was served with the lawsuit in Oakland, Calif., where he owned a now-closed restaurant, the Loring Cafe, and another called Small Wonder.

The suit, filed by an unnamed Jane Doe, alleges that "in multiple instances McLean



(http://stmedia.startribune.com/images/ows_15099877756711)
REGINA MARIE WILLIAMS

Jason McLean at the Loring Pasta Bar in Dinkytown in 2014.



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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			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	
Review & finalize Legacy Project Report		X	X	X		Marble, Board	
Finalize dissemination/communication plan			X	X		Board	
Implement dissemination/communication plan, including 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/ Monitor Sullivan Model D	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, Gina	Ask Gina if an audit of Robina's final year is necessary.
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	Sullivan, CLA (?)	Ask CLA who should prepare final financial reports.
Prepare and file final Form 990-PF, marked as "FINAL RETURN" – pay any outstanding taxes					X	CLA	

<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		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	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)

<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

Revised 8/30/17

**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
09/30/17	\$14,425,125	152,306,472	8,073,414

(1) Includes the following commitments:

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

160,379,881

\$2,960,064 (2018-2020) *Public Interest Scholars*; \$450,000 (201-2020) for *Bridge Fellowship Program*; and \$274,500 (2018-2020) 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

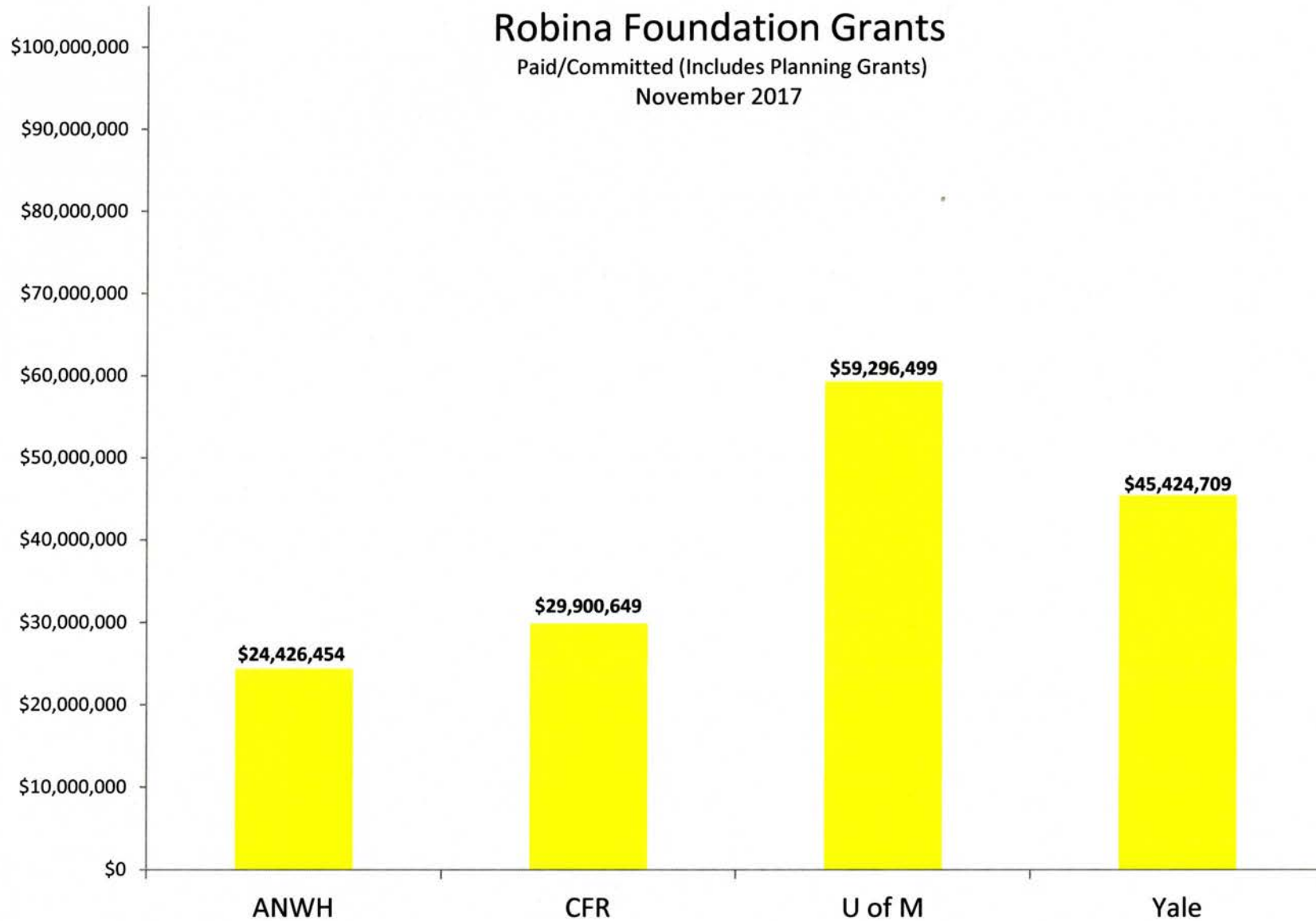
ASSETS DETAIL

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
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
Assets	09/30/17	12/31/17	03/31/18
USbank Checking	195,379		
USbank Investment	14,229,746		
Total	\$14,425,125		

Robina Foundation Grants

Paid/Committed (Includes Planning Grants)

November 2017



Penny Hunt

Robina Foundation

Quarterly Financial Report – Q3, 2017

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

October 23, 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.

Balance Sheet:

	<u>2016</u>		<u>2017</u>		
	Q3	Q4	Q1	Q2	Q3
Beginning Balance:	\$63,437,327	\$58,526,903	\$17,913,050	\$16,540,138	\$16,501,546
Plus: Earnings	\$634,097	(\$102,597)	\$180,809	\$131,956	(\$6716)
Less: Grants	(\$5,376,310)	(\$40,536,667)	(\$1,486,012)	\$0	(\$1,891,168)
Less: Operating Expenses	(\$157,595)	(\$173,036)	(\$60,962)	(\$125,209)	(\$178,537)
Less: Bank Expenses	(\$10,616)	(\$6,747)	(\$6,747)	(\$6,747)	(\$6,747)
Ending Balance:	\$58,526,903	\$17,913,050	\$16,540,138	\$16,501,546	\$14,425,125

Robina Foundation

	Year to Date (9 months)	1 Year	3 Year	5 Year
Portfolio % return, annualized	2.05	1.99	1.28	3.62
Benchmark % return, annualized	0.56	0.64	1.21	3.78

Performance vs. Benchmark:

Citigroup 3 Mo T+Bill

Robina Custom Benchmark

Executive Financial Summary

	2016		2017		
	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3
Cash	\$38,693,142	\$9,160,721	\$9,709,493	\$10,494,762	\$2,270,936
Fixed Income	\$3,525,130	\$4,002,138	\$4,074,384	\$3,233,715	\$11,562,760
Equities	\$16,308,632	\$4,750,191	\$2,756,261	\$2,773,069	\$591,428
Grand Total	\$58,526,903	\$17,913,050	\$16,540,138	\$16,501,546	\$14,425,125

Robina Foundation

Sources of Capital

	2016		2017		
	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3
Asset Summary					
Cash					
Pending cash	\$0	\$0	\$0	(\$1,865,396)	\$0
US Bank Private Client MM	\$38,546,286	\$8,334,134	\$9,043,693	\$0	\$0
New MM Investment	\$0	\$0	\$0	\$12,188,014	\$2,075,557
Robina Checking Account	\$146,856	\$139,046	\$99,183	\$172,144	\$195,379
Cash Total	\$38,693,142	\$8,473,180	\$9,142,876	\$10,494,762	
Cash equivalents					
IDR Core Equity – Cash assumption	\$0	\$566,616	\$566,616	\$0	\$0
GCA Credit Opportunity Fund - Cash assumption	\$0	\$120,924		\$0	\$0
Cash & Cash equivalents Total	\$38,693,142	\$9,160,721	\$9,709,493	\$10,494,762	\$2,270,936

Robina Foundation

	2016		2017		
	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3
Fixed Income					
Bonds					
Bank Of New York Mellon	\$2,516,623	\$250,868	\$250,340	\$0	\$0
Bank Of Montreal	\$1,008,508	\$250,013	\$249,963	\$0	\$0
Taxable US – MM	\$0	\$0	\$0	\$1,971,355	\$7,892,410
Taxable Foreign Bonds - MM	\$0	\$0	\$0	\$1,262,360	\$3,670,350
Bonds Total	\$3,525,130	\$500,880	\$500,303	\$3,233,715	\$11,562,760
Bond Hedge Funds					
Gam Absolute Return Bond Fund	\$3,450,470	\$3,501,258	\$3,574,081	\$0	\$0
GCA Credit Opportunities Offshore	\$2,412,209	\$0	\$0	\$0	\$0
Bond Hedge Funds Total	\$5,862,679	\$3,501,258	\$3,574,081	\$0	\$0
Fixed Income Total	\$9,387,809	\$4,002,138	\$4,074,384	\$3,233,715	\$11,562,760

Robina Foundation

	2016		2017		
	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3
Real Estate					
IDR Core Equity Re Strategy 2010	\$5,666,161	\$0	\$0	\$0	\$0
Real Estate Total	\$5,666,161	\$0	\$0	\$0	\$0
Equities					
US and Non-US					
Stock Funds	\$0	\$0	\$0	\$0	\$0
Hedge					
Pointer Offshore Ltd	\$4,016,276	\$4,050,702	\$2,097,755	\$2,184,661	\$0
Private Equity					
Flag Venture Partners III LP	\$217,390	\$186,690	\$186,690	\$156,295	\$159,315
Flag Venture Partners IV LP	\$423,158	\$389,831	\$348,848	\$309,145	\$309,145
Pfingsten Partners III LP	\$122,968	\$122,968	\$122,968	\$122,968	\$122,968
Private Equity Total	\$763,516	\$699,489	\$658,506	\$588,408	\$591,428
Equities Total	\$4,779,792	\$4,750,191	\$2,756,261	\$2,773,069	\$591,428
Grand Total	\$58,526,903	\$17,913,050	\$16,540,138	\$16,501,546	\$14,425,125

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
Endowed Chair in Global Governance			\$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
Endowed Share in Global Governance	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
Matching Program, Endowed Scholarships	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

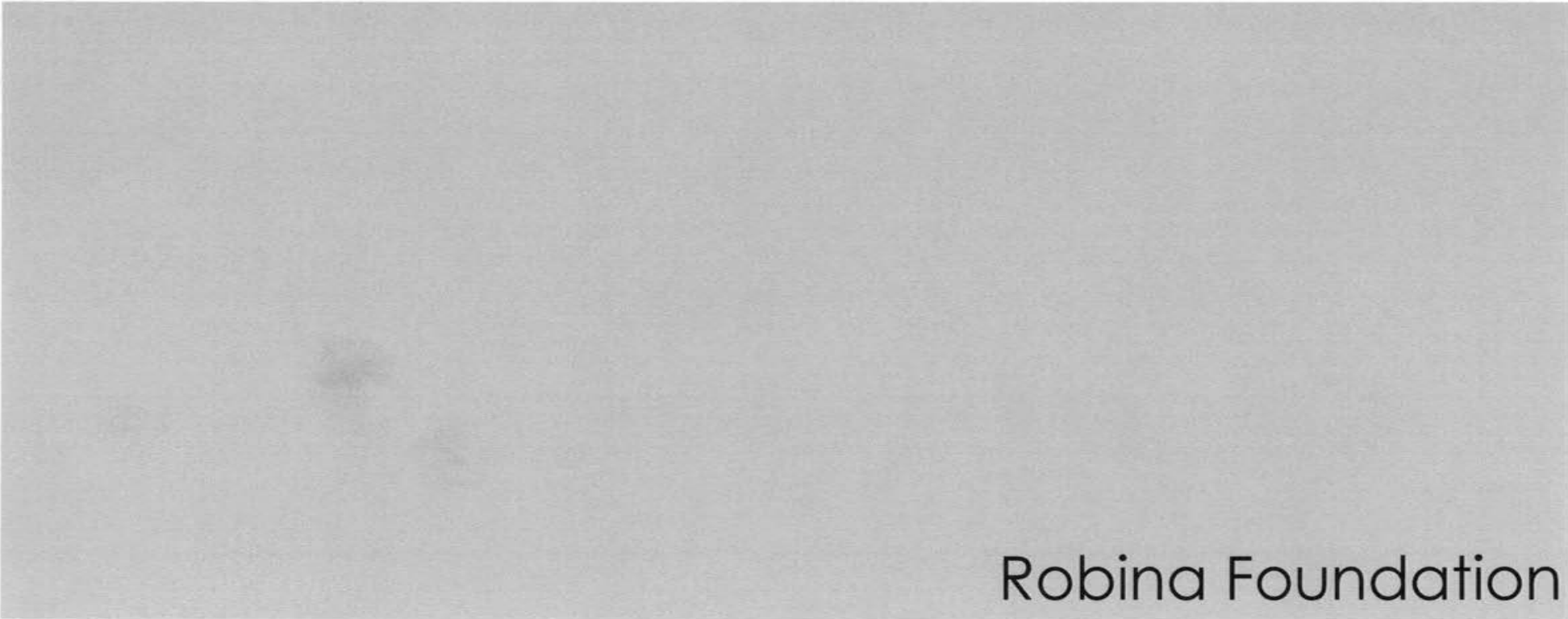
Grants Paid and Committed	2012	2013	2014	2015	2016	2017	2018	2019	2020	2008-2020
	Actual	Actual	Actual	Actual	Actual	Budget	Budget	Budget	Budget	Grand Total
Allina Health System/Abbott Northwestern	\$2,356,696	\$4,245,492	\$4,334,266	\$3,990,000	\$2,500,000	\$1,000,000				\$24,426,454
Care Guides										\$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
Endowed Share 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
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					\$23,500,000
Matching Program, Endowed Scholarships							\$500,000			\$500,000
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

Selected Period Performance
ROBINA FOUNDATION MGMT AGY
Period Ending: 9/30/2017

Sector	Market Value	Year to Date (9 Months)	1 Year	3 Years	5 Years
Total Portfolio Gross of Fees	14,286,792	2.05	1.99	1.28	3.62
Total Managed Portfolio	13,695,364	2.08	2.33	1.02	3.60
<i>Robina Custom Benchmark</i>				<i>1.21</i>	<i>3.78</i>
<i>Citigroup 3 Mo T-Bill Index</i>		<i>.56</i>	<i>.64</i>		
Domestic Fixed	7,924,408	.69	1.08	.68	1.68
<i>BARC 1-3 Yr Gov/Cr</i>		<i>1.06</i>	<i>.66</i>	<i>1.05</i>	<i>.91</i>
Foreign Fixed Income	3,694,105	.75	1.04	1.43	.69
Total Cash Equivalents	2,076,852	.29	.34	.23	.22
<i>Citigroup 3 Mo T-Bill Index</i>		<i>.56</i>	<i>.64</i>	<i>.29</i>	<i>.19</i>
Non-Mgd Other	591,428	.60	-5.77	-13.61	-12.08

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

October 1/2017 – December 31/2020

Maturity Matching Investment Strategy

Unlike the Quarterly Financial Report Q3 – 2017 above, this report utilizes financial data as of 10/01/2017. 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. Current equity investments are expected to come due in the next 2-3 years and will be invested in the money market thereafter.
3. The beginning balance is AS OF 10-01-2017. The beginning balance includes the present value of the three PE funds.
4. 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.
5. If needed, the 2020 bonds 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 \$5,225,297.

Beginning Balance	14,476,338
Minus: Operating expenses	(1,625,000)
Minus: Grants	(8,073,414)
Plus: Bond Dividends	495,122
Plus: Money Market Interest	55,762
Minus: Adjustments for Unrealized Losses	(103,511)
Ending Balance	5,225,297

	12/31/2017	12/31/2018	12/31/2019	12/31/2020
Available Balance	2,967,677	2,645,021	2,783,831	5,225,297

↳ Key # - Estimate

Cash Flow Schedule – 2017

Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
10/1/2017		Balance of Cash, Cash Equivalents and Outstanding Equities	2,862,365
11/8/2017	166,031	Bond final Payment: STATOIL ASA	3,028,396
11/9/2017	5,625	Bond Dividend: SHELL INTERNATIONAL	3,034,021
11/9/2017	331,211	Bond final Payment: CHEVRON CORP	3,365,232
11/15/2017	4,375	Bond Dividend: ASTRAZENECA PLC	3,369,607
11/15/2017	6,750	Bond Dividend: AUST NZ BANKING MTN	3,376,357
Q4 2017	(125,000)	Quarterly operating expenses	3,251,357
11/19/2017	875	Bond Dividend: PACCAR FINANCIAT MTN	3,252,232
11/20/2017	252,000	Bond final Payment: GENERAL ELEC CAP MTN	3,504,232
11/21/2017	6,125	Bond Dividend: PNC BANK NA MTN	3,510,357
11/23/2017	1,156	Bond Dividend: INTEL CORP	3,511,513
12/5/2017	380,087	Bond final Payment: CHEVRON CORP	3,891,600
12/9/2017	4,000	Bond Dividend: ROYAL BANK OF MTN	3,895,600
12/11/2017	1,313	Bond Dividend: BANK OF MONTREAL MTN	3,896,912
12/15/2017	402,700	Bond final Payment: INTEL CORP	4,299,612
12/17/2017	323,207	Bond final Payment: CANADA NOVA SCOTIA	4,622,819
12/20/2017	3,900	Bond Dividend: WAL MART STORES	4,626,719
12/22/2017	1,250	Bond Dividend: HOME DEPOT INC	4,627,969
12/23/2017	6,375	Bond Dividend: WELLS FARGO MTN	4,634,344
12/31/2017	(1,666,667)	Grant: The Council at 100 Campaign	2,967,677

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Bank

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	2,972,833
Q1 2018	(125,000)	Quarterly operating expenses	2,847,833
2/17/2018	25,556	Bond Dividend: BNP PARIBAS MTN	2,873,389
2/20/2018	7,350	Bond Dividend: BERKSHIRE HATHAWAY	2,880,739
2/28/2018	(382,042)	Grant: Gilder Lehrman Center	2,498,697
3/1/2018	3,549	Bond Dividend: BANK NY MELLON MTN	2,502,246
3/2/2018	3,188	Bond Dividend: STATE STREET CORP	2,505,433
3/6/2018	3,188	Bond Dividend: CISCO SYSTEMS INC	2,508,621
3/6/2018	1,344	Bond Dividend: BANK OF NY MELLO MTN	2,509,964
3/7/2018	100,725	Bond final Payment: BERKSHIRE HATHAWAY	2,610,689
3/12/2018	402,600	Bond final Payment: JOHN DEERE CAPI MTN	3,013,289
3/16/2018	7,200	Bond Dividend: BURLINGTN N SANTA FE	3,020,489
3/16/2018	3,188	Bond Dividend: GILEAD SCIENCES INC	3,023,677
4/19/2018	4,700	Bond Dividend: BANK OF NOVA SCOTIA	3,028,377
5/8/2018	5,625	Bond Dividend: SHELL INTERNATIONAL	3,034,002
5/14/2018	4,375	Bond Dividend: ASTRAZENECA PLC	3,038,377
5/14/2018	6,750	Bond Dividend: AUST NZ BANKING MTN	3,045,127
Q2 2018	(125,000)	Quarterly operating expenses	2,920,127
5/18/2018	125,875	Bond final Payment: PACCAR FINANCIA MTN	3,046,002
5/20/2018	6,125	Bond Dividend: PNC BANK NA MTN	3,052,127
5/22/2018	1,156	Bond Dividend: INTEL CORP	3,053,283
5/22/2018	1,156	Bond Dividend: INTEL CORP	3,054,439
6/6/2018	4,000	Bond Dividend: ROYAL BANK OF MTN	3,058,439
6/7/2018	4,000	Bond Dividend: ROYAL BANK OF MTN	3,062,439
6/8/2018	1,313	Bond Dividend: BANK OF MONTREAL MTN	3,063,752
6/9/2018	1,313	Bond Dividend: BANK OF MONTREAL MTN	3,065,064
6/18/2018	3,900	Bond Dividend: WAL MART STORES	3,068,964
6/20/2018	1,250	Bond Dividend: HOME DEPOT INC	3,070,214
6/20/2018	1,250	Bond Dividend: HOME DEPOT INC	3,071,464
6/20/2018	1,250	Bond Dividend: HOME DEPOT INC	3,072,714
6/21/2018	6,375	Bond Dividend: WELLS FARGO MTN	3,079,089

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	2,929,089
7/31/2018	(1,074,188)	Grant: Center for New Americans	1,854,901
8/14/2018	5,156	Bond Dividend: RABOBANK MTN	1,860,058
Q3 2018	(125,000)	Quarterly operating expenses	1,735,058
8/16/2018	1,918,556	Bond final Payment: BNP PARIBAS MTN	3,653,613
8/19/2018	7,350	Bond Dividend: BERKSHIRE HATHAWAY	3,660,963
8/28/2018	3,549	Bond Dividend: BANK NY MELLON MTN	3,664,512
8/29/2018	3,188	Bond Dividend: STATE STREET CORP	3,667,700
8/31/2018	(91,500)	Grant: Class Agent Pilot Program	3,576,200
9/2/2018	3,188	Bond Dividend: CISCO SYSTEMS INC	3,579,387
9/2/2018	1,344	Bond Dividend: BANK OF NY MELLO MTN	3,580,731
9/12/2018	7,200	Bond Dividend: BURLINGTN N SANTA FE	3,587,931
9/12/2018	3,188	Bond Dividend: GILEAD SCIENCES INC	3,591,118
10/16/2018	4,700	Bond Dividend: BANK OF NOVA SCOTIA	3,595,818
11/4/2018	5,625	Bond Dividend: SHELL INTERNATIONAL	3,601,443
11/10/2018	6,750	Bond Dividend: AUST NZ BANKING MTN	3,608,193
11/10/2018	504,375	Bond final Payment: ASTRAZENECA PLC	4,112,568
Q4 2018	(125,000)	Quarterly operating expenses	3,987,568
11/16/2018	6,125	Bond Dividend: PNC BANK NA MTN	3,993,693
11/18/2018	1,156	Bond Dividend: INTEL CORP	3,994,850
12/4/2018	404,000	Bond final Payment: ROYAL BANK OF MTN	4,398,850
12/6/2018	1,313	Bond Dividend: BANK OF MONTREAL MTN	4,400,162
12/15/2018	403,900	Bond final Payment: WAL MART STORES	4,804,062
12/17/2018	1,250	Bond Dividend: HOME DEPOT INC	4,805,312
12/18/2018	6,375	Bond Dividend: WELLS FARGO MTN	4,811,687
12/31/2018	(500,000)	Grant: James H. Binger Center for New Americans	4,311,687
12/31/2018	(1,666,666)	Grant: The Council at 100 Campaign	2,645,021

Cash Flow Schedule – 2019

Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
2/10/2019	5,156	Bond Dividend: RABOBANK MTN	2,650,177
2/15/2019	7,350	Bond Dividend: BERKSHIRE HATHAWAY	2,657,527
Q1 2019	(125,000)	Quarterly operating expenses	2,532,527
2/24/2019	3,549	Bond Dividend: BANK NY MELLON MTN	2,536,076
2/25/2019	3,188	Bond Dividend: STATE STREET CORP	2,539,264
2/28/2019	(173,475)	Grant: Gilder Lehrman Center	2,365,789
3/1/2019	1,344	Bond Dividend: BANK OF NY MELLO MTN	2,367,133
3/1/2019	303,188	Bond final Payment: CISCO SYSTEMS INC	2,670,320
3/11/2019	7,200	Bond Dividend: BURLINGTN N SANTA FE	2,677,520
3/11/2019	3,188	Bond Dividend: GILEAD SCIENCES INC	2,680,708
4/14/2019	4,700	Bond Dividend: BANK OF NOVA SCOTIA	2,685,408
5/3/2019	5,625	Bond Dividend: SHELL INTERNATIONAL	2,691,033
5/9/2019	6,750	Bond Dividend: AUST NZ BANKING MTN	2,697,783
5/15/2019	6,125	Bond Dividend: PNC BANK NA MTN	2,703,908
Q2 2019	(125,000)	Quarterly operating expenses	2,578,908
5/17/2019	1,156	Bond Dividend: INTEL CORP	2,580,064
6/4/2019	1,313	Bond Dividend: BANK OF MONTREAL MTN	2,581,376
6/15/2019	126,250	Bond final Payment: HOME DEPOT INC	2,707,626
6/16/2019	6,375	Bond Dividend: WELLS FARGO MTN	2,714,001
7/31/2019	(150,000)	Grant: Bridge Fellowship Program	2,564,001
7/31/2019	(1,076,688)	Grant: Center for New Americans	1,487,313
8/9/2019	755,156	Bond final Payment: RABOBANK MTN	2,242,470
8/14/2019	707,350	Bond final Payment: BERKSHIRE HATHAWAY	2,949,820
Q3 2019	(125,000)	Quarterly operating expenses	2,824,820
8/23/2019	3,549	Bond Dividend: BANK NY MELLON MTN	2,828,369
8/24/2019	3,188	Bond Dividend: STATE STREET CORP	2,831,556
8/28/2019	1,344	Bond Dividend: BANK OF NY MELLO MTN	2,832,900
8/31/2019	(91,500)	Grant: Class Agent Pilot Program	2,741,400
9/7/2019	7,200	Bond Dividend: BURLINGTN N SANTA FE	2,748,600
9/7/2019	3,188	Bond Dividend: GILEAD SCIENCES INC	2,751,787
10/11/2019	4,700	Bond Dividend: BANK OF NOVA SCOTIA	2,756,487
10/30/2019	5,625	Bond Dividend: SHELL INTERNATIONAL	2,762,112
11/5/2019	6,750	Bond Dividend: AUST NZ BANKING MTN	2,768,862
11/11/2019	6,125	Bond Dividend: PNC BANK NA MTN	2,774,987
11/13/2019	1,156	Bond Dividend: INTEL CORP	2,776,144
Q4 2019	(125,000)	Quarterly operating expenses	2,651,144
12/1/2019	126,313	Bond final Payment: BANK OF MONTREAL MTN	2,777,456
12/13/2019	6,375	Bond Dividend: WELLS FARGO MTN	2,783,831

Cash Flow Schedule – 2020

Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
Q1 2020	(125,000)	Quarterly operating expenses	2,658,831
2/19/2020	3,549	Bond Dividend: BANK NY MELLON MTN	2,662,380
2/20/2020	3,188	Bond Dividend: STATE STREET CORP	2,665,568
2/24/2020	126,344	Bond final Payment: BANK OF NY MELLO MTN	2,791,911
3/5/2020	7,200	Bond Dividend: BURLINGTN N SANTA FE	2,799,111
3/5/2020	3,188	Bond Dividend: GILEAD SCIENCES INC	2,802,299
4/8/2020	4,700	Bond Dividend: BANK OF NOVA SCOTIA	2,806,999
4/27/2020	5,625	Bond Dividend: SHELL INTERNATIONAL	2,812,624
5/3/2020	6,750	Bond Dividend: AUST NZ BANKING MTN	2,819,374
5/9/2020	6,125	Bond Dividend: PNC BANK NA MTN	2,825,499
5/11/2020	126,156	Bond final Payment: INTEL CORP	2,951,655
Q2 2020	(125,000)	Quarterly operating expenses	2,826,655
6/10/2020	6,375	Bond Dividend: WELLS FARGO MTN	2,833,030
7/31/2020	(150,000)	Grant: Bridge Fellowship Program	2,683,030
7/31/2020	(809,188)	Grant: Center for New Americans	1,873,842
Q3 2020	(125,000)	Quarterly operating expenses	1,748,842
8/17/2020	276,549	Bond final Payment: BANK NY MELLON MTN	2,025,391
8/18/2020	253,188	Bond final Payment: STATE STREET CORP	2,278,579
8/31/2020	(91,500)	Grant: Class Agent Pilot Program	2,187,079
9/1/2020	407,200	Bond final Payment: BURLINGTN N SANTA FE	2,594,279
9/1/2020	253,188	Bond final Payment: GILEAD SCIENCES INC	2,847,466
10/5/2020	404,700	Bond final Payment: BANK OF NOVA SCOTIA	3,252,166
10/24/2020	505,625	Bond final Payment: SHELL INTERNATIONAL	3,757,791
10/30/2020	506,750	Bond final Payment: AUST NZ BANKING MTN	4,264,541
11/5/2020	506,125	Bond final Payment: PNC BANK NA MTN	4,770,666
Q4 2020	(125,000)	Quarterly operating expenses	4,645,666
12/7/2020	506,375	Bond final Payment: WELLS FARGO MTN	5,152,041
Varies	73,256	Mony Market Interest and Market Value Adjustments	5,225,297

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

				Symbol	% of Port.	Price	Shares/ Units	Portfolio Value	\$ Cost Basis	Unrealized Gain/Loss	Curr. Yield	Annual Income
Fixed					81.3	--	--	11,613,973	11,587,511	-24,751	2.11	243,443
Investment Grade					47.3	--	--	6,749,904	6,733,864	-7,703	1.97	132,330
Corporate					47.3	--	--	6,749,904	6,733,864	-7,703	1.97	132,330
	CHEVRON CORP 1.344% 11/09/17	11/09/17	166764BC3	1.344%	2.3	100.00	329,000	330,713	329,072	-79	1.34	4,422
	GENERAL ELEC CAP MTN 1.600% 11/20/17	11/20/17	36962G6K5	1.600%	1.8	100.05	250,000	251,563	250,325	-195	1.60	4,000
	CHEVRON CORP 1.104% 12/05/17	12/05/17	166764AA8	1.104%	2.7	99.95	378,000	379,140	377,709	110	1.10	4,173
	INTEL CORP 1.350% 12/15/17	12/15/17	458140AL4	1.350%	2.8	100.01	400,000	401,616	400,104	-48	1.35	5,400
	BERKSHIRE HATHAWAY 1.450% 3/07/18	3/07/18	084664CE9	1.450%	0.7	100.03	100,000	100,122	100,061	-28	1.45	1,450
	JOHN DEERE CAPI MTN 1.300% 3/12/18	3/12/18	24422ESB6	1.300%	2.8	99.94	400,000	399,994	399,776	-28	1.30	5,200
	PACCAR FINANCIA MTN 1.400% 5/18/18	5/18/18	69371RM52	1.400%	0.9	99.95	125,000	125,578	125,016	-75	1.40	1,750
	WAL MART STORES 1.950% 12/15/18	12/15/18	931142DJ9	1.950%	2.8	100.56	400,000	404,509	403,244	-988	1.94	7,800
	CISCO SYSTEMS INC 2.125% 3/01/19	3/01/19	17275RAR3	2.125%	2.1	100.75	300,000	302,761	302,595	-330	2.11	6,375
	HOME DEPOT INC 2.000% 6/15/19	6/15/19	437076BE1	2.000%	0.9	100.62	125,000	126,502	126,094	-314	1.99	2,500
	RABOBANK MTN 1.375% 8/09/19	8/09/19	21688AAG7	1.375%	5.2	99.16	750,000	745,125	741,998	1,695	1.39	10,312
	BERKSHIRE HATHAWAY 2.100% 8/14/19	8/14/19	084670BL1	2.100%	5.0	100.97	700,000	708,634	705,907	890	2.08	14,700
	BANK OF NY MELLO MTN 2.150% 2/24/20	2/24/20	06406HCZ0	2.150%	0.9	100.48	125,000	125,861	125,769	-169	2.14	2,688
	INTEL CORP 1.850% 5/11/20	5/11/20	458140AZ3	1.850%	0.9	100.21	125,000	126,150	124,961	302	1.85	2,312
	BANK NY MELLON MTN 2.600% 8/17/20	8/17/20	06406HDD8	2.600%	1.9	101.48	273,000	277,877	277,750	-701	2.56	7,098
	STATE STREET CORP 2.550% 8/18/20	8/18/20	857477AS2	2.550%	1.8	101.73	250,000	255,059	254,820	-488	2.51	6,375
	BURLINGTN N SANTA FE 3.600% 9/01/20	9/01/20	12189LAB7	3.600%	2.9	104.09	400,000	417,500	417,712	-1,332	3.46	14,400
	GILEAD SCIENCES INC 2.550% 9/01/20	9/01/20	375558BB8	2.550%	1.8	101.78	250,000	254,941	254,310	135	2.51	6,375
	PNC BANK NA MTN 2.450% 11/05/20	11/05/20	69353REU8	2.450%	3.6	100.96	500,000	509,725	508,295	-3,470	2.43	12,250
	WELLS FARGO MTN 2.550% 12/07/20	12/07/20	94974BGR5	2.550%	3.5	101.15	500,000	506,534	508,345	-2,590	2.52	12,750
Developed Foreign Debt					34.1	--	--	4,864,069	4,853,648	-17,048	2.30	111,112
	STATOIL ASA 1.250% 11/09/17	11/09/17	85771PAT9	1.250%	1.2	100.00	165,000	165,809	164,924	82	1.25	2,062
	CANADA NOVA SCOTIA 1.375% 12/18/17	12/18/17	064159BE5	1.375%	2.3	99.99	321,000	322,203	321,032	-67	1.38	4,414
	BNP PARIBAS MTN 2.700% 8/20/18	8/20/2018	05574LPT9	2.700%	13.4	100.89	1,893,000	1,915,479	1,915,508	-5,566	2.68	51,111
	ASTRAZENECA PLC 1.750% 11/16/18	11/16/18	046353AH1	1.750%	3.5	99.97	500,000	503,103	501,317	-1,447	1.75	8,750
	ROYAL BANK OF MTN 2.000% 12/10/18	12/10/18	78012KJZ1	2.000%	2.8	100.29	400,000	403,562	401,676	-536	1.99	8,000
	BANK OF MONTREAL MTN 2.100% 12/12/19	12/12/19	06367TPX2	2.100%	0.9	100.36	125,000	126,229	125,700	-251	2.09	2,625
	BANK OF NOVA SCOTIA 2.350% 10/21/20	10/21/20	064159GW0	2.350%	2.8	100.70	400,000	406,938	405,220	-2,408	2.33	9,400
	SHELL INTERNATIONAL 2.250% 11/10/20	11/10/20	822582BP6	2.250%	3.6	100.73	500,000	507,984	506,786	-3,146	2.23	11,250
	AUST NZ BANKING MTN 2.700% 11/16/20	11/16/20	05253JAK7	2.700%	3.6	101.56	500,000	512,762	511,485	-3,710	2.66	13,500

Grant Payment Schedule

Date	Dividend or Grant/Expenses	Description
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
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
8/31/2020	(91,500)	Grant: Class Agent Pilot Program

Total	(8,073,414)
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Expense Payment Schedule

Date	Dividend or Grant/Expenses	Description
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	(1,625,000)	

Bond Principal Income Schedule

Redemption

Date	Dividend or Grant/Expenses	Description
11/8/2017	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
12/17/2017	323,207	Bond final Payment: CANADA NOVA SCOTIA
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 FINANCIAT MTN
8/16/2018	1,918,556	Bond final Payment: BNP PARIBAS MTN
11/10/2018	504,375	Bond final Payment: ASTRAZENECAT PLC
12/4/2018	404,000	Bond final Payment: ROYAL BANK OF MTN
12/15/2018	403,900	Bond final Payment: WAL MART STORES
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
12/1/2019	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: BURLINGTON N SANTA FE
9/1/2020	253,188	Bond final Payment: GILEAD SCIENCES INC
10/5/2020	404,700	Bond final Payment: BANK OF NOVA SCOTIA
10/24/2020	505,625	Bond final Payment: SHELL INTERNATIONAL
10/30/2020	506,750	Bond final Payment: AUST NZ BANKING MTN
11/5/2020	506,125	Bond final Payment: PNC BANK NA MTN
12/7/2020	506,375	Bond final Payment: WELLS FARGO MTN
Total	11,605,721	

Bond Dividend Income Schedule

Date	Dividend or Grant/Expenses	Description
11/9/2017	5,625	Bond Dividend: SHELL INTERNATIONAL
11/15/2017	4,375	Bond Dividend: ASTRAZENECA PLC
11/15/2017	6,750	Bond Dividend: AUST NZ BANKING MTN
11/19/2017	875	Bond Dividend: PACCAR FINANCIA MTN
11/21/2017	6,125	Bond Dividend: PNC BANK NA MTN
11/23/2017	1,156	Bond Dividend: INTEL CORP
12/9/2017	4,000	Bond Dividend: ROYAL BANK OF MTN
12/11/2017	1,313	Bond Dividend: BANK OF MONTREAL MTN
12/20/2017	3,900	Bond Dividend: WAL MART STORES
12/22/2017	1,250	Bond Dividend: HOME DEPOT INC
12/23/2017	6,375	Bond Dividend: WELLS FARGO MTN
2/15/2018	5,156	Bond Dividend: RABOBANK MTN
2/17/2018	25,556	Bond Dividend: BNP PARIBAS MTN
2/20/2018	7,350	Bond Dividend: BERKSHIRE HATHAWAY
3/1/2018	3,549	Bond Dividend: BANK NY MELLON MTN
3/2/2018	3,188	Bond Dividend: STATE STREET CORP
3/6/2018	3,188	Bond Dividend: CISCO SYSTEMS INC
3/6/2018	1,344	Bond Dividend: BANK OF NY MELLO MTN
3/16/2018	7,200	Bond Dividend: BURLINGTN N SANTA FE
3/16/2018	3,188	Bond Dividend: GILEAD SCIENCES INC
4/19/2018	4,700	Bond Dividend: BANK OF NOVA SCOTIA
5/8/2018	5,625	Bond Dividend: SHELL INTERNATIONAL
5/14/2018	4,375	Bond Dividend: ASTRAZENECA PLC
5/14/2018	6,750	Bond Dividend: AUST NZ BANKING MTN
5/20/2018	6,125	Bond Dividend: PNC BANK NA MTN
5/22/2018	1,156	Bond Dividend: INTEL CORP
6/7/2018	4,000	Bond Dividend: ROYAL BANK OF MTN
6/9/2018	1,313	Bond Dividend: BANK OF MONTREAL MTN
6/18/2018	3,900	Bond Dividend: WAL MART STORES
6/20/2018	1,250	Bond Dividend: HOME DEPOT INC
6/21/2018	6,375	Bond Dividend: WELLS FARGO MTN
8/14/2018	5,156	Bond Dividend: RABOBANK MTN
8/19/2018	7,350	Bond Dividend: BERKSHIRE HATHAWAY
8/28/2018	3,549	Bond Dividend: BANK NY MELLON MTN
8/29/2018	3,188	Bond Dividend: STATE STREET CORP
9/2/2018	3,188	Bond Dividend: CISCO SYSTEMS INC
9/2/2018	1,344	Bond Dividend: BANK OF NY MELLO MTN
9/12/2018	7,200	Bond Dividend: BURLINGTN N SANTA FE
9/12/2018	3,188	Bond Dividend: GILEAD SCIENCES INC
10/16/2018	4,700	Bond Dividend: BANK OF NOVA SCOTIA
11/4/2018	5,625	Bond Dividend: SHELL INTERNATIONAL

Date	Dividend or Grant/Expenses	Description
11/10/2018	6,750	Bond Dividend: AUST NZ BANKING MTN
11/16/2018	6,125	Bond Dividend: PNC BANK NA MTN
11/18/2018	1,156	Bond Dividend: INTEL CORP
12/6/2018	1,313	Bond Dividend: BANK OF MONTREAL MTN
12/17/2018	1,250	Bond Dividend: HOME DEPOT INC
12/18/2018	6,375	Bond Dividend: WELLS FARGO MTN
2/10/2019	5,156	Bond Dividend: RABOBANK MTN
2/15/2019	7,350	Bond Dividend: BERKSHIRE HATHAWAY
2/24/2019	3,549	Bond Dividend: BANK NY MELLON MTN
2/25/2019	3,188	Bond Dividend: STATE STREET CORP
3/1/2019	1,344	Bond Dividend: BANK OF NY MELLO MTN
3/11/2019	7,200	Bond Dividend: BURLINGTN N SANTA FE
3/11/2019	3,188	Bond Dividend: GILEAD SCIENCES INC
4/14/2019	4,700	Bond Dividend: BANK OF NOVA SCOTIA
5/3/2019	5,625	Bond Dividend: SHELL INTERNATIONAL
5/9/2019	6,750	Bond Dividend: AUST NZ BANKING MTN
5/15/2019	6,125	Bond Dividend: PNC BANK NA MTN
5/17/2019	1,156	Bond Dividend: INTEL CORP
6/4/2019	1,313	Bond Dividend: BANK OF MONTREAL MTN
6/16/2019	6,375	Bond Dividend: WELLS FARGO MTN
8/23/2019	3,549	Bond Dividend: BANK NY MELLON MTN
8/24/2019	3,188	Bond Dividend: STATE STREET CORP
8/28/2019	1,344	Bond Dividend: BANK OF NY MELLO MTN
9/7/2019	7,200	Bond Dividend: BURLINGTN N SANTA FE
9/7/2019	3,188	Bond Dividend: GILEAD SCIENCES INC
10/11/2019	4,700	Bond Dividend: BANK OF NOVA SCOTIA
10/30/2019	5,625	Bond Dividend: SHELL INTERNATIONAL
11/5/2019	6,750	Bond Dividend: AUST NZ BANKING MTN
11/11/2019	6,125	Bond Dividend: PNC BANK NA MTN
11/13/2019	1,156	Bond Dividend: INTEL CORP
12/13/2019	6,375	Bond Dividend: WELLS FARGO MTN
2/19/2020	3,549	Bond Dividend: BANK NY MELLON MTN
2/20/2020	3,188	Bond Dividend: STATE STREET CORP
3/5/2020	7,200	Bond Dividend: BURLINGTN N SANTA FE
3/5/2020	3,188	Bond Dividend: GILEAD SCIENCES INC
4/8/2020	4,700	Bond Dividend: BANK OF NOVA SCOTIA
4/27/2020	5,625	Bond Dividend: SHELL INTERNATIONAL
5/3/2020	6,750	Bond Dividend: AUST NZ BANKING MTN
5/9/2020	6,125	Bond Dividend: PNC BANK NA MTN
6/10/2020	6,375	Bond Dividend: WELLS FARGO MTN

Total 373,401

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	\$8,402,117	\$6,522,671
Plus Revenues	\$6,822,930	\$8,418,009	\$2,077,836	-\$542,089	\$2,268,454	\$93,117	\$172,741	\$112,217	\$54,418
Less Expenses	-\$653,435	-\$701,623	-\$837,861	-\$839,767	-\$680,752	-\$368,547	-\$500,000	-\$500,000	-\$500,000
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	\$8,402,117	\$6,522,671	\$5,026,401

Note: Model only.

ROBINA FOUNDATION

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

November 9, 2017

CliftonLarsonAllen LLP
220 South 6th Street #300
Minneapolis, MN 55402

This representation letter is provided in connection with your audit of the financial statements of Robina Foundation, which comprise the statement of financial position as of December 31, 2016, and the related statement of activities and cash flows for the year then ended, and the related notes to the financial statements, for the purpose of expressing an opinion on whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement.

We confirm, to the best of our knowledge and belief, as of November 9, 2017, the following representations made to you during your audit of the financial statements as of and for the year ended December 31, 2016.

Financial Statements

- We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated May 1, 2017, for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP.
- We acknowledge and have fulfilled our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
- We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
- We have identified all accounting estimates that could be material to the financial statements, including the key factors and significant assumptions used in making those estimates, and we believe the estimates (including those measured at fair value) and the significant assumptions used in making those accounting estimates are reasonable.
- Significant estimates have been appropriately accounted for and disclosed in accordance with the requirements of U.S. GAAP. Significant estimates are estimates at the financial statement date that could change materially within the next year.

- Related party relationships and transactions, including, but not limited to, accounts receivable or payable, sales, purchases, loans, transfers, leasing arrangements, and guarantees, have been appropriately accounted for and disclosed in accordance with the requirements of U.S. GAAP.
- No events have occurred subsequent to the financial statement date and through the date of this letter that would require adjustment to, or disclosure in, the financial statements.
- The effects of uncorrected misstatements are immaterial, both individually and in the aggregate, to the financial statements as a whole. A passed adjustment of \$73,035 was made to decrease investments and investment income.
- You have proposed adjusting journal entries that have been posted to the entity's accounts, including adjusting journal entries to convert our cash basis records to the accrual basis. We have reviewed and approved those adjusting journal entries and understand the nature of the changes and their impact on the financial statements. We are in agreement with those adjustments and accept responsibility for them.
- We are not aware of any pending or threatened litigation, claims, or assessments or unasserted claims or assessments that are required to be accrued or disclosed in the financial statements in accordance with U.S. GAAP, and we have not consulted a lawyer concerning litigation, claims, or assessments.
- We have no plans or intentions that may materially affect the carrying value or classification of assets, liabilities, or net asset balances.
- The cost allocation methods used to allocate the entity's expenses to the appropriate functional classification as program services, management and general, and fundraising are properly supported by the entity's books and records. The cost allocation methods used are rational, systematic, and consistently applied. The bases used for allocation of functional expenses are reasonable.

Information Provided

- We have provided you with:
 - Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements such as records, documentation, and other matters.
 - Additional information that you have requested from us for the purpose of the audit.
 - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
 - Complete minutes of the meetings of the governing board and related committees, or summaries of actions of recent meetings for which minutes have not yet been prepared.
- There have been no communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.
- All material transactions have been recorded in the accounting records and are reflected in the financial statements.
- We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

- We have no knowledge of any fraud or suspected fraud that affects the entity and involves:
 - Management;
 - Employees who have significant roles in internal control; or
 - Others when the fraud could have a material effect on the financial statements.
- We have no knowledge of any allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, grantors, regulators, or others.
- We have no knowledge of any instances of noncompliance or suspected noncompliance with laws and regulations and provisions of contracts and grant agreements, or abuse whose effects should be considered when preparing financial statements.
- We are not aware of any pending or threatened litigation, claims, or assessments, or unasserted claims or assessments, that are required to be accrued or disclosed in the financial statements in accordance with U.S. GAAP, and we have not consulted a lawyer concerning litigation, claims, or assessments.
- There are no other material liabilities or gain or loss contingencies that are required to be accrued or disclosed in accordance with U.S. GAAP.
- We have disclosed to you the identity of the entity's related parties and all the related party relationships and transactions of which we are aware.
- We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to Robina Foundation; and we have identified and disclosed to you all laws, regulations, and provisions of contracts and grant agreements that we believe have a direct and material effect on the determination of financial statement amounts or other financial data significant to the audit objectives.
- Robina Foundation is a private foundation exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. Any activities of which we are aware that would jeopardize the entity's tax-exempt status, and all activities subject to tax on unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up-to-date.
- As part of your audit, you prepared the draft financial statements and related notes. We have designated an individual who possesses suitable skill, knowledge, and/or experience to understand and oversee your services; have made all management judgments and decisions; and have assumed all management responsibilities. We have evaluated the adequacy and results of the service. We have reviewed, approved, and accepted responsibility for those financial statements and related notes.
- We understand that as part of your audit, you prepared the adjusting journal entries necessary to convert our cash basis records to the accrual basis of accounting and acknowledge that we have reviewed and approved those entries and accepted responsibility for them.

- We are responsible for making the fair value measurements and disclosures included in the financial statements, in accordance with fair value measurements standard, including determining the fair value of investments for which a readily determinable fair value does not exist. As part of fulfilling this responsibility, we have established an accounting and financial reporting process for determining the fair value measurements and disclosures, in accordance with the fair value techniques included in the accounting standard, considered the appropriateness of valuation methods, adequately supported any significant assumptions used, and ensured that the presentation and disclosure of the fair value measurements are in accordance with generally accepted accounting principles including the disclosure requirements of the accounting standard. We believe the assumptions and methods used by us, including those used by specialists engaged by us, are in accordance with the definition of fair value in the accounting standard and the disclosures adequately describe the level of the inputs used in the fair value measurement, in accordance with the fair value hierarchy in the accounting standard.

Signature: Gerry Hunt Title: Executive Director

Signature: Nancy Hilberg Title: Administrative Consultant



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CliftonLarsonAllen LLP
CLAcconnect.com

Board of Directors and Management
Robina Foundation
Minneapolis, Minnesota

In planning and performing our audit of the financial statements of Robina Foundation as of and for the year ended December 31, 2016, in accordance with auditing standards generally accepted in the United States of America, we considered the entity's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we do not express an opinion on the effectiveness of the entity's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified. In addition, because of inherent limitations in internal control, including the possibility of management override of controls, misstatements due to fraud or error may occur and not be detected by such controls. However, as discussed below, we identified certain deficiencies in internal control that we consider to be material weaknesses.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis.

Material weaknesses

We consider the following deficiencies in the entity's internal control to be material weaknesses.

Financial reporting process

The board of directors and management share the ultimate responsibility for the Foundation's internal control system. While it is acceptable to outsource various accounting functions, the responsibility for internal control cannot be outsourced.

The Foundation engages CliftonLarsonAllen LLP (CLA) to assist in preparing its financial statements and accompanying disclosures. However, as independent auditors, CLA cannot be considered part of the Foundation's internal control system. As part of its internal control over the preparation of its financial statements, including disclosures, the Foundation has implemented a comprehensive review procedure to ensure that the financial statements, including disclosures, are complete and accurate. Such review procedures should be performed by an individual possessing a thorough understanding of accounting principles generally accepted in the United States of America and knowledge of the Foundation's activities and operations.

Financial reporting process (continued)

The Foundation's personnel have not monitored recent accounting developments to the extent necessary to enable them to prepare the Foundation's financial statements and related disclosures, to provide a high level of assurance that potential omissions or other errors that are material would be identified and corrected on a timely basis.

The outsourcing of this service is not unusual in organizations of your size and is a result of management's cost benefit decision to use our accounting expertise rather than to incur internal resource costs. *

Audit adjustments

During the audit, material adjustments were detected as a result of audit procedures and impacted areas such as grants payable, grant expense, investments, investment income, and beginning net assets. All adjustments detected as a result of audit procedures were corrected by management. These are necessary steps to ensure the financial statements are fairly stated.

*Change from cash →
accrual ~ 20k per
ms*

Cash and investment reconciliations

We noted during our testing that the Foundation is not preparing a monthly reconciliation for cash accounts. We recommend that the foundation prepare a cash reconciliation on a monthly basis. This reconciliation should be reviewed by the executive director on a monthly basis by initialing and dating the reconciliation indicating review. In addition, we also recommend that the executive director receive the bank statement directly from the bank and review for any unusual activity on a monthly basis. ②

NG did but sent to Upriz. Now I will date + sign.

We also noted that the Foundation has not been preparing a comprehensive investment reconciliation. We recommend that the Foundation prepare an investment reconciliation on a monthly basis that would include all activity such as purchases, sales, unrealized and realized gains, or losses in order to track investment activity throughout the year. This process will help ensure that investments have been properly recorded and will also assist with financial statement preparation.

MS does quarterly.

Other deficiencies in internal control and other matters

During our audit, we became aware of other deficiencies in internal control and other matters that are opportunities to strengthen your internal control and improve the efficiency of your operations. While the nature and magnitude of the other deficiencies in internal control were not considered important enough to merit the attention of board of directors, they are considered of sufficient importance to merit management's attention and are included herein to provide a single, comprehensive communication for both those charged with governance and management.

Expense reimbursement/credit card review

We noted that the executive director's credit card and expense reimbursements are not being formally reviewed. The expense report or credit card statement of the executive director should be reviewed by a member of the board of directors due to the supervisory nature of the position. This review can occur after the fact on a monthly or quarterly basis and should not hold up the payment of expenses.

Will do w/ KB at meetings.

Recurring parking fees. → How

Alternative investment monitoring

We noted during our testing that the Foundation does not have a formal monitoring process for alternative investments. We recommend that the Foundation adopt a formal monitoring process for all alternative investment funds to include procedures such as site visits and phone calls. These procedures should then be documented on an on-going basis throughout the year.

US explanation.

Grant disbursements

We noted during our testing that three of the four grant disbursements selected for testing did not have documentation of approval. We recommend that the executive director initial and date all wire transfers indicating approval.

→ Occured when transfer took place when I was out of office. USB called to confirm. In future - I will

We will review the status of these comments during our next audit engagement. We have already discussed many of these comments and suggestions with various entity personnel, and we will be pleased to discuss them in further detail at your convenience, to perform any additional study of these matters, or to assist you in implementing the recommendations. *sign del.*

This communication is intended solely for the information and use of management, board of directors, and others within the entity, and is not intended to be, and should not be, used by anyone other than these specified parties.

CliftonLarsonAllen LLP

CliftonLarsonAllen LLP

Minneapolis, Minnesota
November 9, 2017



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CliftonLarsonAllen LLP
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Board of Directors
Robina Foundation
Minneapolis, Minnesota

We have audited the financial statements of Robina Foundation as of and for the year ended December 31, 2016, and have issued our report thereon dated November 9, 2017. We have previously communicated to you information about our responsibilities under auditing standards generally accepted in the United States of America, as well as certain information related to the planned scope and timing of our audit. Professional standards also require that we communicate to you the following information related to our audit.

Significant audit findings

Qualitative aspects of accounting practices

Accounting policies

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Robina Foundation are described in Note 1 to the financial statements.

No new accounting policies were adopted and the application of existing policies was not changed during 2016.

We noted no transactions entered into by the entity during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were valuation of investments, discount on long-term grants payable, and functional allocation of expenses.

Financial statement disclosures

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. There were no particularly sensitive financial statement disclosures.

[The financial statement disclosures are neutral, consistent, and clear.

Difficulties encountered in performing the audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Uncorrected misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. A passed adjustment of \$73,035 was made to decrease investments and investment income. Management has determined that their effects are immaterial, both individually and in the aggregate, to the financial statements taken as a whole. *Change from cash → accrual.*

Corrected misstatements

Material misstatements were detected as a result of audit procedures and impacted area such as beginning net assets, grants payable, grant expense, investments, and investment income. All misstatements were corrected by management. *Change from cash → accrual*

Disagreements with management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. *No* such disagreements arose during our audit.

Management representations

We have requested certain representations from management that are included in the management representation letter dated November 9, 2017.

Management consultations with other independent accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the entity's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Significant issues discussed with management prior to engagement

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to engagement as the entity's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our engagement.

Other audit findings or issues

We have provided a separate letter to you dated November 9, 2017, communicating internal control related matters identified during the audit.

Other information in documents containing audited financial statements

Our auditors' opinion, the audited financial statements, and the notes to financial statements should only be used in their entirety. Inclusion of the audited financial statements in a document you prepare, such as an annual report, should be done only with our prior approval and review of the document.

* * *

This communication is intended solely for the information and use of the board of directors and management of Robina Foundation and is not intended to be, and should not be, used by anyone other than these specified parties.

CliftonLarsonAllen LLP

CliftonLarsonAllen LLP

Minneapolis, Minnesota
November 9, 2017

ROBINA FOUNDATION
FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2016

**ROBINA FOUNDATION
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YEAR ENDED DECEMBER 31, 2016**

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INDEPENDENT AUDITORS' REPORT

Board of Directors
Robina Foundation
Minneapolis, Minnesota

We have audited the accompanying financial statements of Robina Foundation (a nonprofit organization), which comprise the statement of financial position as of December 31, 2016, and the related statement of activities and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Board of Directors
Robina Foundation

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Robina Foundation as of December 31, 2016, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

CliftonLarsonAllen LLP

CliftonLarsonAllen LLP

Minneapolis, Minnesota
November 9, 2017

**ROBINA FOUNDATION
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2016**

ASSETS

Cash and Cash Equivalents	\$ 123,596
Investments	15,045,988
Investments Pending Liquidation	2,728,016
Federal Excise Tax	20,724
Property, Plant, and Equipment, Net	<u>648</u>
Total Assets	<u><u>\$ 17,918,972</u></u>

LIABILITIES AND NET ASSETS

LIABILITIES

Grants Payable, Net	\$ 10,778,917
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UNRESTRICTED NET ASSETS

	<u>7,140,055</u>
Total Liabilities and Net Assets	<u><u>\$ 17,918,972</u></u>

See accompanying Notes to Financial Statements.

**ROBINA FOUNDATION
STATEMENT OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2016**

REVENUES, GAINS, AND OTHER SUPPORT

Dividends and Interest, Net of Fees of \$107,261	\$ 1,012,496
Net Realized and Unrealized Gain on Investments	<u>1,170,647</u>
Total Revenues, Gains, and Other Support	2,183,143

EXPENSES

Program	49,476,065
Management and General	<u>250,029</u>
Total Expenses	49,726,094

DECREASE IN NET ASSETS BEFORE EXCISE TAXES	(47,542,951)
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EXCISE AND DEFERRED TAXES	<u>80,796</u>
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CHANGE IN NET ASSETS	(47,623,747)
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Net Assets - Beginning of Year	<u>54,763,802</u>
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NET ASSETS - END OF YEAR	<u><u>\$ 7,140,055</u></u>
---------------------------------	----------------------------

See accompanying Notes to Financial Statements.

**ROBINA FOUNDATION
STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31, 2016**

CASH FLOWS FROM OPERATING ACTIVITIES

Change in Net Assets	\$ (47,623,747)
Adjustments to Reconcile Change in Net Assets to Net Cash Used by Operating Activities:	
Depreciation	626
Net Realized/Unrealized Gain on Investments	(1,170,647)
Change in Discount on Grants Payable	(90,947)
Changes in:	
Grants Payable	(2,541,602)
Federal Excise Tax	20,796
Net Cash Used by Operating Activities	<u>(51,405,521)</u>

CASH FLOWS FROM INVESTING ACTIVITIES

Purchase of Investments	(2,100,000)
Proceeds from Sales of Investments	<u>53,481,062</u>
Net Cash Provided by Investing Activities	<u>51,381,062</u>

NET DECREASE IN CASH AND CASH EQUIVALENTS

(24,459)

Cash and Cash Equivalents - Beginning of Year

148,055

CASH AND CASH EQUIVALENTS - END OF YEAR

\$ 123,596

SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION

Cash Paid for Excise Taxes	<u>\$ 60,000</u>
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**ROBINA FOUNDATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2016**

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Foundation

Robina Foundation (the Foundation), is a Minnesota-based private foundation that seeks to positively impact critical social issues by encouraging innovation and financially supporting transformative projects of its four institutional partners selected by the Foundation's founder, James H. Binger: 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.

Financial Statement Presentation

The accompanying financial statements are prepared on the accrual basis of accounting.

Accounting principles generally accepted in the United States of America require that the Foundation report information regarding its financial position and activities according to three classes of net assets based on the existence and nature of donor imposed restrictions as follows:

Unrestricted – Unrestricted net assets are not subject to donor-imposed stipulations. Unrestricted net assets may be designated for specific purposes by actions of the board of directors. At December 31, 2016, all the Foundation's net assets are available for any purpose consistent with the Foundation's mission.

Temporarily Restricted – Temporarily restricted net assets include contributions which are subject to donor-imposed restrictions that can be fulfilled by actions of the Foundation pursuant to those stipulations or that expire by the passage of time. At December 31, 2016, the Foundation had no temporarily restricted net assets.

Permanently Restricted – Permanently restricted net assets include contributions subject to donor-imposed stipulations which are required to be maintained permanently by the Foundation. Generally, the donors of these assets permit the Foundation to use all or part of the investment return on these assets. At December 31, 2016, the Foundation had no permanently restricted net assets.

Cash and Cash Equivalents

Cash and cash equivalents consist of short-term, highly liquid investments having original maturities of three months or less, and exclude cash and cash equivalents held by investment custodians.

Concentrations and Credit Risk

The Foundation maintains its cash in bank deposit accounts, which frequently exceed federally insured limits. The Foundation has not experienced any losses in such accounts.

**ROBINA FOUNDATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2016**

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Concentrations and Credit Risk (Continued)

The Foundation invests in a variety of investment vehicles. In general, investments are exposed to various risks, such as interest rate, credit, and overall market volatility risk. Due to the level of risk associated with certain investments, it is reasonably possible that changes in the values of the investments will occur in the near term and that such changes could materially affect the amounts reported in the statements of financial position.

Investments

Investments are stated at fair value. The fair value of publicly traded securities is based upon quoted market prices and net asset values. For other securities, for which no such quotations or valuations are readily available, fair value is estimated using values provided by external investment managers. These can consist of private equity investments, hedged equity and fixed income funds and are recorded at approximate fair value as determined and approved by the managers or valuation committees of the alternative investments based upon judgments, which include, among other factors, restrictions affecting marketability and operating results.

The Foundation may also be invested in fixed income securities that are not actively traded and as such quoted market prices may not be available. These investments are priced using the estimates provided by investment managers. The Foundation believes that these valuations are a reasonable estimate of fair value as of December 31, 2016, but are subject to uncertainty and, therefore, may differ from the value that would have been used had a ready market for the investments existed.

Changes in fair value are recorded as unrealized gains or losses in the period of change. Realized gains and losses on sales of securities are generally determined using the specific identification method.

Fair Value Measurements

The Foundation follows accounting standards that define fair value, establish a framework for measuring fair value in accordance with existing accounting principles generally accepted in the United States of America, and expand disclosures about fair value measurements. The framework provides a fair value hierarchy that prioritizes inputs according to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets and liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3). Level inputs are defined as follows:

Level 1 – Inputs are unadjusted, quoted prices for identical assets or liabilities in active markets at the measurement date.

Level 2 – Inputs other than quoted prices included in Level 1 that are observable for the asset or liability through corroboration with market data at the measurement date.

Level 3 – Unobservable inputs that reflect management's best estimate of what market participants would use in pricing the asset or liability at the measurement date.

**ROBINA FOUNDATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2016**

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Fair Value Measurements (Continued)

The fair value measurement level within the hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used must maximize the use of observable inputs and minimize the use of unobservable inputs.

Property, Plant, and Equipment

Property, plant, and equipment are carried at cost or at the estimated fair market value at the date of receipt if donated. All costs in excess of \$1,000 for items with a useful life greater than a year are capitalized. Upon disposition of property, plant, and equipment, the related costs and accumulated depreciation are removed from the accounts, and any gains or losses are reflected in the statement of activities. Amounts expended for maintenance and repairs are charged to expense as incurred. Depreciation on property, plant, and equipment is computed using the straight-line method over the estimated useful lives of the related assets. The estimated useful life used in determining depreciation for furniture, fixtures, and equipment is five to seven years.

Grants Payable

Grant commitments are recognized as liabilities and expenses in the year authorized by the Foundation's board of directors and communicated to the grantee, unless the grant is considered contingent. Such conditional grants are recorded when the conditions have been satisfied.

Tax Exempt Status

The Foundation is tax exempt under Section 501(c)(3) of the Internal Revenue Code (IRC) and the applicable Minnesota Statutes. The Foundation is a private foundation under Section 509(a) of the IRC and pays federal excise taxes on taxable investment income and income tax on any unrelated business income as defined by the Internal Revenue Service (IRS).

The Foundation is not aware of any uncertain tax positions requiring disclosure at December 31, 2016, or in years for which the tax statute is open.

Use of Estimates

The preparation of the financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Functional Allocation of Expense

The allocations of functional expenses were made by direct assignment of cost to functional categories where a direct relationship exists. Other common expenses have been allocated to functional categories based on time, use, and occupancy estimates.

**ROBINA FOUNDATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2016**

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Subsequent Events

The Foundation has evaluated subsequent events from the statement of financial position date through November 9, 2017, the date at which the financial statements were available to be issued.

NOTE 2 INVESTMENTS

The Foundation's investment portfolio consisted of the following at December 31, 2016:

Cash and Cash Equivalents	\$ 8,334,134
Private Equity	699,489
Fixed Income	4,002,138
Hedged Equity	2,010,227
Total Investments	<u>\$ 15,045,988</u>

Investment income was comprised of the following for the year ended December 31, 2016:

Realized Gains	\$ 7,123,700
Unrealized Losses	(5,953,053)
Interest and Dividends	1,119,757
Investment Fees	(107,261)
Total Net Gain	<u>\$ 2,183,143</u>

NOTE 3 FAIR VALUE MEASUREMENTS

The Foundation uses fair value measurements to record fair value adjustments to certain assets and liabilities and to determine fair value disclosures. For additional information on how the Foundation values all other assets and liabilities refer to Note 1 – Summary of Significant Accounting Policies.

Valuation Inputs

The following tables set forth the Foundation's assets that are measured and recognized at fair value on a recurring basis as of December 31, 2016, under the appropriate level of the fair value hierarchy. Investments are classified in their entirety based on the lowest level of input that is significant to the fair value measurement. Cash and Cash Equivalents are recorded at cost and have been included to facilitate the reconciliation of the footnote to the statement of financial position.

ROBINA FOUNDATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2016

NOTE 3 FAIR VALUE MEASUREMENTS (CONTINUED)

Valuation Inputs (Continued)

	Level 1	Level 2	Level 3	Total
Cash and Equivalents	\$ -	\$ -	\$ -	\$ 8,334,134
Fixed Income	-	500,880	-	500,880
Total	<u>\$ -</u>	<u>\$ 500,880</u>	<u>\$ -</u>	<u>\$ 8,835,014</u>
Investments Held at Net Asset Value or its Equivalent				6,210,974
Total Investments				<u>\$ 15,045,988</u>

Net Asset Value

Fair value measurements of certain entities that calculate their net asset value per share (or its equivalent) as of December 31, 2016:

	Net Asset Value	Unfunded Commitments	Redemption Frequency	Redemption Notice Period
Private Equity	\$ 699,489	\$ -	N/A	N/A
Fixed Income	3,501,258	-	**	**
Hedged Equity	2,010,227	-	**	**

** Fund has been fully redeemed subsequent to year-end.

Private Equity – This category includes direct investments in private equity funds, generally through limited partnerships, that invest in private companies, private debt, and special situations. The fair value of these investments has been estimated using the percentage share of the Foundation's ownership interest in partner's capital. Distributions from each fund are received when the underlying investments in the funds create distributable cash flow and when underlying investments are liquidated.

Fixed Income – This category includes direct investments in private funds that invest in debt securities. The fair value of these investments has been estimated using the percentage share of the Foundation's ownership interest in partner's capital. Distributions from each fund are received when the underlying investments in the funds create distributable cash flow and when underlying investments are liquidated.

Hedged Equity – This category includes investments in hedge funds that invest in equity and private investment companies. The managers of these funds have the flexibility to change their exposure based on their view of particular securities and the overall market. The fair values of these investments have been estimated using the net asset value per share of the investments.

**ROBINA FOUNDATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2016**

NOTE 4 PROPERTY, PLANT, AND EQUIPMENT

Property, plant, and equipment for operations are summarized by major classifications as follows at December 31:

Furniture and Fixtures	\$ 14,880
Total Fixed Assets	14,880
Less: Accumulated Depreciation	(14,232)
Property, Plant, and Equipment, Net	<u>\$ 648</u>

Depreciation expense for property, plant, and equipment was \$626 for the year ended December 31, 2016.

NOTE 5 GRANTS PAYABLE

Commitments to give (grants payable) are recorded after discounting them to the present value of estimated future cash outflows. A discount rate of 3% was used for the year ended December 31, 2016.

Grants payable are due as follows at December 31, 2016.

Less than One Year	\$ 4,843,847
One Year to Five Years	6,406,747
Total Grants Payable	11,250,594
Less: Present Value Discount	(471,677)
Total Grants Payable, Net	<u>\$ 10,778,917</u>

NOTE 6 RELATED PARTY TRANSACTIONS

Payments made to board members for their services during the year ended December 31, 2016 were \$213,000.

NOTE 7 FEDERAL TAXES AND DISTRIBUTION REQUIREMENTS

Federal Excise Taxes

The Foundation is subject to a 2% excise tax on its taxable investment income, which includes income from investments plus net realized capital gains (net capital losses, however, are not deductible). Tax on net investment income is reduced from 2% to 1% for any taxable year in which the Foundation's qualifying distributions meet certain requirements prescribed by IRC Section 4940(e)(1). A 1% rate was used as of December 31, 2016 as the Foundation has met the distribution requirement.

**ROBINA FOUNDATION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2016**

NOTE 7 FEDERAL TAXES AND DISTRIBUTION REQUIREMENTS (CONTINUED)

Federal Excise Taxes (Continued)

Federal excise taxes for the years ended December 31, 2016 consisted of the following:

Provision:	Amount
Current Expense	\$ 80,796
Total	<u>\$ 80,796</u>
Receivable:	
Current	\$ 20,724
Total	<u>\$ 20,724</u>

Distribution Requirements

The Foundation is subject to distribution requirements of the IRC. Accordingly, it must distribute, within one year after the end of each fiscal year, 5% of the fair market value of its investment assets, as defined. Qualifying distributions are determined on a cash basis and include grant payments and certain other expenses incurred by the Foundation.

The Robina Foundation Legacy Project

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November 2, 2017

the?
The Robina Foundation Legacy Project started with a question: what lessons might a limited-life foundation, smaller in scale and more modest than some of its well-known national counterparts, offer to donors contemplating the best structure and operations for their future philanthropy?

← Robina was designed by its founder, James H. Binger, to spend down assets of approximately \$200 million within a time frame of roughly 20 years. Limited-life rather than perpetuity is an option chosen by growing numbers of donors today, spurred in part by the Giving Pledge and other efforts. Another aspect of Binger's design is more unusual, however: he designated four institutions to be the recipients of the Foundation's funding – yet gave the board great freedom as to how each would be supported.

? Robina will be winding down its operations soon, having fully spent out its assets during nearly two decades of close partnership with its four designees. As its trustees prepare for closure, they sought to reflect upon the Foundation's evolution over time. During the summer of 2017, I was retained to interview 21 current and former trustees and grantees to shed light on how Binger's unusual approach to structuring his foundation had played out over time, and to capture lessons that might be useful to other donors and the field.

Those interviewed generally agreed on five key findings:

- While they were given great freedom and flexibility, the Foundation's board showed strong fidelity to the donor's vision;
- The Foundation formed unusually strong partnerships with its four designees, who deeply appreciated the experience of being discovered, supported, understood and trusted by Robina.
- The limited-life, limited-designee structure allowed Robina to make the investments on the scale of a major donor without the infrastructure.
- * (• The partnership approach and scale of gifts resulted in significant learning and transformational impact within the four designated grantees. outside impact
- A strong and active working board was critical to Robina's success, allowing it to achieve impact with a staff of two seasoned professionals. A CEO who welcomed the board's deep engagement was critical.

This report focuses on the grantee and board experience, not on the investment, financial, or procedural aspects of managing a limited life foundation. It does not attempt to assess Robina's impact, though Robina engaged consultants to evaluate many of the programs it funded. Rather, it is an attempt to chronicle one model of a sharply-focused, limited-life foundation as seen by its board members and grantees.

Robina's origins.

Shortly before his passing at age 88, James H. Binger created the Robina Foundation. Binger was an attorney who served as the in-house counsel and later CEO of the Honeywell corporation. He was married for 60 years to Virginia McKnight, the founder of the McKnight Foundation. A life-long Minneapolis resident, Binger was also a race horse owner, an avid polo player, and the

owner of a group of Broadway theaters. When he died November 3, 2004, the lights on Broadway were dimmed in his honor.

Binger established the Robina Foundation late in life, when he knew did not have long to live. He began by engaging The Philanthropic Initiative (TPI), a charitable advisory firm, to help him draw up by-laws and select and recruit the board. According to TPI, he envisioned Robina as a limited-life foundation from the start, driven in part by concern about possible dilution of vision over successive generations of trustees and the desire that the assets be put to immediate use. While he did not designate a particular spend down date, he thought that roughly twenty years was an appropriate life span. He knew that he wanted a small and active board rather than a heavily-staffed organization.

Binger took the unusual step of designating four disparate grantees as recipients of the Foundation's funding: the Council on Foreign Relations, Abbott Northwestern Hospital (later encompassed within Allina Health Care), the University of Minnesota Law School, and Yale University. He encouraged the Foundation's board to make significant gifts to these institutions, ones that would be transformational for the recipient organizations and have significant impact on society.

Binger had a personal connection to each of his designees. 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, and he understood the hospital's significance as a major health care provider in Minneapolis.

In the foundation's by-laws, Binger 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 within the by-laws via a Mission Statement on Charitable Activities, in which he briefly outlined principles for the board's consideration, including encouraging innovation and creativity, emphasis on forward-thinking projects and initiatives, and emphasizing major projects as opposed to normal ongoing operating expenses. He also made it clear that resources did not have to be divided evenly among the designees. He expressed the hope that the four organizations might work together on some common issues, the one aspect of his vision that was not fully realized.

In the same document, Binger defined his standard for trustees:

The members of the Board should each evince qualities that the Founder believes will promote the success of the Foundation. These qualities include an inquiring and critical mind, the ability for long-term strategic thought, creativity, open-mindedness, and respect for unconventional ideas and notions of futurism.

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." He did not provide the trustees he knew with additional direction. As one trustee said:

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...he wanted there to be a group of people to work with them over time.

Launch and early operations

7. Prior to his passing, Mr. Binger met with the four designee organizations and indicated his intention that they would receive support from his estate. He did not specify the scope, duration, or amount of these gifts. He met with potential board members, although he did not notify most that they had been selected to serve; nor did he provide them with direction beyond the Foundation's bylaws. He decided to provide modest compensation to board members in order to encourage their active engagement. His initial trustee choices brought deep experience in and knowledge of civic engagement, national foundations and philanthropy, and board leadership to the Foundation. Because Binger's wife and children were actively engaged with their own charitable entities, he did not appoint them to the Robina board.

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Binger had not staffed or activated the foundation when he died. As a result, Robina operated as an independent foundation from the start, with no donor or family presence on the board. Within a few years, most board members had not met Binger.

Early leadership changes and departures soon required the board to recruit new members. Candidates were interviewed by the board unless they were known to a trustee. The full board discussed and approved new members. The Board has ranged from four to seven members during the life of the foundation. Presently, there are four trustees. The foundation has been staffed since 2010 by an executive director, who had substantial previous foundation experience, and an administrative consultant.

8. This exceptionally lean staffing structure required the board to be more directly engaged with grantees than at many more institutional foundations. The executive director, an exceptionally secure and sophisticated professional, was a critical bridge among trustees and to grantees. Interviewees agree that her deft counsel, clear communication, and ability to synthesize disparate board perspectives helped to make the Foundation's unusual structure work and was critical to its success.

From the beginning, the board members showed extraordinary sensitivity and fidelity to Binger's intent as a donor. There was deep and continuous conversation among the board about "what would Jim want?" They understood that he wanted his gifts to create transformational change within the recipient institutions and have deep impact on society. *What that meant* in the context of each designated grantee was a continual theme that board members delved into at board meetings. As one trustee recalls:

The (founding) document set such a high bar that it made us all rise to that occasion. 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.

Per Binger's wishes, the board asked each designated grantee to identify potential major projects for support. One of the board's first grant actions was to award each institution a planning grant that would help them prepare their proposal. While the designees were invited to think big and outside the box, the board felt that some were not ambitious enough in their initial requests. "People brought out their favorite stuff, standard things they would have done anyway," recalls a founding trustee. "They were less imaginative and flexible than I'd hoped."

As another board member put it:

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 tensions was the work of the board.

From time to time, the board requested proposals addressing a particular issue that they thought Binger would have been interested in.

From the start, the trustees said no, often multiple times, to designees when the projects they presented did not seem transformative enough. An early board member recalls:

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.

The board took care to identify projects within each institution that they thought addressed Binger's interests. At Yale, for example, the board homed in on the Yale School of Drama early on, because of Binger's love of theater and Broadway interests. They supported programs in human rights and immigration at both universities because they knew Binger thought these were important issues – and because they thought that the proposed work would change and shape the universities in productive ways.

A pattern of support and engagement, partnership and trust

Having only four designated grantees "gave us focus, the mandate to build deep relationships, and to be helpful to the institutions over time," according to one board member.

As the foundation developed, a pattern of support began to emerge. When the board identified a promising project, they provided support to plan and to test the idea. This was followed with three to five years of implementation and operating support, renewed for as long as ten years. While the board decided initially not to fund endowment requests, they altered that position over time, making several capstone endowment gifts to sustain projects once they had proven themselves. After the original set of funded programs had largely run their course, the board began to think about its final phase. To launch that, they conducted a "listening tour," visiting all four institutions to learn more about their priority projects.

The board sought to build measurable process outcomes into each grant, and, over time, to identify long term impact outcomes of the work. Defining and negotiating these has been a key aspect of the Executive Director's work. From time to time, they commissioned external assessments of projects funded by the Foundation. How impact – particularly transformative change – can be defined and measured has been another ongoing subject of conversation at the trustee level.

From the outset, the board engaged deeply and directly with the four designees, through formal opportunities to present priority requests, site visits, and informal advice and counseling. The grantees interviewed appreciate the care Robina took to learn about their work. One grantee recalled:

I don't think I'd ever met another foundation trustee. It was stimulating. These were very high-powered people. With a larger foundation, with a broader portfolio, it would have been hard, but with a boutique enterprise, they could engage...It aerated the pot. They forced us to articulate our rationale in language that could be understood by non-practitioners.

Within these large institutions, the individuals whose projects were funded described an experience of being discovered, understood, supported and trusted that was inspiring, confirming, and deeply unusual. One grantee summed it up:

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.

Another grantee described the benefits of deep partnership:

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 our work and what we could do to make a difference. There was realism and flexibility.

Over time, the board evolved a structure where one or more board members served as "lead" trustee for each grantee. The lead trustee spent additional time getting to know the organization and its work. The lead often had deep knowledge of the designee's field and was able to provide guidance and context on the work to both board and grantee.

With one exception, grantees found the lead trustee model extremely valuable:

The liaison trustee is somebody who has a special familiarity with the organization. That can lead you to be more critical – in constructive ways.

Doing what s/he did with us was very enjoyable and liberating. S/he was clearly a champion. S/he understood us and seemed to love what we were doing. They took a chance on us.

We established a connection that was more personal. S/he gave us some good ideas, and he understood that some weren't always 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.

The Minnesota-based designees particularly appreciated having access to the board's national expertise and connections.

The lead trustee played many of the same roles that a program officer might in a more intensively-staffed foundation, and one grantee in particular lamented the lack of a program officer with deep and specific knowledge of his field. But the trustees did from the beginning occasionally hire outside consultants with strong subject expertise to review and comment on funding proposals.

Board members saw the value of the lead trustee model. As one put it:

In the end, it was very useful and a strength for us. Often in a discussion, the lead would answer questions the other might have. It worked really quite well. We all realized that the (final funding) decision was the group's.

But they also recognized its limitations:

It's a delicate balance between being an advocate for the organization vs a critical friend. There is strength in 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.

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.

The current board believes that the lead trustee model has most value when the lead role is rotated regularly over time.

The grantee experience

Generally, grantees found the process of applying to Robina rigorous, but transparent and reasonable. They appreciated the lack of bureaucratic layers characteristic of larger institutional foundations. They particularly valued the trust that developed over time between foundation and grantee – a trust they have rarely experienced with other donors. They have high regard for the foundation's small staff, feeling they have provided crucial guidance, and clear information that has helped them understand and interpret the board's wishes.

Some of that trust, they believe, happened as a natural result of their designation. "Once we got chosen, we felt the foundation was looking out for us," as one put it. Others noted:

The Foundation could be hard on us. But as they became more experienced, as they understood the work we were doing and its success, they relaxed. I felt an unconditional trust.

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.

There were, of course, challenging moments during the deep partnerships Robina forged. A few grantees felt they were asked to spend too much time developing proposals that did not move forward:

I thought we put forth some good ideas that they did not support. Quite honestly, I was disappointed.

We got far down the road with some of our ideas...possibly too far down the road. A mini admonition here: how far do you go on a proposal before you've invested too much time? But, to be fair, they (Robina) never said "we're definitely funding this." Maybe they needed to know what came from a deeper dive.

Two grantees missed the expertise and deep subject knowledge that specialist program officers bring to proposal review:

The trustees did not have the background to make these kinds of decisions...Robina helped us build something that is a real strength. That said, I think we could have accomplished more together. It was a missed opportunity.

Others found the reporting requirements initially onerous, but these were changed following feedback. Grantees wanted more say in negotiating how external assessments would be conducted, and even more communication from Robina. At times they felt the feedback was not clear when the answer was "no."

Despite these challenges, representatives of the grantee organizations interviewed felt that working with Robina has been an unusual and positive experience:

There was a high degree of attention to process and transparency. This is extremely rare in my experience.

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 do not 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.

Having advisors from Robina was an amazing strength. They came to be helpful, to advise and push us.

Both grantees and board members shared a sense that being limited life and by designating a small number of recipients, Robina was able to "punch above its weight," providing the grants of a major national foundation without the staff and infrastructure.

Impact

As noted earlier, this report is not a full-scale evaluation and does not attempt to assess the impact of the Robina Foundation's work. Based on these interviews and the external assessments of key projects, however, there are several things that can be said about impact.

Virtually every Robina-funded project has, over time, met the outcomes outlined in its initial proposal. The four designated institutions can articulate how the projects they undertook with Robina support changed their institutions and can document broader impact in many cases.

There is strong consensus among board members that the work of two of the designees was transformational for the institution, had deep impact, would not have happened without Robina support, and will be sustained over time. They feel that the work of a third designee had a transformational impact on the institution – showing it the way to a new business model - but that shifting political and societal conditions since its inception limited its ability to achieve impact in the short term. In the case of the fourth grantee, trustees feel that the work was transformational and will have deep impact on the institution and society – but that most of the work probably would have been undertaken without Robina support.

The board regrets that Robina was not successful in addressing one aspect of Binger's vision: the desire that the grantees, if the right opportunity presented, find a way to work together on a major initiative. While the board broached this idea with designees repeatedly, there was resistance to collaboration in the early years, and trustees felt that a forced collaboration would be disrespectful to grantees and unlikely to yield results. The disparate sizes, geography, and interests of the institutions made a natural collaboration topic difficult to identify. There is a sense that fulfilling this vision would have required more bandwidth and resources than the foundation had.

Each of the Foundation's grantees believe that the projects they undertook would not have happened – at least in a timely way – without the Robina's support:

If Robina had not come along, we would have been able to generate some resources, probably less than ten percent of what we have spent in the past ten years. There would be virtually no field-wide impact.

We would not ever have thought of doing this work without Robina. It's allowed us to re-imagine our models of care at a critical time. That's the way fee for service is, you scramble for very payment and you 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.

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.

A rich and satisfying board experience

Binger's decision to limit the life and designate a small number of grantees lent a focus and urgency that made this board an intriguing challenge to prospective trustees. His invitation to think strategically and futuristically, coupled with the freedom and trust he afforded board members, attracted individuals of national stature and strong experience in philanthropy and civic life.

The Foundation's past and current trustees feel deep satisfaction with the experience of service on the board. They feel that Robina provided the opportunity to support important work, and to explore the meaning of transformational impact in a practical context. They are appreciative of the chairs' work to design engaging meetings that use their time well and allow every member to contribute.

In the course of the Foundation's life, board members have formed deep relationships with each other and with the designees. Board meetings have been structured as a mix of site visits, presentations on progress by grantees, and discussion of the grants under consideration. A dinner the night before each board meeting allows the trustees, who seldom see each other outside quarterly meetings, get to know each other more personally. As one said:

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.

Board members particularly appreciate the guidance Binger provided in his founding documents, and the freedom and discretion he afforded them to carry out his vision. They believe that the care and attention given to designing and structuring board meetings allowed a disparate group of individuals get to know each other and to build trust:

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.

We have been lucky to have chairs who cared what everyone thought, who managed various tensions and sensitivities well. In my tenure, they've been two people who, by

personal or professional background, were skilled at managing conversations about complex subjects.

Board members particularly appreciate the atmosphere of open conversation, civility, and respectful challenge established by the chairs:

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 different experiences, and we take advantage of their knowledge.

We can come into a meeting knowing what we're likely to do, and the chair will ask us to put that aside for a moment and go back to basics. She makes sure everyone has their say before the final decision. It's the right approach.

Board members also appreciate being compensated for their work, and feel that practice has encouraged accountability and making Robina work a priority. They took care to periodically review compensation levels, basing them on norms in the field, the number of hours spent by trustees, and their responsibility levels.

There is a sense that, by choosing the limited life model and focusing on a small number of grantees, Robina was able to attract very experienced board and staff who might not otherwise have served on a family foundation board of this size.

Lessons for the field

In reflecting on their experience, board members articulated lessons that may be useful for other donors contemplating a foundation, and for foundation leadership in general.

For 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. A donor who articulates an ideal vision of how the foundation should operate provides its trustees with a great and lasting gift.
- 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, benchmarking against norms in the field.
- 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.

For 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. Foundation staff must also welcome and support this level of deep board engagement.
- 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. Cultivating trust among board members, staff, and grantees is a key management skill.

Final thoughts

The story told in these interviews is of a committed and thoughtful group of trustees who formed unusually deep and respectful partnerships with a small group of grantees. Robina's success has been based, in large part, on attracting high caliber board members who were challenged by the mix of freedom and responsibility Binger afforded them. These trustees generally did not know each other well when they came together. One wonders if the dynamic would have been different had the trustees been family members or if more of them had known Binger well. Would those trustees have interpreted his wishes for the rest of the board, eliminating some of the ongoing, thoughtful conversation about transformation or change that board members found so valuable? Would outside trustees have been too deferential? Might family members be daunted by outside trustee's expertise? Donors cannot control those dynamics beyond their lifetime, but they can be clear about the kind of culture and open exchange they want to see on the boards they are establishing.

Robina's active board was, by all accounts, supported by a tiny but stellar staff, experienced, knowledgeable and secure, who kept things moving, structured extraordinary learning opportunities for the board, and skillfully served as a bridge between the designees and board. Not every foundation executive is comfortable with this kind of deep board engagement; but this case shows that it can be a deeply productive relationship when staff are seasoned and secure enough to appreciate the value added by an experienced and active board.

One of Robina's most unusual aspects is its focus on four pre-designated grantees. Few donors want to focus so narrowly. But aspects of their partnership model: the deep listening, frequent visits and soundings, engagement beyond check writing, and clear communications, are applicable to other types of foundations, a reminder of what grantees value most. The feeling of being deeply understood – its value, and its rarity in the world of fund raising - was something that surfaced in virtually every grantee interview.

Robina also illustrates how a foundation that lacks the assets and resources of a large national funder can still make the grants and strive for the impact of one, through limiting life and the numbers of donees. One board member talked about the powerful forcing function of a time limit:

quick needed? { In some ways, we were a typical model, but accelerated. We funded institutions to develop, prove ideas, then endowed them. We can't bring in new things, so naturally we focused on the need to sustain what we've done.

Finally, the Robina experience highlights the importance of trust in philanthropy. Jim Binger laid out a vision, then trusted a board to carry it out, even though he did not know all the members personally. While the trustees were a disparate bunch, they undertook a process together that built deep bonds of trust and affection among them. When asked what they valued most about Robina, grantees often talked about the trust they felt they earned over time. Being trusted made them bolder and more imaginative in their work, and, they believe, ultimately more effective. Building and sustaining relationships of trust, then, emerges as a key skill in this work, one that can be cultivated in any type of foundation, among and with trustees, staff, and grantees.

From: "Bundy, James" <james.bundy@yale.edu>

Subject: Proposals

Date: November 6, 2017 at 11:39:34 AM CST

To: 'Penny Hunt' <pennhunt@gmail.com>

Cc: "Nolan, Victoria" <victoria.nolan@yale.edu>, "Rodriguez, Chantal" <chantal.rodriguez@yale.edu>, "Dinkins, Kelvin" <kelvin.dinkins@yale.edu>, "Berman, Deborah" <deborah.berman@yale.edu>

Dear Penny,

I hope this finds you well and that you had a good weekend!

Thank you and the Board for your encouragement to float two ideas for your consideration. I believe both of these have the potential to foster consequential strategic change in the field, albeit on different time horizons, with the firstâ€”the Center for Arts Leadership and Equityâ€”having the greatest potential as a transformational force in the American theatre over the next decade.

I would be very pleased to discuss these ideas with you and the board as you see fit, and I look forward to the possibility of pursuing the conversation further.

Warm regards,

James

James Bundy
Dean/Artistic Director
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Center for Arts Leadership and Equity at Yale

Vision

The Yale School of Drama seeks a six-year grant of \$3,000,000 to support a partnership with artEquity, a nonprofit organization based in Los Angeles, to establish national training programs for leadership in arts management, with a focus on promoting Equity, Diversity, and Inclusion ("EDI") for the benefit and development of the American theatre and related fields. In conjunction with the Theater Management program at the School of Drama, and the Knowledge Base, the School's internet-based compendium of case studies, interviews, and articles, the Center will serve students, early career professionals, artists, managers, executive leaders, non-profit theater organizations and staff, board members, and philanthropists/funders. We anticipate the Center will be most valuable in addressing three priority areas:

- ① generating programmatic redress of the historical imbalance of financial resources directed from the philanthropic community to predominantly white theatres over theatres of color;
- ② fostering communication and knowledge-sharing among organizations and individuals facing the challenges and successes that occur when EDI is becoming a part of organizational culture;
- ③ facilitating difficult conversations concerning EDI with boards of trustees and executive leadership to promote ethical and strategic change.

We expect the Center will comprise training in EDI for all YSD students, faculty, and staff, and also engage up to 40 participants in three separate 5-day training sessions annually occurring in New Haven or another host city in the U.S. Each session will be programmed for specific subject matter relevant to equity, diversity, and inclusion in the three identified focus areas. Program coordinators from both Yale School of Drama and artEquity will oversee the program's management, outreach and curriculum/training.

Background

In 2015, YSD began to work with artEquity, which provides tools, resources, and training to support the intersection of art and activism. Carmen Morgan, founder of artEquity, is one of the leading figures in the social justice movement in the arts, as a long-time consultant for both the Theater Communications Group and Oregon Shakespeare Festival, among many other organizations. She serves on the YSD faculty, offering sequential workshops entitled *Beyond Diversity: Practicing Equity and Inclusion* and *Facilitation for Social Change*. These workshops have enabled faculty, staff, and students to participate in life-changing conversations about these issues, which will be of increasing importance as the United States and other parts of the world experience some of the fastest demographic and cultural change in history.

Witnessing the impact of this work in our community has inspired us to replicate this work for maximum national impact. ArtEquity's leadership and Yale's positional power present an opportunity not only to address and dismantle racist and patriarchal paradigms in our own organization, but also to highlight, develop and export practices and understandings that will raise the standard of practice elsewhere in the arts and entertainment industry.

all
YSD
students
etc.

Currently, we require all first-year students take a required three-day (15 hour) version of *Beyond Diversity* during Seminar Week each January, and second- and third-year students are offered an optional five-day (25 hour) version of *Facilitation for Social Change* in August. A similar workshop is now required for all benefited employees. Participants have emerged from these workshops with a common vocabulary, exposure to what members of our community are experiencing, and increased appetite for the rewarding and sometimes difficult conversations that allow us to comprehend and welcome difference while promoting a more inclusive and equitable environment for all who work and study here. The School and Yale Rep now maintain an EDI Working Group including more than 20 people: faculty, staff, and students who meet regularly to support a fair and welcoming workplace for all, and to hold the institution accountable to its values. Results of these efforts include revamping of recruiting practices, improved rehearsal guidelines and a focus on addressing and eliminating sexual misconduct, institutional support for affinity groups, historical recognition for marginalized communities and their contribution to the School's history: other programs seeking to emulate Yale's work with Carmen Morgan and artEquity include Juilliard, NYU, Kennesaw State University, and Brown University.

Objectives

The Center will promote change in historic funding inequity: since the regional theatre movement began, predominantly white theatre organizations have been consistently prioritized over culturally-specific organizations—widely known as “theaters of color” (TOC)—by the funding community. Such imbalance leaves artists of color and theatres of color starved for capital investment and without a methodology to appropriately address historical exclusion. The center will engage a wide range of theatres and artists of color in the process of co-creating necessary training and program support that highlights this issue, as well as the importance of TOC, and opportunities for better practice. We know that philanthropic organizations are devoting significant resources to predominantly white organizations undertaking work in EDI, while theatres of color have been doing the same work for years and not supported for doing so. Yale's partnership with artEquity will first promote the work of TOC, modeling inclusive leadership, consultative and responsive program development, and responsible service to communities that have been marginalized.

Second, there are theatres throughout the country that are already ushering in progress with initiatives that support a more inclusive work environment, plans for equitable staff recruitment, and addressing retention of diverse employees. The Center will bring these organizations and their leadership into intersectional, in-depth knowledge-sharing and skill-building to support strategic development of institutionalized EDI policies and practice nationwide. *Guthrie*

Such discourse among institutions will promote an environment for innovative thinking and the development of more thought leadership in the maintenance of organizational culture. Cultural leaders with deep understanding of and skills in managing EDI issues and best practices are required in executive leadership and board rooms across the country. Joined with the School's expertise in Theater Management the Center's programming and training will navigate the politics of language, social location, and identity; explore how to manage complex power dynamics; and create environments conducive for constructive conversations around issues of EDI in theatre organizations.

Finally, the center will provide trainings and tools to boards of trustees that are seeking to address white supremacy culture, unconscious bias, and the equitable recruitment of executive leadership and board members. This education and training in governance structures is required to ensure that

board members are versed in the key concepts that underpin such work: this kind of familiarity and open discourse will offer the most productive environment for modeling change and higher standards of conduct in the field.

The Center for Arts Leadership and Equity will bring together national leaders to develop and focus training and resources to catalyze rapid change in the field with respect to Equity, Diversity, and Inclusion. Just as Yale School of Drama graduates move into leadership positions across the country, participants in the Center's programming will be able to develop and transmit best practices to their home organizations.

A six-year grant of \$3,000,000 will allow the School to seek additional grant resources and dedicate funds to the sustainability of this initiative.

Mellon

International Experience for All Yale School of Drama Students

Vision

Theater makers in all disciplines thrive on robust cultural exchange. Fostering relationships to artists and theatre practitioners from other cultures is essential to the vitality of world theatre, strengthening the inclusivity and diversity of our work. We know from the few international trips we have supported over the years and from the international visitors to our NO BOUNDARIES series, that there are enormous benefits to ongoing relationships that include the deepening of mutual understanding, empathy, and collaboration.

A grant of \$3,000,000 over a six-year period augmented by support from international partners would enable us to build a robust program guaranteeing an opportunity for every student in the school to engage in an international experience through travel to and immersion in a different culture. YSD students' exposure to the work of international artists abroad will expand their artistic imaginations and vision for the roles they, as theatre leaders, might play in our society, and set a standard for global citizenship in the field.

Background

YSD students are passionate about greater exposure to world theatre in production across a wide range of aesthetics and cultures. The composition of our student body is diverse across many measures—92% of our students are on financial aid the majority of whom come with no family assets, 15% are international from 19 countries, and 39% of our American students are people of color—we have little opportunity to see firsthand the oeuvre of major international artists and organizations working in models unfamiliar in the American theatre, or for our students to study abroad during summers.

Our NO BOUNDARIES series explores the frontiers of theatrical invention through cutting-edge and thought-provoking performance from around the world. It has introduced students and Yale Rep audiences to an astonishing array of performances— theatre, dance, music, and multimedia— from the Netherlands, the Czech Republic, Poland, Peru, Colombia, Spain, Germany, Japan, Israel, Georgia, East Africa, and West Africa. *When?*

International experiences for students occur intermittently, often as a result of one-time grants, collaborations with international partners who provide hospitality, and/or through student-organized crowd-sourcing campaigns to cover travel and housing. For the past two years, three first year directing students have travelled to the Sibiu Festival in Romania, and this year, with support from the Adam Mickiewicz Institute in Poland, students visited the Poznan Festival in Poland. Last summer six acting students traveled to China. They were hosted by the Beijing Center for the Exploration of Western Acting Art where they studied traditional Chinese acting techniques in exchange for teaching workshops on their own practice. Through an on-going relationship with the British Academy of Dramatic Arts (BADA), scholarships are awarded to two YSD actors annually to attend a summer training program at Oxford.

For the past two years the School has hosted internationally renowned Dimitri Krymov, who has worked for several weeks each year with director, actor, designer, production, and management students on reimagining works by Chekhov. Support from the Trust for Mutual Understanding and private donors made it possible for this project to appear in the 2016 International Festival of Arts and Ideas in New Haven. Still we could not muster the necessary resources to mount an international tour, despite a great deal of interest expressed in taking the piece to Holland, Great Britain, and Russia.

While YSD has been nimble and keen when opportunities arise, these rarely come with complete funding and benefit only a fraction of YSD students. Some examples of fully funded opportunities have included the 2010 Commedia Project (with twelve third-year actors, a stage manager, a technical student and manager) was mounted at Boğaziçi University in Istanbul hosted by the Yale Alumni Association in Turkey. In 2010 and 2011, with the help of CEC ArtsLink, Renova; a private Russian foundation, and the Trust for Mutual Understanding, we participated in a reciprocal exchange whereby four Russian students came to New Haven and four YSD playwriting students were hosted at the Playwright and Director Center in Moscow. In 2011 and 2012 we mounted a theatre-training project in Tanzania collaborating with elementary school students at the Babawatoto Centre for Children and Youth. Five YSD students joined with students from Yale Divinity School and the Institute for Sacred Music to teach theater as a tool for social change.

Objectives

A Robina Foundation grant for travel and staffing would allow us to secure partners who will support our students on the ground. Major theater schools and festivals worldwide seek an affiliation with YSD, and invitations to host groups of our students and their productions abound. On-going partnerships, such as the ones we have with CEC ArtsLink, the Adam Mickiewicz Institute in Poland and the Trust for Mutual Understanding, will help us leverage other partners. Typically, they include in-country hospitality and production support but require our capacity to get our students there.

A grant of this magnitude would enable the school to build more consistent engagement with international artists such as Dimitri Krymov here in New Haven and to develop and support a travel program that enables every student at the school to participate in a significant international experience during their three years of study. We imagine a variety of opportunities with existing programs and developing a “design your own” component for students who have very specific ideas about cultures and artists they might study. During the first several months of the grant period, we would build partnerships beyond those that currently exist to expand on placement opportunities and establish guidelines for “design-your-own” experiences. The deans would work across all departments to develop specific opportunities similar to those listed above, and we are confident that international relationships will be easily established including in-country support for hospitality and housing.

Finally, by making this grant last over six years, the Robina Foundation will make it possible for the School to set aside the operating resources to make this a sustainable feature of the YSD program.

Nancy Gilberg

From: Garry Jenkins <gjenkins@umn.edu>
Sent: Friday, November 03, 2017 5:42 PM
To: Penny Hunt; Nancy Gilberg
Subject: UMLS ideas to Robina
Attachments: Robina Ideas.docx

Dear Penny and Nancy:

Thank you for the opportunity to send our list of ideas for additional funding that would advance the Law School's strategic objectives. Attached you will find a list of five ideas. All of the ideas are aligned with key elements of our work and the current campaign and its goals.

I'd be happy to answer any questions or work with you to provide more information/detail if that would be helpful to you or the board.

Best,
Garry

Garry W. Jenkins
Dean & William S. Pattee Professor of Law
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UNIVERSITY OF MINNESOTA

Option #1

Endow Robina Postgraduate Public Interest Fellowships

Resources Needed: \$1.25-\$2.75 million

Since 2012, the Robina Postgraduate Public Interest Fellowships have provided graduates of the Law School with pathways into high quality regional and national public interest positions. Graduates have used the fellowships to begin their careers with Chicago Volunteer Legal Services, United Nations Development Programme, Sierra Club, American Red Cross, several state ACLU organizations, Federal Defender of Maryland, Mid Minnesota Legal Aid, and Volunteer Lawyers Network. These fellowships have been enormously successful, as judged by both the feedback from host organizations and placement statistics. Of the 29 Robina Fellows from 2012-2016, 24 (82%) remain in public service, and 12 were converted to permanent positions with their host organizations. These postgraduate fellowships strengthen the public service reputation and enhance the attractiveness of the Law School to prospective students.

It is time to permanently fund the Robina Postgraduate Fellowship Program. Each fellowship is currently funded at \$40,000, but that stipend would likely need to increase by \$5,000 to put it in line with other nationally-recognized fellowship programs. Accordingly, \$1.25 million would be required to permanently endow each fellowship; having two such fellowships would put the program on secure footing and allow the Law School to fundraise for additional endowed fellowships or to provide flexible funding to match contributions from foundations and others (e.g., the Minneapolis Foundation has expressed an interest in further discussions about joint funding a postgraduate fellowship(s) for certain nonprofits serving communities of need in the Twin Cities).

In addition to the current Robina Postgraduate Fellowships, the Law School could also seek to develop a partnership with Abbott Northwestern Hospital to establish an annual fellowship placement at the hospital. The Law School recognizes the value of having strong medical-legal partnerships so that the most vulnerable hospital populations – children, the elderly, pregnant women, and those having terminal illnesses – have access to their basic needs without worry of mounting legal fees that they are unable to pay. Because this medical-legal partnership with Abbott Northwestern has not yet been established and will require additional infrastructure, it would require \$1.5 million to permanently fund. Accordingly, were the Robina Foundation to endow one general purpose post-graduate fellowship and the Abbott Northwestern fellowship, it would require \$2.75 million.

Strategic Importance: Advance the Law School's programs, reputation, and attractiveness for those committed to public interest

Transformative Impact: Develop the next generation of excellent public service lawyers to serve the nonprofit and government sectors

Option #2

Fund Admissions Professional Position with Diversity Recruitment Focus

Resources Needed: \$2 million or \$2.5 million

The Law School's mission is to graduate the next generation of great lawyer-leaders, whether they become leaders of the bench and bar, corporate CEOs and general counsels, pillars of the community, or influential public servants. But in order to fully realize that mission, the Law School must attract and retain a diverse student population. Since 2011, the Law School has seen a 68% decrease in applications from African-Americans (much larger than the overall decline in applications), with applications from other historically underrepresented groups also in significant decline. Furthermore, the Law School has experienced particular difficulties successfully yielding diverse students once they are admitted. Unfortunately, the law school falls in the bottom quartile of law schools when ranked by diversity, even falling behind own? other Big 10 peers (University of Iowa, University of Wisconsin, University of Michigan, and Ohio State). *Why? jobs?*

In response to these concerns, in 2017 the Law School increased the size of its pipeline program, the Minnesota Pre Law Scholars Program ("MPLS") by 40%, in the hope that it would increase the number of qualified applications from diverse candidates who have an affinity for the Law School. However, it is clear that this effort alone will likely not be enough to enhance the diversity of the student population to the extent it is needed. In our biennial major study of law student experience and satisfaction, our students consistently noted the lack of opportunities to engage with others from diverse backgrounds as well as the lack of discussions of diversity issues inside and outside of the classroom as significant weaknesses in the law school experience.

Having a dedicated admissions professional at the Law School with a special mandate to focus on diversity recruitment focus would enable the Law School to expand its efforts in identifying and cultivating relationships with prospective diverse students. We envision that the staff member in this position would participate in all of the national minority recruiting events, direct the expanded MPLS program, identify other potential pipeline initiatives in which the Law School would be involved, and perform more extensive direct outreach to promising diverse applicants. Moreover, this person would also play an integral role in diversity and inclusion initiatives at the Law School, given their knowledge of diversity issues facing law schools and connections

they have formed with diverse students who are currently enrolled. A \$2 million gift would permanently fund this mid-career admissions professional position. With an additional \$500,000 we could use the funding to be able to fund travel stipends to bring admitted diverse students to Minnesota Law for a visit during our preview weekends. Our yield on students who attend a weekend are considerably higher than for those who do not attend.

Strategic Importance: Increase the Law School's ability to recruit and engage prospective students of color and those from historically underrepresented populations

Transformative Impact: Provide diverse graduates who will be among the next generation lawyer-leaders in Minnesota and throughout the country

Option #3

Expand Partnership with Innocence Project of Minnesota

Resources Needed: \$3.75 million

The Law School currently has a loose affiliation with the Innocence Project of Minnesota (IPM) through which it participates in an offsite legal clinic in which students work with IPM lawyers to investigate claims of actual innocence made by inmates in Minnesota, North Dakota and South Dakota. IPM then represents people who were wrongfully convicted for crimes they did not commit; they have secured the release of five wrongfully convicted men, who combined, served 27 years in prison for crimes they did not commit. They also work to educate lawyers and pursue system reform to prevent wrongful convictions. The University of Minnesota Law School/IPM relationship provides benefits to both the Law School and IPM, in that our students receive practical experience working on issues of critical significance, gain experience in criminal law and public interest lawyering, while IPM receives additional support for its work. Both the Law School and IPM are interested in significantly deepening and expanding this relationship. As part of this expansion, IPM would move its operations from its current location (at a university campus without a law school) to the University of Minnesota Law School.

This move would facilitate direct collaboration between the Law School, its clinical programs, and IPM, and it would give IPM a suitable space and administrative support from which it can operate. Second, the Law School would use a substantial part of the endowment to provide a matching pool of funds (i.e., \$100,000 to \$125,000) for money raised by IPM in furtherance of its work. With the \$100,000+ payout and the

potential of an additional \$100,000 raised in supplemental matching funds, IPM could significantly expand its geographic reach and depth of its work. The Law School would work with IPM to develop additional clinical learning opportunities, both around investigating claims of wrongful conviction as well as educational and policy reform work. These additional opportunities will be easier to develop and execute once IPM has moved its operations to the Law School. Several other law schools, including the University of Washington and the University of Cincinnati have successfully developed such partnerships with Innocence Project state affiliates.

Strategic Importance: Create a strategic alliance between the Innocence Project of Minnesota and position the Law School as a regional and national leader in clinical and experiential programs as well as strengthening our public interest opportunities

Transformative Impact: Expand the availability of legal services offered to inmates in Minnesota and neighboring states who have been wrongfully convicted; provide law students with additional experiential learning opportunities on cases of critical significance to the lives of their clients

Option #4

Create a Criminal Justice Excellence Fund

Resources Needed: \$1-\$3 million

The Law School is recognized as a national leader in criminal law and justice scholarship and advocacy efforts. With Professors Richard Frase, Kevin Reitz, Michael Tonry, and Perry Moriearty, among others, the Law School boasts one of the top criminal justice faculties in the country. Our students may earn a criminal justice concentration, in which they take specialized courses, or participate in one of several criminal law and policy related clinics. Of course, the Law School also is notably home to the Robina Institute of Criminal Law and Criminal Justice.

A Criminal Justice Excellence Fund would advance criminal justice work at the Law School in several ways. At the outset, the Fund could be used to provide a base level of support for the Robina Institute for Criminal Law and Criminal Justice – funding for the core staffing and operational needs. This financial foundation would provide the infrastructure to allow the Robina Institute to secure grants for research and policy programming, both to augment base operations and to eventually help transition the Robina Institute into a robust self-sustaining entity. A similar model is already in place for the Human Rights Center (HRC) at the Law School; through two major gifts,

our HRC is able to rely on a \$3+ million endowment that provides a consistent source of core support enabling it to secure successfully additional funds for research and student programming.

In addition to supporting the Robina Institute, the payout from such an excellence fund might also be used by the Dean to support cutting-edge faculty research on criminal justice issues, host conferences that bring together criminal justice scholars, practitioners, and policymakers to discuss emerging issues of importance, or to expand the experiential learning opportunities available to our students. An excellence fund would provide the Dean with flexibility to deploy the resources generated by the funds in a variety of ways to support faculty and students working in critical areas.

Strategic Importance: Sustain and strengthen the position of the Law School and its faculty as leaders, innovators, and experts in criminal justice issues

Transformative Impact: Continue the groundbreaking work of the Robina Institute of Criminal Law and Criminal Justice in impacting public policy and advising on systems reforms related to criminal law and justice issues, and support additional research in the area of criminal justice influencing the course of criminal justice theory, policy, and practice in Minnesota and throughout the country

Option #5

Establish Law School Innovation Fund

Resources Needed: \$1.5-\$2+ million

Over the last several years, the Law School has been a national leader in reimagining legal education. The establishment of the James H. Binger Center for New Americans exemplifies the Law School's commitment to innovation, as the Center provides our students with life-changing educational opportunities while simultaneously driving transformative change to the benefit of thousands of immigrants and refugees.

In the face of a rapidly changing higher education system as well as a changing legal landscape, the Law School must be poised to identify, develop, and launch new programs to meet needs as soon as they arise. A Law School Innovation Fund would enable the Dean to launch and support new strategic and academic programs that enable the law school to stay on the cutting-edge of ever-shifting market conditions. The fund will launch new programs, such as efforts focusing on student formation, and will

help us gain sustainable advantage in the legal education market. A lead gift of \$1.5-2+ million from the Robina Foundation would be used to establish the fund, and other gifts would be solicited to grow the fund so that it could provide greater program support over time.

Strategic Importance: Advance the Law School's reputation as a leader in legal education; attract top faculty and students engaged in innovative work

Transformative Impact: Develop and support transformative programs through the proof of concept phase until permanent funding can be identified; support core strengths and foster a culture of innovation for students and faculty at the University of Minnesota Law School

COUNCIL *on* FOREIGN RELATIONS

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Final Report
Notify Jim?
(Continuation of
Diversity Coordinator?)

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October 31, 2017

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

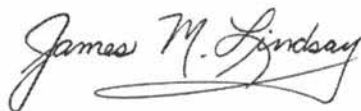
Dear Penny:

I am pleased to submit the progress report for the Council on Foreign Relations (CFR) Expanded Diversity Initiative in Foreign Policy. The report covers the period July 1, 2016, through June 30, 2017.

During the last year of the project, CFR continued its collaborations with the International Career Advancement Program (ICAP) and the Global Access Pipeline (GAP) to broaden minority representation in the foreign policy community. The initiative's highlights include recruiting, placing, and mentoring an expanded class of Franklin Williams interns and arranging for CFR staff to participate in ten university career fairs around the country with significant minority student populations. CFR also retained Shira Schwartz as the diversity coordinator to manage the day-to-day activities of the initiative.

We are grateful for the Robina Foundation's generous support for the Expanded Diversity Initiative. It has enabled CFR to strengthen its long-standing efforts to foster racial and ethnic diversity in the U.S. foreign policy field. We appreciate the foundation's continued support of CFR's diversity initiative by endowing the Robina Franklin Williams internship fund, which will be used to provide students from underrepresented groups studying international relations work experience to enhance their knowledge and skills in the field of foreign policy. Please contact me if you have any questions or if you need additional information about this project report.

Sincerely,



James M. Lindsay
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Expanded Diversity Initiative in Foreign Policy: CFR Activities

Annual Progress Report to the Robina Foundation

Project Director: **James M. Lindsay**, *Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair*

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

Report Due: October 31, 2017

Executive Summary

The Expanded Diversity Initiative in Foreign Policy that the Council on Foreign Relations (CFR) launched in March 2012 seeks to identify talented members of underrepresented groups, expose them to opportunities in foreign policy, actively encourage them to consider working in the field, and help them develop personal networks that will further their careers. The initiative's goal is to make the foreign policy community in the United States more representative of American society as a whole.

The Expanded Diversity Initiative consists of three complementary activities: (1) expanding CFR's longstanding Franklin Williams Internship program to include additional minority students; (2) sponsoring an annual conference in partnership with the International Career Advancement Program (ICAP) and the Global Access Pipeline (GAP) to inform minority students and young professionals about foreign policy career possibilities; and (3) sending CFR staff to career fairs at colleges and universities with significant minority student populations. This report reviews these three activities.

CFR's efforts to increase the number of minority students choosing foreign policy careers will by definition yield demonstrable results only over decades. As a result, CFR has approached its expanded diversity initiative with great humility. During its fifth year in operation, the Expanded Diversity Initiative accomplished its goal of exposing more minority students to foreign affairs in the hopes that they will eventually choose to make it a career. CFR successfully executed all of the proposed activities for year five. Specific program achievements include: exceeding the annual target number of Franklin Williams interns; deepening contacts with department chairs and professors at historically black colleges and universities, which should broaden the pool of applicants for CFR staff recruiting and the Franklin Williams Internship program; executing a successful Conference on Diversity in International Affairs; and expanding the Council's outreach to academic institutions with large minority populations.

Over the past five years, with the Robina Foundation's generous support, over 1,000 participants attended the conference on diversity in international affairs and thousands more viewed the events online, close to fifty minority students participated in the Franklin Williams internship program, and CFR representatives attended almost one hundred career fairs. We believe CFR has contributed its unique strengths and experience to challenge the status quo and attract minority students in larger numbers to the foreign policy field. In the years ahead, CFR will continue

developing partnerships that will encourage and sustain the careers of minority students and mid-career professionals in international affairs, as well as strengthen the network of students and professionals working in the foreign policy arena. CFR is grateful for the Robina Foundation's strong interest in the diversity challenge.

Briefly outline your original goals and objectives as stated in your proposal.

The Expanded Diversity Initiative seeks to expand minority participation in foreign policy by encouraging members of underrepresented groups to pursue careers in international relations. The initiative identifies talented members of underrepresented groups, exposes them to career possibilities in foreign policy, actively encourages them to consider working in the field, and helps them develop personal networks that will further their careers. By sustaining these activities over time the initiative looks to make the foreign policy community in the United States more representative of American society as a whole.

This report covers the following activities supported by the Robina Foundation: (1) an expansion of CFR's current Franklin Williams Internship for college and graduate students from underrepresented groups; (2) a collaboration with ICAP and GAP to heighten awareness among minority students and young professionals about foreign policy career opportunities and to deepen their involvement in the foreign policy community through an annual Conference on Diversity in International Affairs; (3) increased CFR participation in college career fairs in New York, Washington, DC, and other select cities around the country; and (4) establishing the position of diversity coordinator at CFR.

These forward-looking and practical activities build on CFR's extensive, longstanding, and ongoing efforts to promote diversity, leveraging CFR's demonstrated strengths in the foreign policy arena, and mobilizing the complementary skills and networks of outside organizations rather than building redundant infrastructure at CFR. The organizations CFR has worked with to carry out the Expanded Diversity Initiative all have considerable expertise on diversity issues.

ICAP seeks to bring greater diversity to staffing of senior management and policymaking positions in international public service and the global private sector through a selective mentorship program and a close-knit alumni network. ICAP's alumni association constitutes the most diverse and robust network of people of underrepresented groups working across every sector in international affairs. Its participants are identified as "rising stars" early in their careers, and many of them now hold senior foreign policy positions. GAP brings together an array of think tanks and nonprofit groups to enhance the quality and diversity of U.S. participation in international affairs; CFR is a founding member of the GAP consortium.

Summarize your progress in meeting these goals and objectives and describe how your activities related to achieving the ultimate goal/purpose of the program.

In the fifth year of the Expanded Diversity Initiative, CFR built on the success of the existing components. CFR continued recruiting, placing, and mentoring an expanded class of Franklin Williams interns and sent CFR staff to participate in university career fairs around the country with significant minority student populations. CFR planned and executed the 2017 Conference on Diversity in International Affairs with ICAP and GAP. CFR had a diversity coordinator to manage the day-to-day activities of the initiative.

A. Franklin Williams Internship

The Expanded Diversity Initiative made it possible for CFR to continue its longstanding Franklin Williams Internship program to include additional underrepresented minority students. The internship, which seeks to give underrepresented minority students the exposure, knowledge, and skills needed to work in the foreign policy field, traditionally brought two interns to CFR each year. The goal of the diversity initiative was to recruit eight Franklin Williams interns annually, which includes three additional placements, and to track recruitment progress.

During the reporting period, the two fall 2016 Franklin Williams interns recruited and reported on in CFR's November 2016 progress report completed their internships in Global Health within the David Rockefeller Studies

Program and in Global Business with CFR's Corporate Program. CFR's Human Resources (HR) department received more than 1,000 applications for the spring, summer, and fall 2017 Franklin Williams internships. CFR also considered diverse candidates from the general internship pool of close to 8,000 applicants over the same period. CFR's HR department continued to actively market the internship on CFR's award-winning website, CFR.org, with historically black colleges and universities through listservs that targeted minority students, with CFR departments that conduct outreach and networking events with educators and students, as well as on CFR's social media accounts. CFR also shared position announcements with all students that CFR staff met during the career fairs attended this year; many of these students came from underrepresented groups. CFR promoted the internship at the 2017 Conference on Diversity in International Affairs and shared the internship posting with affiliates of the Global Access Pipeline. As a result of these efforts, CFR met the yearly goal in just two semesters of reporting and hired six Franklin Williams interns for the 2017 spring semester, and two Franklin Williams interns for the 2017 summer semester. Appendix A provides the biographies of Franklin Williams interns placed since the last reporting period.

The students chosen as interns went through a rigorous selection process that consisted of a review of each candidate's academic credentials and prior experience along with interviews conducted by two or more members of CFR's mid-level or senior staff. The 2017 Franklin Williams spring and summer interns were placed in departments across CFR, including the Corporate Program, Meetings and Membership, and within the David Rockefeller Studies Program, where interns worked with teams including Energy and Geoeconomics, Africa Studies, International Institutions and Global Governance (IIGG), Council of Councils (COC), International Economics, and within the Director of Studies' office.

While at CFR, Franklin Williams interns participated in skills-based seminars through CFR's Intern Professional Development program. Seminars included sessions on resume writing, library and research techniques, the basics of fundraising, editing and grammar skills, careers in foreign policy, and careers in the State Department. Franklin Williams interns were encouraged to sit in on CFR meetings of interest, and each intern traveled to the CFR office where they are non-resident (e.g., New York or Washington, DC) to attend an event and meet with team members. Fall 2016 and spring 2017 Franklin Williams interns were invited to the 2017 Conference on Diversity in International Affairs, where they received one-on-one career counseling and a mentor.

In addition to direct, hands-on exposure to different career paths in international relations, the Franklin Williams interns were encouraged by their supervisors to set and achieve individual professional development goals. These goals included developing familiarity with the policy issues surrounding a particular topic, publishing written work on a CFR blog, contributing to research, helping plan and staff events, using social media in a professional context, growing accustomed to a think tank's working environment, and maximizing the CFR network by speaking with members and staff about their career paths. All the interns reported to Human Resources staff in their exit interviews that they had met their stated goals and gained a better sense of their individual career goals and path as a result of their internship.

B. Conference on Diversity in International Affairs

The Expanded Diversity Initiative made it possible for CFR to continue its collaboration with ICAP and GAP for the annual, two-day Conference on Diversity in International Affairs. CFR enlisted the support of both ICAP and GAP in the annual conference because their missions mirror the goals of CFR's Diversity Initiative: to increase the representation and preparedness of minority groups in the international arena. The conference builds on and extends the longstanding cooperation among the three organizations in working to promote diversity in the foreign policy community. The conference's goal is to connect students and professionals from diverse backgrounds to career opportunities in international affairs. With the understanding that the path toward increased diversity in international affairs must start with early exposure and extend through the creation of international leadership opportunities, the conference aims to engage a mix of students, mid-career professionals, and seasoned practitioners.

The 2017 Conference on Diversity in International Affairs was held at CFR's Washington, DC, office on April 28 and 29. The conference—which drew over two hundred participants from across the country, including young and mid-career professionals and college students—consisted of sessions on an array of topics. The guest list drew from college and graduate students from GAP's affiliate organizations, groups like A Better Chance and International

Youth Leadership Institute that start the pipeline by engaging underrepresented students in world issues from a young age. CFR also invited Franklin Williams interns from the past year. CFR made funding for travel available to these students. ICAP's alumni network and CFR's term member program attracted an impressive group of mid-career professionals working across the foreign policy community. CFR invited established life members in the foreign policy community who have a particular interest in mentoring younger generations and promoting a more diverse foreign policy community.

The conference began with a networking reception and keynote address by Calvin Sims, President and Chief Executive Officer of the International House, former *New York Times* reporter, and former CFR Edward R. Murrow Press Fellow. In a conversation with Mira Patel, former Senior Advisor for Small Business Administration and Secretary of State's Policy Planning Staff, Mr. Sims emphasized the importance of proactively seeking mentors that will help individuals become successful and serving as a mentor to others, particularly as one becomes more senior in their careers. He spoke about his experiences in the field of journalism, as well as his current work in philanthropy and higher education. Mr. Sims took questions from the audience that ranged from advice on how to introduce new and diverse voices to media and remaining diplomatic in the face of heated political discourse. Mr. Sims also participated in the networking receptions that preceded and followed the keynote address, providing additional opportunities to speak with conference participants.

The conference also included plenary panels as well as smaller workshops and skill-building sessions. The workshops were designed to appeal to the various demographic groups that the conference brought together and to enhance participants' access to, and preparedness for, international careers. There were workshops geared toward college and graduate students seeking jobs in international affairs, mid-career professionals building their careers, and specialist workshops on foreign policy topics for seasoned practitioners. These smaller group environments allowed an intimate setting for discussion as well as direct skills training and feedback. Sessions included:

- A plenary panel on the changing role of the media, featuring two current White House correspondents;
- A plenary panel on the world's hotspots, featuring CFR senior fellows Elliott Abrams and Sheila Smith;
- Career workshops on successful career transitions during political transitions, developing competitive applications, managing professional relationships, and leveraging and cultivating diverse talents in the workforce

The full 2017 conference agenda is included in Appendix B. A dedicated conference page on CFR.org includes video of the keynote and plenary sessions, as well as conference photos.

Special features of the conference included informal mentoring and one-on-one career counseling, including the 2016-2017 Franklin Williams interns, a target group of the Robina-funded initiative.

The conference stressed networking, including hosting a speed networking session as one of the breakout activities. CFR staff actively sought to introduce the attendees to one another during breaks in the sessions, and they worked to establish formal mentor relationships by pairing seventy-five students with professionals for mentoring in advance of the conference. The conference also offered thirty-five career counseling sessions with professional counselors from Washington, DC, area universities and professional organizations. These sessions were available by advance registration to all guests, and all Franklin Williams interns had a one-on-one session with a career counselor.

A measure of the conference's influence was the enthusiasm it generated on Twitter. Participants tweeted to the hashtag #CDIA2017; a review of the comments participants shared about the experience speaks to learning more about foreign policy, finding role models, career guidance, and inspiration. One participant tweeted: "Appreciate the honest discussion about the relationships between the press and the various White House administrations #CDIA2017 #Press #CFR." Additionally, a news story on the conference highlights was included in the summer 2017 edition of the *Chronicle*, CFR's member newsletter, which is distributed quarterly to CFR's roughly 5,000 members.

A survey that CFR commissioned with its collaborators following the conference found that participants were enthusiastic about their experience. Respondents expressed great satisfaction with the conference's quality. When

asked to rate the conference overall, eighty three percent of respondents answered that the conference was “excellent” and seventeen percent answered that it was “good.” One of the respondents to the 2017 survey wrote: “Thank you so much for all of your amazing work and for organizing this incredible conference. It was really a great, eye-opening learning experience for me as a second year undergraduate student.” Attendees found the conference to be a venue for networking with other students and professionals, seventy three percent of respondents rating the networking opportunities as “excellent” and twenty three percent rating them as “good.” One participant wrote about the networking opportunities specifically: “Thank you so much for providing this opportunity and inspiring students like myself who lack mentors through family backgrounds.” In response to the question about the most useful part of the conference, one person noted that it was “being able to speak to different professionals from various backgrounds about their personal experiences in a safe space.” The conference provided a unique setting for people from diverse backgrounds to achieve that goal.

The survey respondents rated highly the keynote address on Friday evening by Mr. Sims, who received rave reviews from participants. Ninety six percent of those who were present for the keynote said that the discussion with Mr. Sims was “excellent” or “good.” One of the respondents wrote: “Mr. Sims and the moderator were so good, and Mr. Sims was so receptive to talk after the program. It was really helpful to hear from someone who has had several different careers and how he transitioned from one to the other.” Another standout session was the plenary on the world’s hot spots, with CFR senior fellows Elliott Abrams and Sheila Smith alongside Alina Polyakova from the Atlantic Council, who discussed the most important flashpoints in international affairs for the current administration. When asked to identify the most useful aspect of the conference, the respondents named networking, informative sessions, career counseling, practical advice, and mentoring. Appendix C contains the full 2017 survey findings

C. Career Fairs

CFR continued to have a high level of involvement in attending career fairs, sending representatives to ten events during the reporting period. At these career fairs, representatives from CFR’s HR department and David Rockefeller Studies Program actively recruited candidates for CFR opportunities, including the Franklin Williams internship. CFR representatives also provided foreign policy related reading materials to interested students.

CFR representatives attended the following career fairs during the reporting period:

- American University Spring Job and Internship Fair
- Barnard College Spring Career Fair
- Columbia University Spring Career Fair
- CUNY Baruch College Social Impact Career Fair
- Fordham University Spring Career Fair
- George Washington University Career Fair
- Georgetown University Career Fair
- Howard University Spring Career Fair
- Historically Black Colleges and Universities (HBCU) Career Fair
- The University of Texas at Austin Liberal Arts Career and Internship Fair

These career fairs were chosen due to several factors, including their proximity to New York or Washington, DC, location (crucial for recruiting school-year Franklin Williams interns), diversity, and their reputations for strong programs in international relations, political science, or related fields.

CFR sent human resources personnel to each career fair. In some cases, CFR sent Studies program staff and other department staff as well, so that the students could converse with a CFR research associate or mid-level staff member about their roles and the research that is done within Studies and elsewhere at CFR. Where applicable, CFR invited employees who are alumni at the relevant university to join in representing CFR at the fair.

In addition to sending teams to career fairs, CFR representatives used these recruiting trips to meet with political science faculty and university administrators when possible. In these meetings, university representatives typically offered to alert CFR of highly qualified candidates for internships and career opportunities.

Professors and career offices at various universities continue to send top talent to CFR human resources staff for open positions, based on the connections developed while on campus for career fairs. These relations are reinforced by annual participation in events and visits to campuses. Relationship building with campus staff has been a highly productive mechanism to recruiting minority students for internships and full-time employment at CFR.

D. CFR Diversity Coordinator

CFR's diversity coordinator, Shira Schwartz, managed the day-to-day activities of CFR's diversity initiative in the last reporting period. Ms. Schwartz remained the primary support responsible for: planning the annual Conference on Diversity in International Affairs in conjunction with CFR's partners, GAP and ICAP; supervising the deepening contacts with leaders at graduate schools of international relations and other members of CFR's community interested in advancing the diversity work; ensuring the integration of the Franklin Williams interns into the intellectual life of CFR; and attending, along with other CFR representatives, meetings and networking events with other think tanks on recruiting members of underrepresented groups. Ms. Schwartz has been an active member in the Think Tank Diversity Consortium, regularly attending meetings in Washington, DC, and participating in training opportunities sponsored by the group. She also has met with the Franklin Williams interns individually and offered to be a resource as they consider future career opportunities in the field of foreign affairs.

Ms. Schwartz's role consolidated responsibilities that were previously scattered across CFR staff working in different parts of the organization and who were already stretched handling their primary job responsibilities. It simplified CFR collaboration with organizations like GAP and ICAP by giving them a designated point of contact for their work with CFR. Consolidating the day-to-day management of the Expanded Diversity Initiative under one person ensures greater integration and harmonization of the various parts of the initiative, thereby increasing the chance that it will achieve its intended goals.

* Will this continue w/o RF funding?

Describe any unanticipated results, either positive or negative, what you have learned from implementation of the program and any changes made or planned based on these results.

The Expanded Diversity Initiative achieved all of its program goals in year five and continued to build on the lessons learned from previous positive results. CFR continued its outreach to members of underrepresented groups, brought new Franklin Williams interns to its New York and Washington, DC, offices, and held a successful Conference on Diversity in International Affairs. Increasing the presence of minorities in the U.S. foreign policy community is a long-term proposition that will require the efforts of many organizations. CFR is pleased that its Expanded Diversity Initiative has attracted such great interest and served to catalyze the efforts of other groups.

The fifth year of the initiative continued to produce welcomed results. Franklin Williams interns continue to take on impressive roles elsewhere in the field of international affairs beyond their internships at CFR. In particular, many are continuing to study foreign policy, no doubt inspired by the work they participated in at CFR and, in some cases, directly as a result of their CFR affiliation. One example is Kofi Gunu, a Franklin Williams intern in fall 2016 who went on to become a Schwarzman Scholar. This extremely competitive and prestigious scholarship program is designed to prepare the next generation of global leaders. The program provides recipients with the opportunity to develop their leadership skills and professional networks through a one-year Master's degree in Global Affairs at Tsinghua University in Beijing. Students spend a year immersed in an international community of thinkers, innovators and senior leaders in business, politics and society. Mr. Gunu will undoubtedly apply the lessons learned while an intern at CFR to his studies in China and future career endeavors in the field of foreign affairs.

What is also noted is the importance of matching Franklin Williams interns to engaging supervisors and managers. Franklin Williams interns are able to get the most out of the program when they have supervisors that put in effort to introduce them to their contacts and look for opportunities for them to meet others in the foreign policy community throughout their time at CFR. Supportive supervisors only help to strengthen the experience of the Franklin Williams interns. Exit interviews with Franklin Williams interns attests to the fact that CFR has been able to do this successfully.

The final lesson is the importance of providing opportunities ~~to~~ for participants to network at the conference on diversity in international affairs. In 2017, as in previous years, many participants noted that one of the reasons they were interested in attending the conference was to meet people working in the field of international affairs. One person wrote: "My goal [in attending the conference] was to meet mentors and expand my network and this conference exceeded my expectations in every way and made it really easy to fulfill my goal." In addition to participating in a speed networking session, participants were also able to meet one another during a networking reception on Friday evening and throughout the day on Saturday. 97 percent of survey respondents said that the networking opportunities at the conference in 2017 were excellent or good. The conference has continued to play a unique role in connecting professionals from diverse backgrounds to each other and to opportunities in the field.

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.

At the completion of year five, the Expanded Diversity Initiative in Foreign Policy has successfully executed all of the proposed activities for the year. The line-item difference in year five owes to three factors.

First, the variance in the internship program reflects exceeding the goal in placing more Franklin Williams interns than anticipated in the past year.

Second, the 2017 Conference on Diversity in International Affairs was able to attract local speakers and participants in Washington, DC, and we thus saved on travel costs.

Third, CFR's expenses for travel to career fairs were lower than budgeted. This is a result of HR staff securing air fare at discounted rates because the career fairs were identified well ahead of time, as well as the fact that CFR attended many local career fairs in New York and Washington, DC, which is crucial for recruiting school-year Franklin Williams interns.

Please distinguish the work funded by the Robina Grant from your broader, ongoing work on the subject. Include a list of additional funders (if any), including amounts received, for this program.

The Robina Foundation-funded Expanded Diversity Initiative complements CFR's other, longstanding efforts to encourage members of underrepresented groups to participate in the foreign policy debate and consider careers in foreign policy.

Franklin Williams Internship. CFR's Franklin Williams Internship, which supports salaries for two of the five annual interns, is funded through an endowment that was created in 1990 in honor of the late Ambassador Franklin H. Williams.

CFR Fellowships. CFR administers eleven fellowship programs. These programs enable promising early and mid-career government officials, private sector employees, and academics to spend up to a year broadening their perspective on foreign affairs and pursuing research at CFR or another institution. Individuals who spend their fellowship placed at CFR are considered in-resident visiting fellows, while those who spend the fellowship elsewhere are considered non-resident visiting fellows.

CFR extensively markets its fellowship programs to organizations and networks with deep ties in minority communities. CFR reaches out to faculty at Howard University, Morehouse College, Spelman College, Clark Atlanta University, and Temple University, as well as to contacts at the Ron Brown Scholars Program, Posse Foundation Scholars Program, International Career Advancement Program, Charles B. Rangel International Affairs Program, Thurgood Marshall College Fund, the National Association for Equal Opportunity in Higher Education, and the National Conference of Black Political Scientists to ask these individuals to circulate CFR's call for applications and to identify possible fellowship candidates.

Additionally, CFR's Fellowship Affairs team markets the programs through U.S. Department of State affinity groups, such as the Congressional Black Caucus and Congressional Hispanic Caucus, that serve underrepresented

groups as well as at conferences, such as the annual Hispanic Association of Colleges and Universities Conference and Conference on Diversity in International Affairs (hosted at CFR).

CFR Staff and Fellows. CFR is an equal opportunity employer, and it actively seeks candidates from diverse backgrounds. CFR policy forbids discrimination against any applicant or employee on the basis of age, race, creed, color, national origin, sexual orientation, military status, sex, disability, genetic predisposition or carrier status, or marital status. This policy applies to all employment and personnel practices, including recruitment, hiring, promotion, transfer, benefits administration, training, compensation, and termination.

Think Tank Diversity Consortium. CFR is a founding member of the Think Tank Diversity Consortium (TTDC), which aims to increase recruitment, retention, and advancement of people of diverse backgrounds, and to strengthen diversity and inclusion best practices within the think tank community. CFR is one of thirteen think tanks in the consortium, which also includes the Aspen Institute, the Brookings Institution, the Carnegie Endowment for International Peace, the German Marshall Fund, and the Peterson Institute for International Economics. TTDC provides members with research and reports on the importance of diversity and inclusion, convenes roundtables to discuss best practices for promoting diversity in a think tank setting, and holds networking events for people of diverse backgrounds.

Academic Outreach. Through its Academic Initiative, CFR has made a special effort to reach out to organizations that advance opportunities for minority groups.

Global Kids is a high-school and after-school program for youth living in neighborhoods populated by ethnic groups largely underrepresented academically, politically, and professionally and attending low-performing schools. Through a series of programs, CFR contributes to their mission of ensuring that youth from underserved areas have the knowledge, skills, experiences, and values they need to succeed in school, participate effectively in the democratic process, and achieve leadership in their communities. Of note, CFR hosts the three-week Global Kids Summer Institute at CFR's New York headquarters and contributing to its programming. In July 2017, twenty-six high school students attended the workshop, which featured interactive presentations by CFR fellows and CFR Chairman Emeritus Robert E. Rubin. Students also participated in CFR's Model Diplomacy National Security Council simulation on South Sudan. Over the course of the fiscal year, CFR hosted five Global Kids foreign policy roundtables, at which students discussed historical background and current policy perspectives on pressing international issues. In May, CFR hosted the Global Kids annual gala at its New York headquarters.

In order to build relationships with ethnically diverse educational institutions at the administrative, college and university, high school, and student levels, CFR organizes regular workshops. The purpose of the workshops is to provide the opportunity for members of the academic community to participate in substantive briefings and group discussions, learn about the wide variety of CFR open-source resources, and discuss best practices for bringing international politics into the classroom. In April 2017, professors from a number of community colleges, historically black colleges and universities, and Hispanic serving institutions across the country participated in the CFR College and University Educators Workshop including Bronx Community College, Morehouse College, New Jersey City University, Northwest Arkansas Community College, Spelman College, University of Central Florida, and Xavier University of Louisiana.

CFR also includes presidents from these institutions, as well as others (both public and private) with diverse student populations in its Higher Education Working Group. This group of college and university administrators gather annually at CFR's New York headquarters to explore the role of higher education institutions in meeting the challenges posed by major global issues. The February 2017 meeting was attended by presidents and chancellors of California State University Monterey Bay, Houston Community College Shaw University, and the Texas State University System, among others.

Lastly, in order to better understand interests and trends in academic institutions serving diverse communities, CFR hosted a booth at the Historically Black Colleges and Universities Faculty Development Network and the Hispanic Association of Colleges and Universities annual meetings.

CFR's Academic Initiative is funded by internal CFR funds and an outside grant from an individual donor. The Higher Education Working Group, held in cooperation with the Forum for Higher Education is partially funded by a grant from TIAA.

Religion Outreach. Through the Religion and Foreign Policy (RFP) program, CFR makes a concerted effort to connect with religious leaders and scholars of minority faiths on a broad range of public policy concerns at the intersection of religion and global affairs. In order to build and strengthen relationships with leaders of underrepresented faith traditions, the RFP program recruits a diverse roster of participants and speakers for our programs, both from within the Abrahamic traditions of Christianity, Judaism, and Islam, as well as from non-Abrahamic faiths. In particular, the program endeavors to include a wide array of voices from within the Islamic tradition, a broad cross-section of world Christianity, and an ever-growing number of representatives from East Asian and Indian traditions.

The RFP outreach program engages its constituency through a regular conference call and roundtable program schedule. These events cover issues related to cultural and religious pluralism, the rights of religious minorities, community efforts to counter extremism, immigrant integration, and global efforts to promote gender equality. Last year's conference call speakers came from a wide array of organizations, including the Women's Islamic Initiative in Spirituality and Equality, the Evangelical Environmental Network, National Defense University's Africa Center, and the Islamic studies-focused Institute for Social Policy. A notable RFP roundtable from the past year explored humanitarian relief efforts in Syria and featured representatives from the U.S. Department of Health and Human Services, U.S. Conference of Catholic Bishops, Islamic Relief USA, and Hebrew Immigrant Aid Society. Speakers invited to participate in recent RFP programming include Presiding Bishop of the Episcopal Church Michael B. Curry, the first African-American to be elected to the office; Kristina Arriaga de Bucholz of the United States Commission on International Religious Freedom; Shadi Hamid of the Brookings Institution's Center for Middle East Policy; and Azza Karam of the United Nations Population Fund and author of *Islamism, Women, and the State*.

The RFP program is also served by its annual workshop held at CFR headquarters in New York. The 129 participants at last year's CFR Religion and Foreign Policy Workshop represented thirty-seven different faith traditions, and the panels addressed minority and nontraditional faith communities around the world, including the tension between religious groups and society in China, ethnonationalism and minority rights around the globe, and issues about religious pluralism and polarization in the United States. The workshop's speakers included Rabbi Jack Moline of Interfaith Alliance, Indian author Pankaj Mishra, Jocelyn Cesari of the University of Birmingham (UK), and Fenggang Yang of the Center for Religion and Chinese Society at Purdue University. In addition to providing these flagship programs to a diverse constituency of 4,165 people, the RFP program disseminates a monthly newsletter to nearly 18,000 subscribers in the United States and abroad on topics such as Hindu nationalism, human rights in Myanmar, and the growth of Christianity in sub-Saharan Africa.

The Religion and Foreign Policy program is supported by a grant from the Ford Foundation together with unrestricted CFR funds.

Education. In May of 2017, CFR launched the CFR Campus initiative, which merges the work of the long-standing Academic Initiative with that of the newly-established Education department. The mission is to help students, educators, and the interested public develop the knowledge, skills, and perspective required to be informed citizens and successful professionals in today's interconnected world. The intent is to broaden CFR's reach to a more diverse audience, including students and faculty in established educational institutions, as well as lifelong learners.

A dedicated CFR Campus portal housing was released in the spring of 2017. It features information on CFR content and programming, as well as the new educational product Model Diplomacy, a free interactive classroom resource that enables students to address pressing global issues by conducting realistic simulations in which they assume the roles of U.S. foreign policy decision-makers. As of June 2017, Model Diplomacy had 13,700 users across 93 countries at institutions with diverse populations, including military schools, Historically Black Colleges and Universities, community colleges, and other primarily minority-serving institutions as a result of our targeted marketing efforts. The Education initiative is supported by gifts from Carnegie Corporation, Emerson Collective, Sage Foundation, individual donors, and by internal CFR funds.

COUNCIL ON FOREIGN RELATIONS

Expanded Diversity Initiative in Foreign Policy: Revised and Realigned

Final Financial Statement

Robina Foundation

July 1, 2016 - June 30, 2017

	Approved Budget	Actual Expenses 7.1.16 - 6.30.17	Variance
Expanded Diversity Initiative in Foreign Policy: Revised and Realigned			
Expanded Franklin Williams Internship Program	\$33,316	\$34,027	-\$711
Conference on Diversity in International Affairs (Collaboration with the International Career Advancement Association and the Global Access Pipeline)	\$77,832	\$74,412	\$3,419
CFR Participation in Career Fairs	\$20,655	\$8,847	\$11,808
CFR Program Management	\$128,329	\$142,845	-\$14,516
Indirect Costs	\$39,020	\$39,020	\$0
Subtotal	\$299,152	\$299,152	\$0

Appendix A

Biographies of Franklin Williams Interns

Employed by CFR with a start date after November 2016

Sabriyya Pate was the summer 2017 international economics intern with the David Rockefeller Studies Program in New York. She was a rising junior at Duke University and is expected to graduate in May 2019 with a bachelors of arts in Public Policy Studies. Prior to CFR, Sabriyya was a research assistant in the Duke Political Science Department, a resident assistant with Duke University Housing and Residential Life, and a policy and research intern for the Hate Crimes Working Group, Lawyers for Human Rights in South Africa. She was also a researcher at the Nigerian Ministry of Health.

Rachael Sullivan was the summer 2017 Africa studies intern with the David Rockefeller Studies Program in Washington, DC. She has her BA from The George Washington University's Elliott School of International Affairs with a Bachelors degree in International Affairs and is currently pursuing her Master of Public Administration at Columbia University's School of International and Public Affairs. Rachael previously interned at the Security Force Monitor Project, Human Rights Institute, Columbia Law School, the New Mexico State Senate with Senator Tim Keller, the U.S. Department of State, Y-USA, and was a congressional intern for Representative Martin Heinrich.

Joy Nuga was the spring 2017 energy and geoeconomics intern with the David Rockefeller Studies Program in New York. She was a senior Economics; Public Policy major at the Macaulay Honors College at Hunter College and received her degree in May 2017. Prior to CFR, Joy was a Cybersecurity Compliance Analyst at the Cybersecurity Workforce Alliance, an intern at UBS, and an undergraduate research assistant with Hunter College.

Faith Cody was the spring 2017 meetings department intern in New York. She was a senior at Sarah Lawrence College with a concentration in International Relations, History, Politics, and Foreign Languages and received her degree in May 2017. Faith was a career assistant at Office of Career Services and a receptionist for the Music Department at Sarah Lawrence College. Additionally, Faith was a tutor at an elementary school and a teacher's assistant at the Yonkers Public Library throughout college.

Alberto Matamoros was the spring 2017 meetings department intern in Washington, DC. He was a senior at American University, School of International Service and was working toward a bachelor of arts in International Studies. Prior to CFR, Alberto interned at Protection International, the Costa Rican Diplomatic Mission to the United States, and The Livingston Group.

Alexis Cherry was the spring 2017 corporate department intern in Washington, DC. She received a master of arts in International Affairs at American University in August 2016 and received her Bachelors degree in International Affairs and Economics from Florida State University in December 2014. Prior to CFR, she was a program assistant at the Office of Merit Awards at American University, a research assistant at the School of International Service at American University, and a Strategic Planning Intern at the International Trade Administration.

Joseph Flores was the spring 2017 International Institutions and Global Governance, Council of Councils intern with the David Rockefeller Studies Program in Washington, DC. He earned his BA in International Relations and Global Studies from the University of Texas Austin in December 2016. Prior to CFR, Joseph worked as a manager at the Swatch Group, was a canvasser with the Texas Campaign on the Environment and interned at Be the Change/Global Outreach, Mud Magazine, and Global Austin.

Rodolfo Martinez-Don was the spring 2017 Director of Studies Office intern with the David Rockefeller Studies Program in Washington, DC. He was a senior at The George Washington University and earned a bachelors of arts in History and Philosophy in May 2017. Prior to CFR, Rodolfo was a Congressional Relations Intern/Research Assistant intern at the Woodrow Wilson International Center for Scholars, an Immigration Policy Intern with the American Action Forum, and was a Legislative intern for Senator Marco Rubio.

Appendix B

WASHINGTON, DC

Conference on Diversity in International Affairs

Friday, April 28, 2017

REGISTRATION AND RECEPTION

5:30 p.m. – 6:00 p.m.

WELCOME REMARKS

6:00 p.m. – 6:10 p.m.

James M. Lindsay, *Senior Vice President, Director of Studies, and Maurice R. Greenberg Chair, Council on Foreign Relations*

KEYNOTE ADDRESS

6:10 p.m. – 7:25 p.m.

Calvin Sims, *President and Chief Executive Officer, International House; Former New York Times Reporter; Former Ford Foundation Executive*

Presider: **Mira Patel**, *Former Senior Advisor, Small Business Administration and Secretary of State's Policy Planning Staff*

NETWORKING RECEPTION

7:25 p.m. – 8:30 p.m.

Saturday, April 29, 2017

REGISTRATION AND BREAKFAST

9:30 a.m. – 10:30 a.m.

WELCOME MESSAGE

10:30 a.m. – 10:45 a.m.

Aimee Carter, *Managing Director, Corporate Affairs, Council on Foreign Relations*

PLENARY ONE

10:45 a.m. – 12:00 Noon

The Changing Role of the Media

Margaret Talev, *Senior White House Reporter, Bloomberg News*

Vivian Salama, *White House Reporter, Associated Press*

Presider: **Beverly Kirk**, *Fellow and Deputy Director for Outreach, International Security Program, and Program Manager, Smart Women, Smart Power Initiative, Center for Strategic and International Studies*

LUNCH RECEPTION

12:00 noon – 1:00 p.m.

BREAKOUT SESSION ONE

1:00 p.m. – 2:15 p.m.

Successful Career Transition during Political Transitions

Alonzo Fulgham, *Former Acting Administrator of the United States Agency for International Development (USAID); President, Galileo Energy Partners*

Lino Gutierrez, *Former U.S. Ambassador to the Argentine Republic; Executive Director, Una Chapman Cox Foundation*

Presider: **Deborah McCarthy**, *Former U.S. Ambassador to the Republic of Lithuania*

Leveraging and Cultivating Diverse Talents in the Workforce

Zaid Zaid, *Former White House Legal staff, Former Associate Counsel and Special Assistant to the President*

Marcia Eugenio, *Director, Office of Child Labor, Forced Labor & Human Trafficking, Department of Labor*

Maribel Ledezma-Williams, *Vice President, Talent Development, Goldman Sachs*

Presider: **Farrah Barrios**, *Assistant to the Deputy Administrator, U.S. Foreign Agriculture Service at the U.S. Department of Agriculture*

Developing Competitive Applications

Enrique Sondakh-Dorantes, *Coordinator of Admissions and Student Programs, Association of Professional Schools of International Affairs*

Patricia Scroggs, *Director, Charles Rangel Fellowship Program*

Marc St. Hilaire, *Executive Recruiter, Isaacson, Miller*

2:15 p.m. – 2:30 p.m.

Break

PLENARY TWO

2:30 p.m. – 3:45 p.m.

The World's Hotspots

Elliott Abrams, *Senior Fellow for Middle Eastern Studies, Council on Foreign Relations*

Sheila Smith, *Senior Fellow for Japan Studies, Council on Foreign Relations*

Alina Polyakova, *Director of Research, Europe and Eurasia, Atlantic Council*

Presider: **Tiffany McGriff**, *International Affairs Fellow, Council on Foreign Relations*

3:45 p.m. – 4:00 p.m.

Break

BREAKOUT SESSION TWO

4:00 p.m. – 5:15 p.m.

Implications for Diversity and Inclusion Amid Political Polarization: Perspectives from Government and Private Sectors

Beverley Kirk, *Fellow and Deputy Director for Outreach, International Security Program, and Program Manager, Smart Women, Smart Power Initiative, Center for Strategic and International Studies*

Mischa Thompson, *Policy Advisor at the Commission on Security and Cooperation in Europe*

Presider: **Gina Abercrombie-Winstanley**, *Former U.S. Ambassador to Malta*

Speed Networking

Rebecca Coughlin, *Associate Director, Graduate Enrollment Management, School of International Service, American University*

Zarina Durrani, *President, Meeting Common Goals*

Abigail Golden-Vasquez, *Executive Director, Latinos and Society Program, Aspen Institute*

Managing Professional Relationships

Desiree Comier, *Director, Africa Practice, Albright Stonebridge Group*

Charlotte Kea, *Acting Director and Deputy Director of the Office of Gifts and Grants Management, Office of External Affairs at Peace Corps; President, ICAP Alumni Association*

Zaid Zaid, *Former White House Legal staff, Former Associate Counsel and Special Assistant to the President*

Presider: **Franklin Miles**, *Managing Director, Inyanda Energy Group*

CAREER COUNSELING SESSIONS

BY APPOINTMENT ONLY

SATURDAY, APRIL 29

10:00 a.m. – 5:15 p.m.

One-on-one career counseling sessions are available by appointment only. If you are registered to meet with a career counselor, please arrive at the designated room five minutes prior to the start of your session.

David Fletcher

*Director, Career Development,
School of International Service,
American University*

1st Floor Lounge

Marc St. Hilaire

Executive Recruiter, Isaacson, Miller

2nd Floor Green Room

M. Nickleson (Nick) Battle, Jr.

*Sr. Human Resources Officer,
German Marshall Fund*

2nd Floor Conference Room

Lana Knox

*Assistant Director, Undergraduate and
Post-Baccalaureate Programs
American University*

7th Floor Small Conference Room

Maria Pinto Carland

Senior Advisor and Career Counselor, ICAP

7th Floor Board Room

Appendix C

2017 CDIA Conference Survey

Which of the following best describes your current status?

	Number of Response(s)	Response Ratio
CFR Member	1	3%
College Student	8	27%
Graduate Student	4	13%
ICAP Alum, ICAP Senior Mentor, or ICAP Staff	5	17%
Leader of a GAP Member Organization	2	7%
Professional	10	33%
Total	30	

How would you rate the conference overall?

Excellent	25	83%
Good	5	17%
Fair	0	0%
Total	30	

Please add any additional comments about the overall conference experience.

Always new ways to stay engaged.

An excellent conference that involved both stories from professionals and students experiencing challenges in their careers and also about opportunities to overcome those challenges. I also liked that there was a Excellent speakers and facilitation of panels. I especially enjoyed the panel facilitated by Amb. McCarthy. Food: please consider providing more veggies and gluten free options

I expected more professionals and was not aware of the large amount of students that would be present for networking.

I really enjoyed the panels and networking with so many interesting people of color in DC. It was very encouraging.

I thought that the conference was necessary in the political climate of our nation today. I would have liked the speed networking session to have been done in the beginning so there would be familiar faces to talk to extensively during the conference.

In the program, it might be helpful to list the social media handles of the speakers to help boost interaction on social media.

It was an exciting way to exchange ideas with other professionals interested in foreign affairs and learn from each others' lessons.

It was my first attending CDIA, and it was more than I expected

It's a great opportunity to network, and connect with other folks interested in the intersection of diversity and foreign policy.

It's was engaging and well put together

overall, a very well organized and interesting event

Superb speakers, fantastic diversity of attendees, and a good amount of time (1.5 days)

Thank you so much for all of your amazing work and for organizing this incredible conference. It was really a great, eye-opening learning experience for me as a second year undergraduate student.

The caliber of speakers and networking is phenomenal.

The conference had great topics, speakers, and overall atmosphere was very engaging. I do suggest a better mix of professionals and students in the crowd of attendees.

The conference meets a need on several levels - providing insight and advice on international affairs and careers for college students; bringing together ICAPers in a venue where they can network w/ one another, and provide contacts for the undergrads; presenting panels and speakers on a major issue: diversity.

That said, the keynote speaker was a curious choice, and the sessions I sat in on could have given more advice (Zaid Zaid was excellent) and less stories of experience. There could also be more about both ICAP, GAP, and CFR - a session on applications and memberships in those organizations would be useful and would make good use of an opportunity to advertise.

This year, the young people coming to counseling seemed better prepared and more focused. Finding a way to expand that aspect of the conference would be excellent.

The entire experience was inspiring, and I left the conference feeling energized by the knowledge gained and connections made with new mentors and role models.

The mentors and working professionals were very engaging and had great discussions.

The sessions were all good and engaging, I appreciated the reading material, and all attendees were great and open to starting conversations to share their experiences and relationships.

The speakers were all excellent, and it was a wonderful opportunity to meet people from diverse backgrounds who are involved in the field of international affairs!

Very well organized and implemented. Inspirational as every year.

Well organized, great opportunity to network. Some of the sessions are more appropriate for a younger demographic (students) versus mid-level professionals.

What was the most useful aspect of the conference?

I have been attending this conference for several years and was able to take advantage of the career counselling session for the first time—very helpful.
Being able to speak to different professionals from various backgrounds about their personal experiences in a safe space.
Conference did not pertain to my specific work.
Having the opportunity to build connections.
Hearing about the interesting careers of senior leaders
I found the resume workshop incredibly helpful. There's a lot of improvements I could make and it was great to have a contact to reach out to with more questions should I have them in the future.
I liked being paired up with a mentor at the start of the conference. It gave us an opportunity to talk prior to the conference and meet throughout the conference.
It was amazing to be able to meet so many impressive people who were so willing to guide and mentor college students like myself.
Mentor and off the record panel discussions.
Networking with other practitioners in IA/IR field.
Networking workshop
Networking, catching up with colleagues/friends
Networking. I come from a finance background so it was great to make more contacts (especially people my age) working in government/international affairs
Personal perspectives of what the panelists over came to raise to their positions
Plenary speakers in the morning and Friday evening were great. Focusing on the role of media was also an excellent idea.

Speed networking and Panel on HotSpots
The ability to network with so many people around the city and the country. To hear about the different kinds of positions available in international affairs.
the break out session on career transitions
The career counseling session
The diversity in panels and hearing from experts
The networking and the mentor match.
The networking aspect between sessions was very useful for me, and I have already been in touch with some of the individuals I met at the conference.
The sessions provide an opportunity to hear from/connect with some really interesting people, and get a sense for what I should be focusing on to hone my professional goals.

The stories of the speakers about how they have gotten where they have gotten, how they have overcome those challenges, the Q&A sections, the tips about how to better keep in contact with mentors.

Please share something you learned from attending this conference.

As somebody not in the world of foreign policy, it was helpful to put names to faces of institutions
Courage and sacrifice is the price to enter and maintain in this field
How fun/easy it is to do the speed mentoring! I was pulled in at the last minute and had a blast!
Also, how difficult it is for CFR to pull together a diverse panel; the final plenary was all white, except for the moderator. Very disappointing and a missed opportunity.
How to maneuver the office climate and the importance of having supporters throughout your career.
I learned a lot of really interesting and inspiring things from attending this conference, but one of the most important things it taught me was that I have the ability to achieve my dreams.
I learned about different opportunities available, such as CAP. Although I am not eligible for CAP now I was not previously aware of it.
I learned about how many different opportunities there are to enter foreign affairs beside the most common Foreign Service route.
I learned about the work that the International House promotes, which I had never heard about.
I learned about USAID's foreign service and the requirements and opportunities for those of us not funded by a federal agency for the ICAP program.
I learned how to develop a competitive application and maintain professional networks.
I learned that everyone has a story to share, and that my voice and ideas also matter.
I was reminded once again that while there have been several amazing pioneers that have gone before us to open up opportunities for young professionals of color, we all have an active role to play in continuing to bring others along the journey into new opportunities and positions of influence.
I was very interested by the reporter panels and to learn more about the media and their role.
Importance of networking
It required a lot of hard work to put this event together, and worthwhile! The need for this type of event is relevant and a must.

It was comforting to hear one of the speakers talk about previous administrations threats to cut back programs. His comments were comforting in that it reassured us that none of what's happening under 45 is new.
Learned additional tips to help manage professional relationships
Made connections to professionals and got advice
Necessary traits and communication skills necessary to be successful in your field.
see previous note
Strategies for finding mentors, encouragement about career transitioning
The importance of finding mentors

What suggestions do you have about the conference for our future planning?

Broader topics and increased diversity - try not to have an echo chamber and encourage more people to attend from ALL backgrounds. Have open dialogues.

Consider Africa panel; Consider "How to get ready for your NEXT career jump"

Could only attend for Saturday afternoon, but I thought all went well. Perhaps carve in more time for networking and meeting ICAP fellows and board members.

Have more tables if possible outside in the foyer when standing and eating.

Having a larger networking program event

I think the informal counseling sessions should be reconsidered, or restructured. Also, more detailed name tags for easier identification of guests.

I tried to contact my mentor but I received an automatic reply saying she did not use that email and I was unable to meet her during the conference.

I work on projects here and abroad. It would be great to see the conference expand and include conversations around domestic development since all politics is local. I believe these two areas share common themes that's would add value to participants of this conference. Also, how do we connect individuals who are working on domestic issues that are also addressed in programs/projects abroad? I am currently a workforce development professionals in Prince George's County managing compliance for federally funded grant programs.

I would perhaps create a directory of participants with their name and affiliation so that when people miss the chance to exchange a business card or have to leave early, they can still look up who attended and find them on LinkedIn to connect.

Include a Franklin Williams social with the interns and mentors from CFR

It would be helpful to have a designated time for mentors and mentees to meet.

It would be much greater if there is a finishing session at the last.

It would be nice to get a list of attendees with linked in or social media handles.

Maybe you could put the name of each person's organization on their nematic!

More registration notice and easier access for potential aspirants

Reach out to Georgetown, Johns Hopkins, Columbia SIPA, Fletcher, Harvard Kennedy School, and Princeton for involvement and all HBCUs, especially Howard, Hampton, Spelman, Morehouse, and Clark Atlanta see previous note

Tighter planning and execution with CFR. CFR does thousands of meetings and have it down to a science. A conference should start on time, end on time, and have very consistent programming structure.

Please rank each of the events that you attended on Friday. Please answer only for those events which you attended.

	Excellent	Good	Fair	N/A	
Friday Night Reception	20 67%	7 23%	0 0%	3 10%	
Keynote address: Calvin Sims, President and CEO, International House; Former New York Times Reporte	19 63%	6 20%	1 3%	4 13%	

Please add any additional comments about Friday's events.

I would have enjoyed more challenging questions by the panel. Students dominated the Q&A which was at a lower than expected level.

Mr. Sims and the moderator were so good, and Mr. Sims was so receptive to talk after the program. It was really helpful to hear from someone who has had several different careers and how he transitioned from one to the other.

Mr. Sims is an excellent speaker. The QA left me wanting more, but his comments were still very interesting.

Networking was slightly difficult because it was hard to differentiate professional workers from students. Although meeting with other college students was great.

Please rank each of the workshops and plenaries that you attended on Saturday. Please answer only for those events which you attended.

	Excellent	Good	Fair	N/A	
Plenary 1: The Changing Role of Media	15 50%	8 27%	0 0%	7 23%	
Plenary 2: The World's Hotspots	14 47%	8 27%	0 0%	8 27%	
Successful Career Transition during Political Transitions (Round 1 Break Out Session)	7 23%	3 10%	0 0%	20 67%	
Leveraging and Cultivating Diverse Talents in the Workforce (Round 1 Break Out Session)]	14 47%	2 7%	2 7%	12 40%	
Developing Competitive Applications (Round 1 Break Out Session)	6 20%	4 13%	1 3%	19 63%	
Implications for Diversity and Inclusion Amid Political Polarization: Perspectives from Government and Private Sectors (Round 2 Break Out Session)	8 27%	3 10%	1 3%	18 60%	
Managing Professional Relationships (Round 2 Break Out Session)	10 33%	0 7%	2 0%	18 60%	
Speed Networking (Round 2 Break Out Session)	5 17%	7 23%	1 3%	17 57%	

Please add any additional comments about Saturday's activities.

A little longer of a break between sessions would have been nice.

I appreciated all the people I met in the Speed Networking, however a lot of the people I met were peer to peer. If there was some kind of way to gauge interest in who you wanted to meet it would help facilitate the
I liked the diverse topics for break-out sections.

I think having more options geared towards professionals would be nice. It often felt that this conference was put on for graduate students.

I wasn't able to attend most of the sessions, as they run during the counseling.

Missed am sessions. Everything I attended was exceptional.

Consider using the lower level lounges as an ICAP meeting space...

Please make some of these sessions available on on CFR website as well.

Provide additional refreshments other than granola bars. Some fresh fruit or a veggie & hummus platter would have been great!

Saturday was excellent and well-timed. For the speed networking session please consider assigning a particular set of mentors to the session; it needed a little more organization and time per chat and the mentors must have business cards or at least one recommended resource.

The breakout session on the implications for diversity and inclusion among political polarization was okay. I think I expected to hear more about the kind of work still being done by people of color, and how we can still get our foot in the door, and how we can still establish these connections. I liked the panelists, but I honestly can't remember what they really talked about, which is my point...

The speakers for the plenaries and the sessions had some really great insight to share.

The speakers were great and very candid. I enjoyed the presiders for the events I attended.

Unfortunately, I had to leave early for other CFR commitments but I wouldn't change anything that I participated in thus far.

What additional topics would you recommend for the conference in the future?

Economic issues, poverty alleviation, sustainability

How to break in to SES as a person of color? What's the process for SES applications? What's the process for political appointee SES positions?

How to Break into International Affairs as a Career Transition

I think it would be great to keep the hotspots of the world. That was particularly enlightening.

I work on projects here and abroad. It would be great to see the conference expand and include conversations around domestic development since all politics is local. I believe these two areas share common themes that's would add value to participants of this conference. Also, how do we connect individuals who are working on domestic issues that are also addressed in programs/projects abroad? I am currently a workforce development professionals in Prince George's County managing compliance for federally funded grant programs.

I would recommend a session related to women's talent management in the workplace.

Other tangible resources available for diversity in international affairs skills workshops, conferences, etc.

Private sector opportunities in international affairs—for example, USAID contractors, defense contractors, consulting agencies, etc. I liked the panelist from Goldman Sachs and the fundraising company (I can't remember her name). It was very media, think tank, and government-focused, which is great, but I would have liked to hear more about the private side.

Roles of MSIs in higher education and increasing diversity within HE.

See previous note

Something along the lines of discussing the experiences of working as a minority in an international organization, in government, and in the private sector and how that has changed over time.

The growing intersection of environmental policy and diplomacy, Growth in Africa, intersection of foreign and domestic policy. Also a great networking activity: have people post a need/question/concern on flip chart paper. Throughout the conference people can respond with answers or contact info to follow up.

The push-pull dynamic of diverse professionals who want to work on international affairs while also being compelled to "give back" domestically.

Where to get a start in DC

Will think on this, but no solid thoughts at the moment.

Would like a policy discussion on the issues facing sub-Saharan Africa.

Please rate, if applicable, each of the following aspects of the conference.

	Excellent	Good	Fair	Needs Improvement	N/A
Overall Quality of the Speakers	26 87%	4 13%	0 0%	0 0%	0 0%
Topics and Issues Covered	21 70%	8 27%	1 3%	0 0%	0 0%
Length of Conference and Breakout Sessions	19 64%	10 33%	1 3%	0 0%	0 0%
Value of Information Provided and Analysis Offered by Speakers	23 77%	6 20%	1 3%	0 0%	0 0%
Quality of Food	22 73%	6 20%	2 6%	0 0%	0 0%
Quality of Conference Site	27 90%	3 10%	0 0%	0 0%	0 0%
Registration Website	20 67%	8 27%	1 3%	1 3%	0 0%
One-on-One Career Counseling	14 47%	3 10%	4 13%	4 13%	5 17%
Networking Opportunities	22 73%	7 23%	1 3%	0 0%	0 0%
Mentoring Opportunities	12 40%	6 20%	5 17%	4 13%	3 10%

Please add any additional comments about other aspects of the conference.

Cna't describe counseling - I was a counselor. Wish there were more time!

having shorter breakout sessions may allow for one more breakout session on Saturday

I didn't think I was able to provide much guidance to my mentee, who was--to her credit--already quite accomplished. I think I could have been better matched to someone else. It would have been nicer to also have an option to choose whether* I wanted to be a mentee or mentor, where it was selected for me. I would have actually liked a mentor instead since I am an early professional in foreign affairs.

If you could send out like a reminder email of what workshops everyone signed up for during registration, that would be great. I was set up with a mentor, but I was not able to connect. Maybe I was supposed to reach out; I wasn't sure. But they didn't reach out to me either, so that was kind of a waste.

My mentor is amazing and very helpful. The career counseling was backed-up on appointment times so I was not able to see my counselor, however, he did email me and we have been communicating frequently. The food was great. But it would be better if the choices were much healthier too :)

This is an excellent conference. Please consider not holding the conference on the last weekend before finals for those of us in school. It was very difficult timing.

Why did most things have to have cheese on it?

Were you able to connect with your assigned mentor or mentee?

Yes	12	40%
No	9	30%
N/A	8	27%
No Responses	1	3%
Total	30	

How many years have you participated in the conference?

1	18	60%
2	5	17%
3	3	10%
4	2	7%
5	2	7%
Total	30	

If you participated in previous years, why did you elect to participate again in 2017?

Because I am on the board of two of the sponsoring orgs.

Because I had an amazing time last year. I felt empowered after the conference last year. I met so many great people.

I currently work on domestic development and have since redefined "international development as local". I would like to work in both international and domestic development spaces. It has been a bit of a challenge to fully enter the ID sector.

I found last year to be inspiring so I wanted that same inspiration again this year.

I was in town, would not miss this event. I look forward to it every year.

It's an excellent opportunity to reconnect with folks and discuss policy issues that I care about with other diverse professionals.

It's an important opportunity for ICAPers, a possible showcase for CFR & GAP

It's important to mentor aspirants

It's the annual event I look forward to every year, collaborating with my colleagues.

N/A

The quality networking of people interested in helping and supporting my career path.

What was your goal in attending the conference? How did the event help you meet or exceed that goal? Please provide specific examples.

For one, I wanted to learn what the conference was all about as I had heard great things. I was happy to be blown away. I also wanted to expand my network, and I proved successful as I came away with some great contacts.

Get familiar with the career I plan to pursue and build a network in DC.

I met great people and I was motivated to stay in track in pursuing my professional goals.

I wanted to get some dedicated career counselling this time. I am glad I explored this option.

I wanted to step into the DC world a little further. It was helpful as a college student to have access to people working in institutions that shape the city and country.

I was asked to attend on behalf of my organization. I believe it would be good to ensure that different team members attend this conference and not the same one year in and out.

Meet more people in the field of international affairs, learn about how others are overcoming issues (base on diversity) in their career

My goal was to expand my network more into the international relations and government field. I am a college student that works in finance and I would eventually like to transition into a role at an organization like the IMF or World Bank so it's very valuable to me to have contacts in international affairs and I think this conference was very helpful in achieving that.

My goal was to learn how to best cultivate my current position in order to figure out what my future path here may be.

My goal was to learn more about opportunities in International Affairs. The topics were a little vague about actual applications for me as a new professional seeking to get into the field (i.e with regards to skills or certifications needed) but I appreciated the opportunity to talk and meet with people at various levels in their career.

My goal was to meet mentors and expand my network and this conference exceeded my expectations in every way and made it really easy to fulfill my goal.

Networking

networking, learning, and sharing. This event met all my goals. I met people interested in financial independence, I learned lessons from those older from me, and I was able to teach a new perspective.

Networking, seeing friends, and counseling

Reconnect with colleagues

Reconnecting with colleagues, and connecting with new folks. The opportunities to do that at this conference are great.

To be inspired by the speakers, I was satisfied that I was not alone

To help support logistic's of the day related to counseling and mentoring sessions. Also to connect with colleagues and connect young people to mentors/opportunities.

To learn more about ICAP, to network, and to get career inspiration

To meet other people of color in international affairs

To understand more implications of diversity in our workforce during this political climate.

Did the conference achieve the goal of connecting professionals and students from diverse backgrounds with career opportunities in international affairs? Are there specific suggestions on how we can better achieve that goal for future planning?

Absolutely! and BEAUTIFULLY!

I believe it did. Perhaps there should be a push to have more professionals so they are not outnumbered by students seeking jobs.

I think the conference did an amazing job at that. Particularly because all the mentors were so willing to reach out and help.

I would be interested in seeing the intersectionality between domestic- and international-development.

n/a

This was somewhat achieved from what I was able to participate in, but I didn't necessarily walk away thinking of a company I could contact in the future.

Will share during next GAP meeting.

Yes

Yes

Yes

Yes, I was able to meet many people "like me" which was very inspiring.

Yes, it's hard to please 3 core demographics- students, mid-level and senior professionals.

Yes

Yes. Would be wonderful to have more counseling - perhaps prior to conference

Yes. Continue to invite people from various backgrounds.

Yes. Perhaps more wide publicity about the event.

Yes. Please see other comments.

Yes. The list of participants is good, but it would be helpful to add undergraduate school attended, professional interests: organizations to work for, and regional interests. This will provide everyone with more ways to find immediate connections.

Would you recommend this conference to your colleagues?

Yes	29	97%
No Response	1	3%
Total	30	

Are there any other comments/observations that you would like to share?

I would be nice to be able to share a site that allowed my colleagues to register

Please continue to hold this conference! It is one of the best conferences I have experienced!

Thank you so much for providing this opportunity and inspiring students like myself who lack mentors through family backgrounds.

Thank you!

This is an excellent opportunity and should continue to be funded

This year, I felt that there were more students than professionals (beside the speakers). How could it be more balance that is not mostly one group age? Thank you for all the great work you do.

We need to invite folks OUTSIDE the organizations if there are spots.



**2017 Annual Report to the Robina Foundation on
The Robina Scholars Match Program**

The Robina Scholars Match program has proven highly successful in helping the Law School attract new donors and persuade existing donors to give at higher levels.

Since the inception of the program in May 2011, we have received \$360,089 in full Robina Scholars Program donor commitments (total of \$60,000 paid over 3 years) and \$798,291 in partial Robina Scholars Program donor commitments (total of \$15,000 paid over 3 years).

Thus, a total of \$1,158,380 has been paid or committed for Robina-matched scholarships. This leaves a balance of \$91,620 available for matching in the fund created in 2011 with a gift from the Robina Foundation of \$1.25 million.

During the 2016-17 academic year a total of 15 students benefitted from financial aid support through the Robina Scholars Match Program. Fifteen alumni donors provided the requisite support to qualify for the match. These alumni are drawn from a range of class years between 1964 and 2001.

This matching gift program continues to appeal to donors and remains a strong incentive for giving that supports students at the Law School. The Robina Scholars Match Program is a primary talking point for fundraising staff and is an important motivator for gift prospects. In addition, all of our fundraising volunteers have been trained to promote the program in their peer-to-peer fundraising efforts.

Students receiving Robina full scholarship awards write a letter of appreciation directly to their benefactor. Students receiving Robina partial scholarship awards will be profiled in a group letter from Dean Jenkins that will then be sent to all the fund's current donors. In addition, Robina Scholars are encouraged to visit the Robina Foundation website to learn more about James H. Binger's remarkable life and legacy. It is common for students to proudly display this scholarship on their resumes. In short, the program has been enormously helpful in our general fundraising efforts.

An income and expense statement is attached.

Annual Report to Robina Foundation
Robina Scholars Match Program
May 2011-October 2017

*Donor intention -
Change at U of M Fdn.*

LAW FUNDS AWARDED 2016-2017 ACADEMIC YEAR (does not include Robina Match funds)

Law School Robina Full Scholars fund (2 students)	\$39,750 (plus match)
Law School Robina Partial Scholars fund (13 students)	<u>\$70,476</u> (plus match)
	\$110,226

ROBINA FOUNDATION SCHOLARS MATCH PROGRAM FUND ACTIVITY SINCE INCEPTION (MAY 2011)

Total available matching Robina Scholars fund at Establishment	\$1,250,000
Total LAW donor commitments to be matched 10/19/17	
Robina Full	\$360,089
Robina Partial	<u>\$798,291</u>
	\$1,158,380
Remaining matching Robina Scholars Fund available 10/19/2017	<u>\$91,620</u>

ACTUAL LAW DONOR COMMITMENTS BY FISCAL YEAR - Updated 10/19/17 *

Donor Commitments FY2018

Robina Full	\$0
Robina Partial	<u>\$15,000</u>
	\$15,000

Donor Commitments FY2017

Robina Full	\$0
Robina Partial	<u>\$45,000</u> (3 new)
	\$45,000

Donor Commitments FY2016

Robina Full	\$0
Robina Partial	<u>\$107,500</u> -
	\$107,500

Donor Commitments FY2015

Robina Full	\$0
Robina Partial	<u>\$45,000</u>
	\$45,000

Donor Commitments FY2014

Robina Full	\$160,000
Robina Partial	<u>\$177,908</u> -
	\$337,908

Donor Commitments FY2013

Robina Full	\$20,000
Robina Partial	<u>\$102,521</u> -
	\$122,521

Donor Commitments FY2012

Robina Full	\$120,089
Robina Partial (13 donors)	<u>\$195,362</u> -
	\$315,451

Donor Commitments FY2011

Robina Full (2 donors)	\$60,000
Robina Partial (8 donors)	<u>\$110,000</u>
	\$170,000

Total Commitments	\$1,158,380
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* Commitment amounts may change in a fiscal year due to payments through donor designated funds and additional company match payments.

ROBINA SCHOLARSHIP FUND
Reporting Period 7/01/2016 - 6/30/2017

	FY2017 Actual
Full Scholarships (8612)	
Class of 2017	39,750
Class of 2018	0
Partial Scholarships (8611)	
Class of 2017	27,500
Class of 2018	26,100
Class of 2019	16,876
Subtotal	110,226
ROBINA MATCH (8569)	175,000
SCHOLARSHIP IMPACT	285,226

last funding of Full Institute = 2016
Sentencing Koch - funding in 2017

University of Minnesota Law School

Annual Report to the Robina Foundation on
The Robina Institute of Criminal Law and Criminal Justice
Enhancement Grant Year 4 (2016-17)

October 24, 2017

Full Institute +
Sentencing Enhancements

Program Area 1: Sentencing Law and Policy (SLP)

Goals and Objectives

The SLP program area, which has become the primary work of the Robina Institute as a whole, has three goals: (1) Promote and work to improve sentencing guidelines; (2) Promote best practices in prison release and community supervision; and (3) Serve as a resource on criminal justice policy issues within the State of Minnesota. A summary of SLP activities follows.

Activities

1. Strategic Planning and Fundraising.

The second round of funding provided by the Robina Foundation launched four large projects within the Institute. The Institute's primary focus during the first few years of this funding was to build the necessary teams and launch the projects at a sufficiently aggressive pace to ensure that the promised deliverables would be achieved. Having gained sufficient progress towards these deliverables by the end of 2015, the focus in 2016 turned to strategic planning and sustainability. Through strategic planning, we were able to hone in on the three goals articulated above. With regard to sustainability, we have learned that much of the funding in criminal justice is directed toward technical assistance work (e.g., training probation officers on new methods of supervision or implementing risk assessment tools). The Institute's research is upstream from technical assistance, which makes locating viable sources of funding more challenging. Below is a summary of our efforts, which have proceeded on multiple fronts.

a. Grant Applications.

In early 2016, the Robina Institute applied for a substantial federal grant to continue probation work in New York, Texas, and Massachusetts. The Institute also applied for a small interdisciplinary grant from the University of Minnesota to connect our mental health and probation work in Minnesota. Unfortunately, neither of these grants was funded. In early 2017, the Robina Institute applied for two additional grants. We partnered with Ramsey County Community Corrections to apply for a substantial federal grant to study Ramsey County's high probation revocation rate. And we collaborated with faculty from the medical school, sociology department, and pediatrics to apply for the University of Minnesota's Grand Challenges funding to study the bi-directional effects of health and community supervision. The federal grant was not funded, but we are pleased to report that we were awarded the Grand Challenges funding. We are currently developing proposals for submission to the Koch Foundation and the Public Welfare Foundation, both of which have a strong track record for funding the kind of research in which the Robina Institute is engaged. *

b. Other Fundraising Efforts.

In the fall of 2016, the Robina Institute hired an outside consultant to assist with fundraising efforts. We quickly learned the position would be more successful if embedded within the Institute, so we created and hired a grant writer/development position in early 2017. Initially the position was .35 FTE; recently, it was increased to a continuous .75 FTE position. Since hiring this position, we have

submitted numerous letters of inquiry to foundations, and received some initial interest from the St. Paul Foundation and the Blandin Foundation. We continue to work to develop these relationships. In

* 2016, we also launched the Institute's first ever Give to the Max campaign and learned that we could look to those who regularly attend our events for a measure of support.

c. Pursuing Paid Work.

In December of 2016, the Robina Institute was invited by the Nevada Parole Board to bid for a contract to evaluate the risk assessment tool used in the Parole Board's prisoner release decision making process. The Institute did place a bid for the project, but the Board ultimately chose a vendor that it had used in the past. More work like this may be a possibility in the future so long as the Institute is able to retain interdisciplinary staff with empirical analysis skills.

d. Conference Fees.

Prior to 2016, all Robina conferences were free to attend. However, we recognized that for long-term sustainability, this would be an area where we would need to transition to self-supporting conferences. In the fall, we successfully staged our first annual conference with an admission fee. We found that charging an admission fee cut down on the number of no-shows to our events, and did not appreciably impact attendance. Thus far, we have endeavored to keep admission fees low to encourage widespread attendance, but we plan to raise fees incrementally over time. We have charged a fee for every Robina event in 2017.

2. Disseminating the Work of the Robina Institute.

The Institute takes a multifaceted approach to dissemination; ensuring a broad reach has always been an important focus of the Robina Institute because it supports our mission of connecting research to practice to achieve transformative change in sentencing and correctional policies and practices. For example, in 2016 we published *The Continued Leverage of Releasing Authorities: Findings from a National Survey*, based on the Parole Release and Revocation Project's 2015 national survey of parole boards. Once the report was finalized and printed, we mailed copies to the chairs of the 35 existing parole boards in the U.S., published the report online, and shared it via mass communication emails and via social media. In early 2017, we made presentations and distributed hard copies of the report at the annual conferences of the Association of Paroling Authorities International (APAI) and the American Society of Criminologists (ASC). From that same research, we also generated several other reports and infographics that were distributed similarly, including an Executive Summary, infographics on *Risk Assessment and Revocation* and the *Consideration of Victims in Parole Release Decision-Making*, as well as a comprehensive report on the changing views of parole board chairs in *Releasing Authority Chairs: A Comparative Snapshot Across Three Decades*. Recently, this body of work came to the attention of a producer at CNN, and Ed Rhine provided background information to support the network's development of a documentary about parole.

More specifically, this past year, the Institute:

- Published over twenty-five reports, scholarly articles, and infographics.
- Added a blog to the newly re-designed website and published over 30 blog posts from Robina Institute faculty, staff, advisory members, and affiliated faculty.
- Hosted the 2016 Annual Conference, "Paying for the Past: The Consequences for Criminal Convictions" on October 7, 2016, with 152 attendees. Hosted three *In Conversation* events, including two on mental health and criminal justice and one on the unique issues of women

Followers?
10,000 page
views

serving prison sentences; each event averaged an in-person attendance of 75, for a total of 223 attendees. Each event was also live-streamed and posted online for additional viewership.

- Presented our work at several national professional and academic conferences including the American Correctional Association, the Association of Paroling Authorities International, the National Association of Sentencing Commissions, and the American Criminology Society, as well as local conferences, including the Minnesota Department of Human Rights Symposium and the Criminal Justice Institute (MNCLE).
- Redesigned the Robina Institute website, which quadrupled its usage. In the past year, the Robina Institute website had over 16,000 unique users, with 55,000 page views and an average of 4,554 page views per month. The newest feature – the Robina Institute blog – had over 10,000 page views.
- Increased usage of the Sentencing Guidelines Resource Center by steadily adding content. The SGRC had over 3,600 unique users, with 18,115 total page views, averaging about 1,500 page views per month. We expect even greater usage with a redesign launched in early October.
- Responded to numerous media contacts. We often receive calls from the media requesting comment or background information on current criminal justice issues in Minnesota and across the country. In the past year, our faculty and staff have been quoted in 20+ news articles with both a national and local reach.

* Most of the Institute's research and publications are available to the public in an open access format; only scholarly articles are not available in this way. To increase dissemination and connect with potential funders, we have recently begun to share our research outcomes through IssueLab, a service of the Foundation Center that promotes the open access format and works to connect researchers and funders. IssueLab has promoted our work on their website, through social media, and on their blog. This is proving to be an effective way to share our work.

3. Model Penal Code.

Following 15 years of study, drafting and debate, the Model Penal Code: Sentencing (MPCS) received final—and overwhelming—approval from the American Law Institute (ALI) in May 2017. This historic achievement embraces all areas of substantive interest to the Robina Institute (sentencing guidelines systems, criminal history enhancements, racial disparities in corrections populations, probation, parole, economic sanctions, and collateral consequences of conviction), along with other important subjects (e.g., the purposes of the sentencing system, victims' rights throughout the sentencing process, due process at sentencing hearings, appellate review of sentences, judicial review of extremely long prison sentences, and regularized administrative mechanisms to respond to overcrowding in incarcerated and community corrections populations). For states interested in system wide or targeted reforms, across all domains of criminal punishment, the MPCS offers a rich slate of tire-meets-the-road suggestions. Many of the Code's recommendations have been proven in one or more states, while others were forged from the collective experience of the Reporters, advisory groups, Institute membership, and outside experts.

The end quality of the MPCS was greatly strengthened by synergies with the Institute's work, and vice versa. Although the Institute has maintained a bipartisan and nonadvocacy personality throughout its life, the MPCS includes detailed recommendations on every corner of the Institute's work. Co-Director Kevin Reitz and External Project Director Cecelia Klingele served as Lead and Associate Reporters

for the MPCCS effort. They are now in demand as speakers and consultants nationwide by state agencies, law reform organizations, and academic institutions to promote the work contained in the final MPCCS.

The fundamental value of the MPCCS is that, in an era of nationwide discussion of sentencing reform, especially at the state and local levels, broad sentiment in favor of change would be wasted without a solid roadmap for innovation. Wherever the appetite for rethinking American sentencing is present, the MPCCS will be the leading “instruction manual” for at least a decade to come.

4. Service to MN Criminal Justice System

Throughout its efforts, the Robina Institute makes it a high priority to be of service to the local criminal justice system. During the 2017 legislative session, Executive Director Kelly Mitchell testified at the Legislature multiple times in opposition to a bill that would have undercut the independence of the Minnesota Sentencing Guidelines Commission; the bill did not pass. Mitchell has also been working with other criminal justice system stakeholders to gain support for legislation to impose a cap on the length of probation sentences in Minnesota (currently probation sentences as long as 40 years are imposed). Mitchell also served on the Minnesota State Bar Association’s Commission on Juvenile Sentencing for Heinous Crimes, formed to recommend legislation to bring juvenile life without release sentences into compliance with U.S. Supreme Court holdings that such sentences are unconstitutional.

5. SLP Enhancement Grant Projects.

The bulk of the Robina Institute’s work falls into the four project areas funded by the Robina Foundation’s SLP Enhancement grant. The following comprise our work in the four projects.

a. Probation Revocation Project.

1) Impact

This project has been active in seven jurisdictions, ranging from small/rural to large/urban. The work is structured in two phases: The “Alpha” phase develops an in-depth profile of existing revocation and related practices; the “Beta” phase is devoted to revocation-related experimentation and reform.

- In Minnesota, Ebony Ruhland attended a retreat of the full bench in Hennepin County, the purpose of which was to discuss ways the bench could change practice to reduce probation revocations. Ruhland also conducted continuing education sessions about parole at the Annual Judges’ Conference and in Ramsey County.
- In Texas, the Texas Criminal Justice Coalition utilized findings from our supervision fines and fees study to pursue legislation to provide relief for probationers who are unable to pay such fees. Based on our work in several Texas counties and a related study by the Urban Institute, the Texas Legislature enacted a law requiring comprehensive review of technical probation violations. In Bell County, the Probation Director was inspired by our work to develop a tool for assessing probationers’ ability to pay supervision fees, and has begun implementing it.
- In Massachusetts, the statewide probation office engaged Robina in a Beta project to reduce the numbers of probation conditions ordered at sentencing. Cecelia Klingele is leading this effort; a pilot project in three counties will soon be underway.
- Nationally, the Robina Institute’s work supported, and the Institute was a signatory to, the *Statement of the Future in Community Corrections*, issued by the Kennedy School of Government at Harvard. The statement was signed by every major probation and parole association in the U.S. as well as 35 leading probation and parole administrators.

2) Project Activities

The goals of the Probation Revocation Project are to: (1) profile the diversity of probation revocation practices nationally; and (2) work directly with several jurisdictions interested in reforming their existing revocation practices. We approach probation revocation as an important but neglected element of American incarceration policy, and as a key lever of change.

As of October 2017, six Alpha Reports have been completed and published, with a seventh for Massachusetts still in preparation alongside an active Beta pilot program to revise the procedures and thought processes used by Massachusetts trial judges to set probation conditions. Over the life of the Probation Revocation Project, the Institute has identified the issue of “condition load” as a major factor that contributes to the success or failure of probationers. Most practitioners agree that the standard condition load in many court systems would be too heavy even for a high-functioning member of the free community to abide by in full. In a long-term trend to make probation “tougher,” and acceptable as an alternative to incarceration, the typical probationer’s condition load now includes many requirements that make it harder for that person to successfully reenter the free society and legitimate economic marketplace. We hope that the Institute’s pilot program in Massachusetts will prompt experimentation more widely in the state, and potentially inspire reforms in other states.

Beta work in Texas has focused primarily on the imposition and collection of supervision fees, and has expanded to include several counties. The Institute has delivered and published one major Beta report based on interview data in four counties, with an important quantitative Beta report still in preparation. Our findings indicate that, throughout Texas, great emphasis is placed on the collection of supervision fees (and applicable user fees) from probationers. Probation offices in Texas typically depend on supervision fees to fund 50 to 75 percent of their operating budgets, despite the fact that many probationers are below the poverty line. This Beta project remains ongoing, and will be spurred by release of quantitative data that shows, among other things, that probationers labor under crushing criminal justice debt, and probation offices are collecting and retaining large sums—paying themselves in priority over crime victims in the vast majority of instances.

b. Sentencing Guidelines Repository Project.

1) Impact

This project’s rich and continually-expanding collection has allowed the Robina Institute to become nationally and internationally known for its expertise in sentencing guidelines. Project and other Institute personnel have been called upon repeatedly to consult with jurisdictions on these issues.

- Professor Frase and Executive Director Mitchell consulted extensively with the chair, members, and staff of the Massachusetts Sentencing Commission, during its recent full-scale revision of that state’s voluntary guidelines.
- Professor Frase and Director Mitchell consulted with officials in Nevada who were considering whether to recommend creation of a commission to draft proposed sentencing guidelines. Director Mitchell traveled to Nevada and educated a statewide committee on the role of sentencing commissions and the purpose of sentencing guidelines. A bill to establish a sentencing commission was enacted and signed into law in June of 2017. Nevada is the first state to consider moving to a sentencing guidelines system since the early 2000’s when Alabama and Washington, D.C. enacted their sentencing guidelines.

- Director Mitchell was invited to write an article for the Federal Probationer to appear in a special issue recognizing 30 years of the federal sentencing guidelines; the purpose of Mitchell's article was to highlight state sentencing guidelines systems and to demonstrate how they differ substantively from the structure and operation of the federal sentencing guidelines. The article was published in October.

2) Project Activities

The goals of this project are to facilitate the exchange of information, expertise, and experience on sentencing policy, guidelines, and commissions; to promote multijurisdictional comparative research and policy analysis; and to promote the adoption and retention of best practices in sentencing guidelines systems. The project's web site, the Sentencing Guidelines Resource Center (www.sentencing.umn.edu), was extensively re-designed this summer to improve usability.

The Resource Center's collection continues to expand. The Repository page of the website currently contains materials from 25 state and federal jurisdictions. Eighteen of these systems are now fully posted on the Jurisdictions page, and materials for posted systems are updated on a regular basis. The Articles page contains 17 entries, with four more nearing completion; we plan to have articles covering all key issues of guidelines design, implementation, and application.

The original inspiration for the creation of the Resource Center was to assist the National Association of Sentencing Commissions (NASC) achieve its mission "to facilitate the exchange and sharing of information, ideas, data, expertise, and experiences and to educate on issues related to sentencing policies, guidelines and commissions." Professor Frase began consulting with NASC members even before additional Robina funding was obtained to create the Resource Center, and he and Executive Director Mitchell have continued to work closely with the NASC Executive Committee and with member commissions. This past August, Mitchell completed her three-year term as President of NASC, and the second of her two allowed three-year terms on the Executive Committee. As President, she has ensured that members are kept abreast of the Resource Center's development. Much of the Center's work was featured in a brochure which she prepared for distribution at this year's annual NASC meeting and at the 2017 Robina Annual Meeting this December, <http://sentencing.umn.edu/content/sentencing-commissions-and-guidelines-numbers>.

These policy-maker contacts and real-world impacts demonstrate the Institute's unique and sorely-needed expertise in sentencing guidelines. Over the next year we will continue to add to and update content in the Sentencing Guidelines Resource Center, while providing consulting services as needed to jurisdictions across the country and making plans for the long-term sustainability of the Center after the Robina funds are fully spent.

c. Parole Release and Revocation Project.

1) Impact

- Project staff collaborated with the Council of State Governments (CSG) to produce model standards for legislation governing the creation, powers, responsibilities, and procedures of parole boards. The standards will be presented to a national audience of legislators and criminal justice practitioners in November, and will be formally published in a joint report to be issued by the Robina Institute, CSG, and Bureau of Justice Assistance in early 2018.
- Ed Rhine engaged the Georgia State Board of Pardons and Parole in a day-long discussion about the blueprint for reform published by Rhine, Kevin Reitz, and Joan Petersilia in their article, "The Future of Parole Release: A Ten-Point Plan."

- In March 2017, Rhine and Ruhland presented findings from our work on the prevalence of risk aversion by parole boards and the use of risk assessment tools to aid release decision making to a meeting of all Parole Board Chairs in the U.S.

2) Project Activities

The goals of the Parole Release and Revocation Project are to inform and improve prison release and parole revocation practices nationwide by: (1) gathering and publicizing information about the current diversity of practice nationwide, including best and worst practices, with an aim toward maximizing policy impact; and (2) directing law reform work with selected jurisdictions.

In 2017, Parole Project staff published a major report drawing from our national survey and a prior well-known survey to parole chairs' views of the issues and challenges confronting them at two points in time – 1988 and 2015 – in order to illuminate large-order changes in the field, such as the explosion in use of risk assessment instruments, and the steady growth of risk aversion in release practices.

Direct law reform projects are currently underway with state parole boards in Pennsylvania, Georgia, and Kansas. In Pennsylvania, the Institute is performing an evaluation of the parole board's risk assessment tool, and comparing the release decisions recommended by the tool to the actual release decisions being made by the board. In Georgia and Kansas, the Robina Institute is providing research and subject matter expertise in order to improve the parole boards' revocation practices and policies for parole supervision. In addition, the Institute is performing both a process evaluation and an outcome evaluation of a Federal Reentry Court – a problem solving court that targets individuals released from federal prison who are high risk of re-offending – in the United States District Court for the District of Minnesota.

The Parole Project has continued work on its major undertaking to publish detailed profiles of the legal and statutory framework of state and federal parole decision making processes. Each "Profile in Parole Release and Revocation" is closely reviewed by experts in each state before publication. We are on schedule to deliver final Profiles for all 35 states that use a paroling process for most inmates. In addition, the Parole Project has begun a separate study to detail the prison-release practices in so-called "determinate" sentencing systems (like Minnesota's) where there is no discretionary parole release for the vast majority of prisoners. Such a study has never been done, even for a single jurisdiction.

The Institute has identified prison-release law and practices as major factors in mass incarceration—yet factors that have received little attention from researchers, lawmakers, policy makers, and advocacy groups. We believe that the state profiles, in tandem with the Project's other work, have created a new sub-field in corrections and prison policy, with enormous potential impact in the years to come. Beyond the life of current Robina funding, Institute Co-Director Kevin Reitz, Parole Project Director Edward Rhine, and Stanford Law Professor Joan Petersilia plan to mine and continue to write about parole release practices, generating a series of articles (two published so far) and ultimately a book.

d. Criminal History Project.

1) Impact

The research we perform in the Criminal History Project empowers sentencing commissions to undertake their own research and review of the criminal history scores in their respective guidelines systems. Over the past year, our research made the following impacts:

- As the direct result of a presentation on the *Criminal History Enhancements Sourcebook* made to the Kansas Sentencing Commission by Mitchell and Rhys Hester (a past postdoctoral fellow), the

Kansas Sentencing Commission undertook an evaluation of how juvenile adjudications are used in their criminal history score, and successfully passed legislation to limit their use.

- The Maryland Sentencing Commission, which was already in the process of examining how juvenile points are scored when we published the *Criminal History Enhancements Sourcebook*, drew from the *Sourcebook* when making recommendations to change how juvenile adjudications should be counted for criminal history purposes. The revised guidelines, which will lessen the impact of juvenile adjudications on the final sentence, and which are expected to eliminate racially disparate impacts that had been observed with the previous version of the guidelines, are currently out for public comment.
- The Minnesota Sentencing Guidelines Commission has engaged in a review of the purposes of the criminal history score. In October of this year Co-director Richard Frase made a presentation to the Minnesota Sentencing Guidelines Commission on the original and evolving sentencing purposes underlying criminal history enhancements in this state. Additionally, the Commission formally agreed to assist the Robina Institute in conducting an analysis to determine how well the criminal history score predicts risk to reoffend and whether any components of the score have an unjustifiable disparate racial impact.
- The District of Columbia Sentencing Commission scheduled a day-long retreat to examine the rationales for and impacts of criminal history enhancements under the D.C. Sentencing Guidelines. Professor Frase and Executive Director Mitchell will present and participate in the retreat this coming November.

2) Project Activities

The first-stage goal of this project was to comprehensively document the ways in which American guidelines systems enhance sentences on the basis of the offender's prior record, the stated or apparent justifications for these enhancements, and the costs and benefits. We achieved this goal with the 2015 publication of the *Criminal History Enhancements Sourcebook*. The *Sourcebook* has been widely disseminated and, more than two years later, we continue to receive frequent and very positive comments from sentencing commissioners and staff, attesting to the quality and usefulness of the book.

One of the longer-term goals of this project is to identify and work with guidelines commissions interested in studying and improving their use of criminal history enhancements. As noted above, our work (both direct and indirect) has impacted the work of commissions in Kansas, Maryland, the Minnesota, and the District of Columbia.

Another long-term goal of the project is to conduct or commission new research on criminal history rules and impacts. As previously reported, the four *Sourcebook* authors are writing an article on this topic for the prestigious journal, *Crime and Justice: A Review of Research*, edited by Michael Tonry. The manuscript was submitted last spring, and will be published late this year or early next year. We also continue work on our efforts to assess the extent to which the Minnesota guidelines criminal history score accurately predicts an offender's risk of future offending. We have now overcome some technical problems related to the complex databases used to conduct this study. Later this fall we will present initial results to the Minnesota Sentencing Guidelines Commission, and at two conferences (described below). Former Postdoctoral Fellow Rhys Hester, who last January became Deputy Director of the Pennsylvania Sentencing Commission, has completed and submitted for publication a similar study of criminal history and risk, using data from Pennsylvania. We also continue to conduct and publish research on public opinion as it relates to criminal history enhancements. The results of two national surveys were presented at conferences last year, and have now been published by the journal,

Corrections: Policy, Practice and Research. Although public opinion has long been (or was assumed to be) in favor of more punitive sentencing practices, our research shows that the public (now) strongly supports limits on the consideration of convictions entered many years in the past, and also strongly disfavors rules that enhance adult sentences based on the offender's juvenile court adjudications. We are making plans to conduct further public opinion surveys on this topic.

Finally, Professors Frase and Roberts (joined, for several chapters, by Rhys Hester) are completing work on a book, comprehensively examining all aspects of criminal history enhancements, to be published by Oxford University Press. We have delayed submission of the manuscript to the Press in order to maximize our ability to incorporate our cutting-edge research findings mentioned above. We expect to submit the manuscript by the end of this year, and the book should be published in 2018.

Two other long-term project goals are to encourage criminologists and other researchers to study the operation and effects of such enhancements, and to increase public and professional awareness of a sentencing factor which accounts for significant prison resources, prison racial disproportionality, and other undesirable impacts. As to the former goal, we have made numerous presentations at the annual meetings of the American Society of Criminology (ASC). In 2015 and 2016 our presentations addressed a troubling disconnect between the well-documented "age-crime curve" of recidivism risk (which declines as offenders grow older) and criminal history enhancements (which often continue to increase with offender age). At this year's meeting we will convene a roundtable discussion of the ways in which criminal history enhancements increase racial disproportionality in prison populations. Another session this year will present our findings on the extent to which criminal history scores and score components predict recidivism risk. The latter topic will also be the focus of a session at the Robina Annual Conference in early December. That session and several at previous public meetings, along with numerous blog posts on the Institute web site, also serves to educate the general public and the legal profession on these important but neglected issues.

We are not sure at present whether we will obtain Institute-based grants to continue Criminal History Project activities after the Robina funds are fully spent. But in any case the directors and staff of this project – Professors Frase and Roberts, Executive Director Mitchell, former Research Fellow Hester, and our newest team member Julia Laskorunsky – will undoubtedly continue to engage in this research and public policy development.

Program Area 2: Criminal Justice Policy

Goals and Objectives

The work in this Program Area aims to contribute to a major rethinking and restructuring of the American criminal justice system. Though the Criminal Justice Policy program no longer receives new funds from the Robina Foundation, the program retained sufficient funds from past allocations to continue into the 2016-17 year.

Activities

1. Reinventing American Criminal Justice Systems

In May 2015, we convened a conference to which thirty-two senior scholars and practitioners, including heads of federal agencies and leading law reform organizations, discussed commissioned papers on policing, community corrections, gun violence, substance abuse treatment, mental illness, parole release, illegal drugs, and sentencing. The University of Chicago Press in spring 2017 published the resulting book, *Reinventing American Criminal Justice*, edited by Michael Tonry and Daniel S. Nagin. Paperback copies are being distributed in fall 2017 to 500 well-placed practitioners, policy makers, and law reform activists.

2. Reinventing American Sentencing

The Institute continued its scholarly efforts to assist American policy makers in their efforts to develop and rebuild criminal justice institutions, policies, and practices in order to make them fairer, more just, and more effective. The initial phase of this project culminated in Oxford University Press's spring 2016 publication of Michael Tonry's *Sentencing Fragments: Penal Reform in America, 1975-2025*. The current phase involves much closer looks by leading American scholars at current knowledge and recent experience concerning Plea Negotiation, Sentencing Processes, Misdemeanor Sentencing, State Sentencing Guidelines, Federal Sentencing Guidelines, California Sentencing after *Brown v. Plata*, Race and Ethnicity Effects in Sentencing, and Gender Effects in Sentencing. Leading scholars and practitioners will discuss and critique drafts of commissioned papers at a spring 2018 conference in Minneapolis. The resulting book, *American Sentencing*, will be published by the University of Chicago Press.

3. Sentencing Principles

Current American sentencing laws and policies cannot be reconciled with any mainstream theory or philosophy of punishment. To the extent that major changes in sentencing laws, policies, and practices are contemplated or undertaken in coming years, it is in everyone's interest that they express widely held beliefs about justice in punishment of convicted offenders. This project, organized by Michael Tonry and Rutgers University's Douglas Husak, the leading American criminal law theorist, examines current best efforts to understand what justice in punishment is and how it can best be understood and explained. A small initial conference in Minneapolis in spring 2017 discussed eight concept papers, mostly written by up-and-coming younger scholars. The best of those and a group of more senior established philosophers and criminal lawyers have been commissioned to prepare full, formal papers for discussion at a March 2018 conference at Oxford University. Oxford University Press will publish the resulting book in 2019.

Program Area 3: Criminal Law Theory

Goals and Objectives

The goal this Program Area is to work towards a better understanding of the proper aims, role and limits of the criminal law. Though the Criminal Law Theory program no longer receives new funds from the Robina Foundation, the Institute continued its work in mental health and criminal justice.

Activities

The Institute pursued three projects related to mental health in the criminal justice system. First, the Institute hosted two *In Conversation* events to explore the ethical considerations of representing persons with mental illness and to highlight what traditional courts might learn from the experiences of problem solving Mental Health Courts. Second, the Institute pursued a grant to develop a curriculum for training probation officers about how to manage probationers who have mental health diagnoses, which unfortunately was not funded. And third, the Robina Institute conducted research and is in the process of publishing a report addressing how other states address the "competency gap," wherein an individual is found incompetent to stand trial but does not meet the standard for civil commitment.

* * *

An income and expense statement for the past year is attached. As always, we are very grateful to Jim Binger and the Foundation for making the Institute possible.

ROBINA INSTITUTE ON CRIMINAL LAW AND CRIMINAL JUSTICE
Income and Expense Statement for 7/1/2016 - 6/30/2017

	Budget FY2017	Expenditures FY2017	
Research Streams			
Criminal Law Theory	0	0	
Sentencing Law and Policy	0	0	
Criminal Justice Policy	0	27,687	
Visitors	0	0	
Conference/Target of Opportunity	0	23,498	
Faculty Development			
Co-Directors	0	143,606	
Junior Level Faculty	0	726,496	
Consulting Faculty	0	566,151	
General Operations			
Executive Director 50%	0	70,252	
Post-Doctoral Research Fellows	0	199,735	
Research Director	0	83,944	
Research Attorney	0	61,102	
Research Assistants	0	49,028	
IT/Web Development	0	63,397	
Administrative Assistant	0	62,053	
Events and Communications	0	68,088	
Travel & Other Operating	0	58,870	
Subtotal Robina Original	0	2,203,907	(1)
Enhancement Projects			
Criminal History Project	212,453	41,734	
Probation Revocation Project	242,153	147,448	
Sentencing Guidelines Repository Project	235,401	42,730	
Parole Release and Revocation Project	206,090	150,514	
Subtotal Enhancement Projects	896,097	382,427	(2)
Total All Projects	896,097	2,586,333	

(1) Activity funded from carry-over balances.

(2) Project expenses appear lower than budget because all staff salaries are shown above in the general operations section. All Robina staff work across multiple projects and activities.

UNIVERSITY OF MINNESOTA

Twin Cities Campus

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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

? Nature of Report
going forward?
Benchmarks, etc?



UNIVERSITY OF MINNESOTA
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UNIVERSITY OF MINNESOTA LAW SCHOOL

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 <u>pro bono toolkit</u> 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_148583466362619.j)
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Rev. Jeffrey Sartain, left, and Imam Abdissalam 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@#xfilef

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 NAVEDI, 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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November 2017

Penny Hunt, Executive Director
Robina Foundation
80 South Eighth Street, Suite 4900
Minneapolis, Minnesota 55402-2226

Dear Penny,

For many years, Minnesota has been a place of opportunity and security for refugees and asylees of war, persecution, human rights abuses, and more. But today's political, social, and economic climates are affecting the ability of some of our most threatened groups to make a fresh start. There could never be a more important time for the work of the James H. Binger Center for New Americans. Thank you for all that the Robina Foundation has done to make the center successful.

Enclosed you will find your 2017 Report on Endowments from the University of Minnesota Foundation, which includes financial updates on the James H. Binger Center for New Americans Fund and the James H. Binger Professorship in Clinical Law. These updates reflect the financial activity of these funds since their inception in October 2016 through June 30, 2017.

As you will see, the Binger funds are already having an impact. Over just nine months of the last fiscal year, they made significant support available for the Binger center's crucial work on behalf of detained individuals without the resources to defend their rights. And because they're endowed, these funds will help safeguard all that the Binger center stands for over many generations to come.

This report also includes a few other 2017 giving highlights—there is much to celebrate and thank you for this year, including the role that you've played in the University of Minnesota's new \$4 billion fundraising campaign. *Driven*, which launched publicly in September, is an extraordinary opportunity to build the University's future, and your partnership helped inspire it. With more than \$2.5 billion contributed so far, the University is already more than halfway to its goal.

Thank you again for your remarkable history of support. It means the world to all of us at the U and, ultimately, to Minnesota's most vibrant and diverse communities.

Sincerely,

Kathleen M. Schmidtkofer
President and CEO

WE ARE SO GRATEFUL
FOR THIS WONDERFUL
PARTNERSHIP AND
REMARKABLE GIFT!
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Driven. The University of Minnesota Campaign



University of Minnesota FOUNDATION REPORT ON ENDOWMENTS

JAMES H. BINGER CENTER FOR NEW AMERICANS FUND

July 1, 2016–June 30, 2017

A report prepared especially for
the Robina Foundation

Fund Purpose



Established by the Robina Foundation in 2016, this fund provides financial support to the University of Minnesota Law School for the operation of the James H. Binger Center for New Americans. The center brings about transformative change by creating a national model for the provision of comprehensive and cohesive legal services for immigrant communities through a variety of means, including improving federal immigration law and policy, protecting the rights of detainees and improving access to legal representation for refugees and immigrants,

educating non-citizens about their rights, training law students, and more.

Financial Statement (Endowment Fund No. 21616)

Principal value as of July 1, 2016	\$0
Gifts received	23,500,000
Investment return	1,296,220
Administrative fee	(189,081)
Endowment payout	(791,085)
Payout reinvested to principal	<u>236,576</u>
Principal value as of June 30, 2017	<u>\$24,052,630</u>



University of Minnesota FOUNDATION REPORT ON ENDOWMENTS

JAMES H. BINGER PROFESSORSHIP IN CLINICAL LAW

July 1, 2016–June 30, 2017

A report prepared especially for
the Robina Foundation

Fund Purpose



The Robina Foundation established this fund in 2016 to assist the University in recruiting, supporting, and retaining outstanding faculty members in the Law School. James H. Binger Professors in Clinical Law are engaged in clinical instruction within the James H. Binger Center for New Americans and focus on immigration, asylum, detainee rights, and/or refugee law and policy. The University provides additional funding for the professorship through the Permanent University Fund.

Financial Statement (Endowment Fund No. 21617)

Principal value as of July 1, 2016	\$0
Gifts received	1,000,000
Investment return	55,190
Administrative fee	(8,050)
Endowment payout	(33,668)
Payout reinvested to principal	11,216
Principal value as of June 30, 2017	<u>\$1,024,688</u>

Impact of Permanent University Fund (PUF)

	Principal Value as of June 30, 2017	FY17 Payout
Foundation fund	\$1,024,688	\$33,668
University of Minnesota PUF fund	<u>503,614</u>	<u>7,005</u>
TOTAL	<u>\$1,528,302</u>	<u>\$ 40,673</u>

If you have questions about your report, please contact the University of Minnesota Foundation at donorrelations@umn.edu or 612-626-9565.



University of Minnesota FOUNDATION REPORT ON ENDOWMENTS

Reading Your Financial Statement

One or more of the terms below appear on your fund report(s).

Gifts received: Represents gift proceeds credited to the fund during fiscal year 2017.

Investment return: Represents market gains or losses and interest and dividends earned during fiscal year 2017, net of external fees.

Administrative fee: Represents the Foundation's administrative fee (currently 1% annually on permanent endowments, and 1.5% annually on quasi-endowments) and the University of Minnesota Foundation Investment Advisors' management fee (approximately 12 basis points annually).

Transfers: Dollars moved into or out of the fund during fiscal year 2017, per donor or department directive.

Permanent Endowment Funds

Principal value: Represents market value of gifts to the fund since inception adjusted for net investment returns, endowment payout, and administrative fees, as well as reinvestments and transfers, if any.

Endowment payout: The annual amount transferred to a spendable account to support the fund's purpose. The current payout rate, set by the UMF Board of Trustees, is 4.5% of the fund's average market value over the previous 20 quarters. Authorized faculty and staff utilize this payout for the designated University program consistent with donor intent. Endowment payout is subject to UMF's underwater fund policy, which requires payout to be reinvested if the fund principal falls below 80% of the original gift value.

Payout reinvested to principal: Endowment payout reinvested to help build principal to targeted levels.

Quasi-Endowment Funds

Total fund value: Represents market value of gifts to the fund since inception adjusted for net investment returns, distributions, and administrative fees, as well as transfers, if any. Quasi-endowment policy permits spending up to 20% of the fund value annually.

Distributions to designated program: Amount distributed as requested by the University to support the fund's designated purpose.

Continued on reverse

Matching Programs

Fast Start 4 Impact Award: Amount provided by the University of Minnesota Foundation's Fast Start 4 Impact Program to support students during the 2017–18 academic year. The program funds the first four years of student awards while the endowment payout is reinvested. For multi-year pledges, a minimum of 25% of the total commitment must be received each year to activate the Fast Start award consistent with its original terms. The program ended new enrollments as of December 2015.

21st Century Graduate Fellowship Match: Amount provided by the University of Minnesota's 21st Century Graduate Fellowship Match Program, which matches the fund's payout on a dollar-for-dollar basis to help recruit and retain deserving students enrolled in graduate degree programs. The program ended new enrollments as of December 2010.

President's Scholarship Match: Amount provided by the University of Minnesota's President's Scholarship Match Program, which matches the fund's payout on a dollar-for-dollar basis to help recruit and retain deserving students enrolled in undergraduate or professional degree programs. The program ended new enrollments as of December 2010.

Reaching Higher Scholarship Initiative Match: Amount provided by the University of Minnesota's Reaching Higher Scholarship Initiative Match Program, which matches the fund's payout on a dollar-for-dollar basis to help recruit and retain deserving students enrolled in undergraduate degree programs at the Duluth campus. The program ended new enrollments as of December 2010.

Permanent University Fund (PUF) Payout: The University of Minnesota manages and invests a companion fund that provides additional support for the designated purpose.



Endowment update for June 30, 2017

This report provides an update on the management and performance of the University of Minnesota Foundation (UMF) endowment portfolio for the fiscal year ended June 30, 2017.

The portfolio is invested by UMF Investment Advisors (UMFIA), a nonprofit subsidiary formed in 1998 to focus on long-term investment goals. UMFIA has a board of directors that includes representation from the UMF Board of Trustees as well as from UMF leadership.

UMFIA 2017 Board of Directors

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Please visit give.umn.edu/about/financial for additional information.

Raising and managing gifts for the benefit of Minnesota's land-grant university

Designated by the University of Minnesota's Board of Regents as the central development office for the University, the U of M Foundation plays a key role in supporting greatness across all five U of M campuses. UMF accomplishes this by raising gifts from individuals and organizations, investing funds for maximum impact, and stewarding gifts to ensure they are used as donors intended.

As the financial cornerstone of any great university, endowments empower the University of Minnesota to reach far beyond what is otherwise possible. UMF manages the investment and spending of approximately 6,000 endowed funds that provide a stable and predictable source of funding for their designated University programs.

Donors may make endowed gifts to create new funds or contribute to existing funds. These funds are pooled and invested together as the UMF endowment.

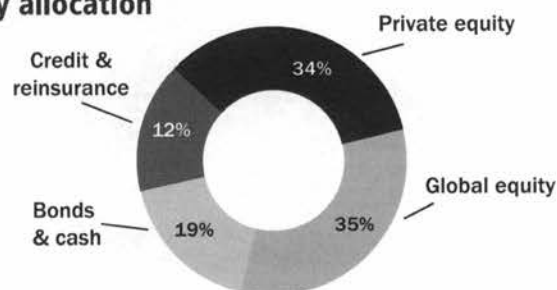
Managing the endowment

A portion of each endowed fund's value, currently 4.5% of the principal value's trailing average over the previous 20 quarters, is made available for spending each year to support the fund's designated program. The investment goal seeks to support this spending plan, which is set by the UMF Board of Trustees, while preserving the real purchasing power of endowed gifts for the long term.

To achieve this goal, UMF's asset allocation strategy varies considerably from a standard equity/bond mix. UMF's departure from a conventional investment approach may lead to short-term returns that deviate significantly from those of our peers and standardized benchmarks. The portfolio is highly diversified and actively managed, with a goal of achieving equity-like returns over a complete market cycle, with lower risk.

UMF is attentive yet less reactive to short-term results, but highly sensitive to extended periods of low or poor returns. Therefore, the portfolio is structured to capture market upside over the long term while avoiding sharp and prolonged market declines.

Asset category allocation



Investment results

For the periods ended June 30. Total value of UMF endowment: \$2.1 billion.

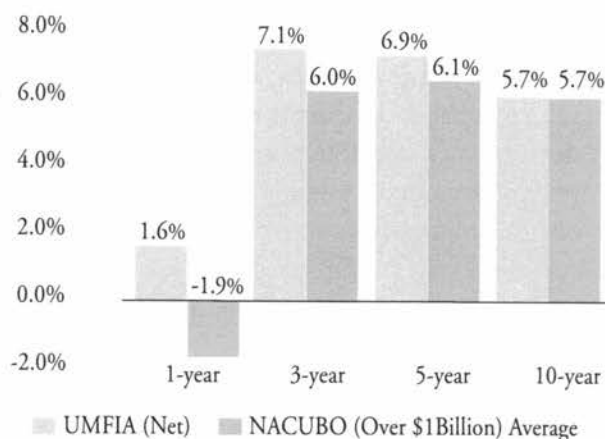
The investment goal is to achieve an annualized return of 5% in excess of inflation in order to cover the 4.5% spending rate as well as administrative fees. For the one-year period ending June 30, 2017, the endowment pool returned 8.6%. This performance lagged the market benchmark return of 11.8%, due primarily to UMF's long-term investment strategy, which relies much less on traditional common stock exposure as compared to the market benchmark.

Year	Actual	Goal	Policy Benchmark ¹	65/35 Market Benchmark ²
1-Year	8.6%	6.7%	7.9%	11.8%
5-Year	8.3%	6.3%	8.2%	7.6%
10-Year	4.8%	7.1%	5.1%	4.1%
20-Year	7.7%	8.0%	6.9%	5.9%

Performance vs. peer group 3

As of June 30, 2016. Please note that updated results as of June 30, 2017, become available in spring 2018.

The chart below illustrates UMF's performance relative to our peer group: college and university endowments with assets greater than \$1 billion.

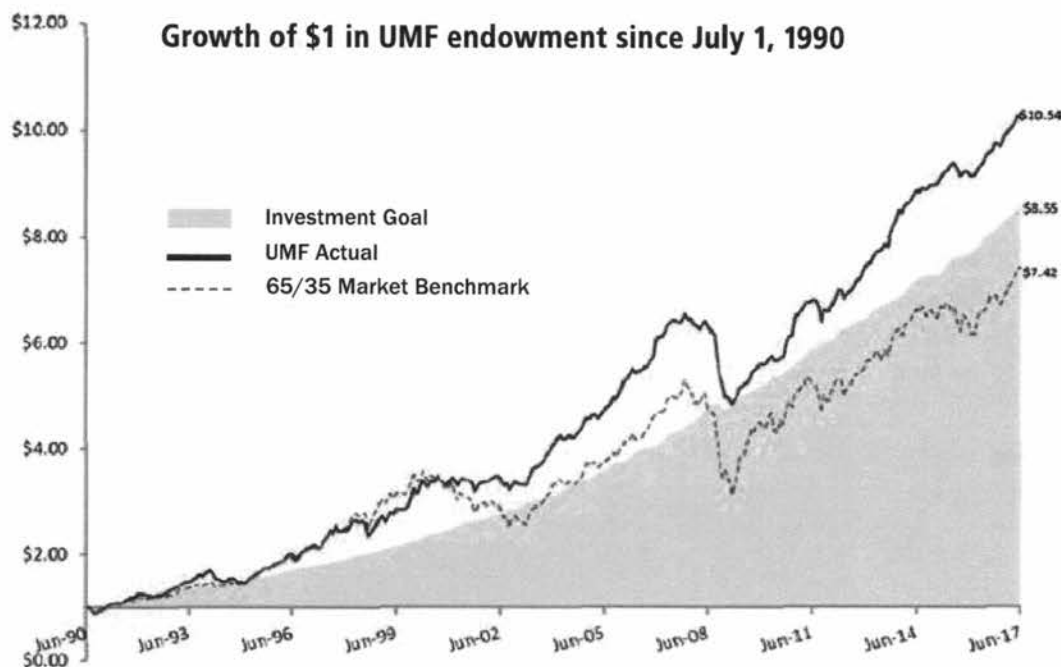


³ 2016 NACUBO-Commonfund Study of Endowments

Value of UMF endowment over time

The UMF endowment has performed well over the long term, making it possible for funds to provide predictable and stable funding to support their designated programs. The chart below shows the growth of \$1 invested in the endowment in 1990 compared with the foundation's investment goal and a 65/35 market benchmark. Since the inception of UMFIA, our portfolio return has exceeded market benchmark returns by +2.4% annually, with less downside risk.

Growth of \$1 in UMF endowment since July 1, 1990



¹ The policy benchmark helps measure how well UMFIA is implementing its investment policy. Its components and asset class weightings are based on the portfolio's asset allocation policy.

² The 65/35 market benchmark is a weighted blend of stock and bond indices (65% equities and 35% bonds).



Fiscal Year 2017 Operational Highlights

Report on Endowments (ROE)—Our commitment to effective fund management and reporting

In November 2016, the University of Minnesota Foundation (UMF) issued more than 2,300 ROEs that reflected a multi-year effort to increase and improve the information we provide to donors. Our primary goal in developing the new format was to provide clear, concise, and transparent reporting that demonstrates our commitment to effective fund management and full disclosure of fees, investment performance, and spending. Thank you to all who provided feedback and questions in response; your input helps us continually improve these reports.

Administrative fees—Our commitment to keeping fees low

We received a number of questions last year about UMF's administrative fee. Although our reporting of the fee separately was new, the fee itself was not. The Board of Trustees establishes fee policies with the objective of keeping fees low to reflect an unwavering commitment to administrative efficiency. The endowment fee rates have not increased since 2008. More information about the administrative fees is included in "Reading Your Financial Statement" at the end of your report.

Investment management—FY17 preliminary return of +8.6% and the advantages of active management

Fiscal year 2017 investment return of 8.6% compares favorably to the prior year's 1.6%, providing real spending growth to the funds. The FY17 investment return allocated to the individual funds in your ROE was a preliminary 7.8%. Subsequently, updated quarter-end valuations received from private investments increased the return by \$18 million to the reported 8.6%. These gains will be allocated to the individual funds in fiscal year 2018.

The endowment funds have benefited greatly over the years from dedicated, professional management provided by UMF Investment Advisors (UMFIA). UMFIA was formed after UMF's total endowment reached \$500 million in value in 1998 and the Board of Trustees decided it would be worthwhile to develop a subsidiary dedicated to active portfolio management. That decision has resulted in significant added value for endowment funds and their purchasing power to fuel University programs.

The endowment portfolio is uniquely structured to provide long-term growth while minimizing volatility. Annual returns may differ from peers with more "traditional" portfolios comprised of a 65/35 stock/bond mix. When looking over the long term, UMFIA's active management strategy has contributed 38% more purchasing power to the funds since 1999 as compared with a traditional portfolio approach.

Continued on reverse

Endowment spending policy—Designed for maximum impact for current and future generations

The UMF Board of Trustees establishes the endowment spending policy. The current annual spending rate of 4.5% is applied to a five-year average fund balance to provide a stable and predictable funding source (payout) to the respective programs. The payouts are transferred to short-term spending accounts, which are closely monitored.

Spending oversight—Optimizing fund utilization and donor satisfaction

One of UMF's most critical responsibilities is to ensure that gifts are used in accordance with donor wishes. Stringent controls are in place, and UMF staff work in partnership with the U of M units to monitor funds and optimize the utilization and impact of gifts for their designated purposes.

Feedback and Questions

Please contact us at donorrelations@umn.edu or 612-626-9565 with any questions or feedback. We love to hear from you.

Yale Law School

THE ROBINA FOUNDATION HUMAN RIGHTS FELLOWSHIP
INITIATIVE



Annual Report

October 2017

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BACKGROUND

The Robina Foundation has supported the Robina Human Rights Fellowship Initiative at Yale Law School since 2008-09. Between 2008 and 2016, the Foundation made annual \$1 million gifts to support the Initiative that totaled \$9 million. In that time, the Foundation has supported a total of 84 scholarships for 76 individual YLS students interested in careers in human rights; 378 summer human rights fellowships for 322 individual students; and 32 year-long post-graduate fellowships for recent graduates working for human rights organizations.

In the fall of 2016, the Foundation made two endowment gifts to the Law School: \$10 million to endow the Initiative and \$3 million to endow the Binger Clinical Faculty Chair in Human Rights at Yale Law School. In July 2017, James Silk, long-time director of the Robina Human Rights Initiative, became the inaugural holder of the Binger Chair. This report describes the fellowships and activities supported during 2016-17, which were funded by the \$1 million expendable grant awarded in May 2016.

Since its inception, the Robina Human Rights Fellowship Initiative has funded scholarships and fellowships that a) support students and post-graduates interested in human rights through academic and internship opportunities, field missions, and financial aid, and b) bring leading scholars in human rights to the Law School to conduct research, teach courses, host discussions, participate in conferences, and publish scholarship. Over the years, the Initiative has met with remarkable success and expanded its scope. During the past year, the Initiative also provided support to graduates working in human rights who are enrolled in COAP (the Law School's student loan repayment program).

The components of the Robina Human Rights Fellowship Initiative in 2016-17 were:

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

PROGRESS TOWARD GOALS

This report will first detail the Law School's implementation of each of the Initiative's components in 2016-17. The longer-term outcomes are addressed on page 13.

A. Robina Human Rights JD Scholarships

Robina Human Rights JD Scholarships are awarded to Yale Law School students on the basis of financial need and demonstrated interest in human rights. This year, the Law School awarded scholarships to six outstanding students who have shown a clear commitment to human rights through participation in extracurricular activities, clinical work, and/or employment at a human rights-focused organization or law firm. For biographies of this past year's JD Scholars, please see addendum A.

- Alexandra Francis '18
- Allison Frankel '17
- Adrienne Lee '17
- Iulia Padeanu '17
- Hillary Vedvig '17
- Andrew Walchuk '17

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

The Kirby Simon Summer Human Rights Fellowships provide stipends to Yale students who spend their summers working in human rights. During the summer of 2016, 29 YLS students, eleven Yale College students, one Yale medical student and one Yale graduate student received these fellowships. During the summer of 2017, 24 YLS students, twelve Yale College students, and one Yale graduate student received fellowships. Their internship placements were as follows:

Summer 2016:

- Laika Abdulali '17 J.D. - The Advice on Individual Rights in Europe (AIRE) Centre, U.K.
- Courtne Drigo '18 J.D. - World Bank, Office of Suspension and Debarment, U.S.
- Kyle Fees '18 J.D. - Center for Human Rights and Global Justice, NYU, U.S.
- Ama Francis '18 J.D. - Islands First, U.S.
- Michael Gale '18 J.D. - Asociacion por los derechos civiles, Argentina
- Anna Gonzalez '18 J.D. - Media Legal Defence Initiative, U.K.
- Arielle Humphreys '17 J.D. - ACLU, Human Rights Division, U.S.
- Sameer Jaywant '18 J.D. - Human Rights Watch, Jordan; Indian Court, India
- Scout Katovich '17 J.D. - European Court of Human Rights, France
- Shane Kunselman '18 J.D. - JUSTICE, U.K.
- Steven Lance '18 J.D. - The Door, U.S.; Proyecto Lingüística Quetzalteco de Español, Guatemala

- Hyun-Soo Lim '18 J.D. - Doughty Street Chambers, U.K.
- Alina Lindblom '17 J.D. - United Nations High Commissioner for Refugees (UNHCR), Colombia
- David Miller '18 J.D. - U.S. Department of Justice, Human Rights Crimes Section, U.S.
- Katherine Munyan '17 J.D. - European Roma Rights Centre, Hungary
- Carolyn O'Conner '18 J.D. - Inter-American Commission on Human Rights, U.S.
- Helen Price '18 J.D. - Bronx Defenders, U.S.
- Paul Rink '18 J.D. - Proyecto Lingüística Quetzalteco de Español, Guatemala
- Victoria Roeck '18 J.D. - AIRE Centre and Doughty Street Chambers, U. K.
- Alexandra Schluntz '18 J.D. - Death Penalty Project, U.K.
- Alex Sverdlik '18 J.D. - European Court of Human Rights, France; World Bank, U.S.
- Kevin Tobia '17 J.D. - Daily Freedom Network, U.K.
- Andrew Udelsman '17 J.D. - Earth Justice, Colombia; UNHCR, U.S.
- Andrew Walchuk '17 J.D. - Human Rights First, U.S.
- Chang (Julia) Wang '18 J.D. - European Court of Human Rights, France
- Evan Welber '18 J.D. - UN Registry of Damages, Austria
- Jonathan Wong '18 J.D. - World Bank, U.S.
- Alyssa Yamamoto '18 J.D. - UN Office of the High Commissioner for Human Rights (UNHCHR), Switzerland; Human Rights Watch, U.S.
- Tara Zivkovic '17 J.D. - Paul Hoffman, U.C. Irvine School of Law, U.S.

- Rachel Baker, YC - Drug Policy Alliance, U.S.
- Carmen Baskauf, YC - International Organization for Migration, Egypt
- Charlotte Finegold, YC - Legal Resources Center, South Africa
- Rob LaRose, YC - Initiative for Social and Economic Rights, Uganda
- Ishrat Mannan, YC - Human Rights Watch; Talent beyond Boundaries, U.S.
- Maria Melchor, YC - Karnes Family Detention Center, U.S.
- Kar Jin Ong, YC - Independent podcast producer, Malaysia
- Kyle Ranieri, YC - Rockefeller Foundation, U.S.
- Emily Rice, YC - UNHCR, Switzerland
- Christoph Sponsel, GSAS - UNHCHR, Colombia
- Nicholas Stewart, YC - EssMart Global, India
- Thais Vinholo, YSMed - Oswaldo Cruz Foundation, Brazil
- Alexis William, YC - Department of Education, Office of Civil Rights, U.S.

Summer 2017:

- Laika Abdulali '17 J.D. - Doughty Street Chambers, U.K.
- Laith Aqel '19 J.D. - Special Tribunal for Lebanon, Netherlands
- Luis Calderon '19 J.D. - European Court of Human Rights, France
- Varun Char '19 J.D. - Asylum Access Ecuador, Ecuador
- Jonathan Cohen '19 J.D. - Adalah, Israel
- Catherine Crooke '19 J.D. - UNHCR, Caribbean Protection Unit, U.S.
- Kyle Fees '18 J.D. - ACLU Human Rights Division, U.S.

- Ama Francis '18 J.D. - Gov't of Dominica, Environmental Coordinating Unit, Dominica
 - Shikha Garg '19 J.D. - Legal Resources Center, South Africa
 - Eri Kalu '19 J.D. - Human Rights Watch, Health Division, U.S.
 - Steve Lance '18 J.D. - Proyecto Lingüística Quetzalteco de Español, Guatemala
 - Ellis Liang J.D./M.B.A. - The Court of First Instance of the High Court of Hong Kong, Hong Kong
 - Carolyn Lipp '19 J.D. - Proyecto Lingüística Quetzalteco de Español, Guatemala
 - Chris Looney '19 J.D. - European Court of Human Rights, France
 - Melissa Marichal '18 J.D. - Proyecto Lingüística Quetzalteco de Español, Guatemala
 - Catherine McCarthy '19 J.D. - DOJ, Office of Human Rights and Special Prosecutions, U.S.
 - Annika Mizel '18 J.D. - Willow International, Uganda
 - Mariana Olaizola '19 J.D. - Council of Europe, Office of the Commissioner, France; Advocates Abroad for Human Rights, Greece
 - Paulina Perlin '19 J.D. - UN Office of the High Commissioner for Human Rights, Colombia
 - Amber Qureshi '19 J.D. - Justice Project Pakistan, Pakistan
 - Srinath Reddy Kethireddy '19 J.D. - Doughty Street, U.K.; Supreme Court of India
 - Beatrice Walton '18 J.D. - Human Rights Court for Council of Europe, France
 - Zoe Weinberg J.D./M.B.A. - Oxfam, Iraq
 - Evan Welber '18 J.D. - International Criminal Court, Netherlands
-
- Rayan Alsemeiry, YC - Peace & Dialogue Leadership Initiative, Israel/Palestine
 - Maddy Batt, YC - Solitary Watch & The North Carolina Commission of Inquiry on Torture, U.S.
 - Jade Chowning, YC - Yale Prison Education Initiative, U.S.
 - Edwin Edem, YC - Integrated Refugee and Immigrants Services (IRIS), U.S.
 - Aaliyah Ibrahim, YC - Peace and Conflict Studies, Uganda and Rwanda
 - Catherine Liu, YC - IsraAID, Germany & France
 - Wellington Mackey, YC - Integrated Refugee and Immigrants Services (IRIS), U.S.
 - Maria Melchor, YC - Global Detention Project, Switzerland
 - Helen Price, YC - Foreign and Commonwealth Office, U.K.
 - Kyle Ranieri, YC - Human Rights Watch, LGBT Program, U.S.
 - Yun (Nancy) Tang, GSAS - Human Rights Watch, U.S.
 - Lekha Tlhotlhlalemaje, YC - Khulumani Support Group, South Africa
 - Matthew Wrocklage, YC - Initiative for Social and Economic Rights, Uganda

C. Robina Post-Graduate Human Rights Fellowships

Robina Post-Graduate Human Rights Fellowships provide recent graduates of Yale Law School the opportunity to work full-time in human rights for one year or more. These fellowships serve an important function as many Yale Law School graduates desire to work in human rights, but financial considerations and the lack of paid entry-level positions lead them to embark on careers in private or corporate law. In 2016-17, four graduates received Robina Post-Graduate Human Rights Fellowships. For descriptions of their work, please see addendum B.

- **Tosin Agbabiaka '16 J.D./M.B.A.** - USAID/Power Africa, Washington, D.C.
- **Sergio Giuliano '16 LL.M** - European Court of Human Rights, Strasbourg, France
- **Lani Inverarity '15 LL.M.** – Accountability Counsel, San Francisco, CA
- **Andrea Scoseria Katz '16 J.D./Ph.D.,** European Court of Human Rights

D. Robina Visiting Human Rights Fellowships

The Robina Foundation supported three Visiting Human Rights Fellows during the 2016-17 academic year. The Fellows conducted research on human rights issues and contributed to students' knowledge of and engagement with these issues by delivering lectures, teaching courses, and participating in one-on-one discussions. For information on each of the Fellows and their work, please see addendum C.

- **Paul Linden-Retek '12 J.D.**
- **Nick Robinson '06 J.D.**
- **Jennifer (JJ) Rosenbaum**

E. COAP Recipients Supported by the Robina Foundation

Yale Law School allocated a portion of Robina Fellowship funding in 2016-17 to support graduates who are working in human rights and enrolled in the Career Options Assistance Program (COAP). COAP provides assistance with student loan repayment, in order to enable graduates to follow a variety of career paths, particularly opportunities in public interest law, without suffering undue financial burden.

In fall 2016, the Robina Foundation supported thirteen Yale Law School graduate COAP recipients working in human rights; in spring 2017, seven graduates received support.

Fall 2016

- **Josh Andresen '15 J.D.** – Post-doctoral student, Yale Law School
- **Alisha Bjerregaard '08 J.D.** – Robert M. Cover - Allard K. Lowenstein Fellow in International Human Rights, Yale Law School

- **Megan Corrarino '13 J.D.** – Robert L. Bernstein International Human Rights Fellow, Human Rights First
- **Kyle Delbyck '14 J.D.** – Robert L. Bernstein International Human Rights Fellow, Balkan Investigative Reporting Network
- **Carrick Flynn '11 J.D.** – Research Project Manager, Future of Humanity Institute, Oxford University
- **Yuvraj Joshi '15 LL.M.** – Peter and Patricia Gruber Fellow in Global Justice, Human Rights Watch
- **Sharanya Kanikkannan '11 J.D.** – Robert L. Bernstein International Human Rights Fellow, Human Rights Watch
- **Stephanie Kim '14 J.D.** – Staff Attorney, International Refugee Assistance Project
- **Eunice Lee '06 J.D.** – Senior Staff Attorney, Center for Gender and Refugee Studies, University of California, Hastings College of the Law
- **Jessica So '14 J.D.** – Consultant, International Senior Lawyers Project
- **Jennifer Taylor '10 J.D.** – Staff Attorney, Equal Justice Initiative
- **Ryan Thoreson '14 J.D.** – Robert L. Bernstein International Human Rights Fellow, Human Rights Watch
- **Leah Zamore '14 J.D.** – Robina Human Rights Fellow, UNHCR; now Senior Policy Analyst, Center on International Cooperation, New York University

Spring 2017

- **Alisha Bjerregaard '08 J.D.** – Robert M. Cover - Allard K. Lowenstein Fellow in International Human Rights, Yale Law School
- **Kyle Delbyck '14 J.D.** – Robert L. Bernstein International Human Rights Fellow, Balkan Investigative Reporting Network
- **Carrick Flynn '11 J.D.** – Research Project Manager, Future of Humanity Institute, Oxford University
- **Stephanie Kim '14 J.D.** – Staff Attorney, International Refugee Assistance Project
- **Jessica So '14 J.D.** – Consultant, International Senior Lawyers Project
- **Jennifer Taylor '10 J.D.** – Staff Attorney, Equal Justice Initiative
- **Ryan Thoreson '14 J.D.** – Robert L. Bernstein International Human Rights Fellow, Human Rights Watch

F. Human Rights Clinical Education Innovation and Travel

Clinical experience is an essential part of students' development of the knowledge and skills necessary to be effective advocates. Projects with an investigative component provide students with the intensive field experience that is critical to their practical human rights education. Students also practice written and oral advocacy skills. Nearly every project involves a significant piece of persuasive writing – human rights reports, submissions to domestic or international tribunals, and policy papers – and students regularly present their findings in testimony or meetings with officials, advocates, and media. Clinical projects provide our partner organizations with valuable work that they would not be able to undertake without the collaboration of the Yale clinics. Over the course of the 2016-2017 school year, the Lowenstein Clinic worked with 28 students on thirteen projects. Highlights include:

- The Clinic published a paper, *Governance of Agricultural Concessions in Liberia: Analysis and Discussion of Possible Reforms*. The Clinic team documented a lack of consultation and compensation under Liberia's complex agricultural concessions regime, concluding that this void violates international human rights law. The paper identifies a range of regulatory reforms to implement at each stage of the concession process, from the negotiation of concession contracts and community agreements to their enforcement and renegotiation. The Clinic team prepared the paper to submit to Liberia's Governance Commission, which, in discussions, encouraged the Clinic to provide independent recommendations on how Liberia could strengthen its regulatory framework. The Commission, founded in 2003 as part of the Accra Peace Accords, is an independent government entity that tackles structural reforms to sustain Liberia's young democracy. The Clinic team traveled to Liberia to conduct research through interviews with twelve government agencies, as well as legislators, concessionaires, non-governmental organizations, and affected communities. The team returned to Liberia to present the paper to officials and members of civil society. Students also appeared on two call-in radio programs to answer questions about the issue, which is of great concern to many rural Liberians.
- In the wake of Pakistan's resumption of the death penalty in 2015, the Clinic co-authored a report examining how Pakistan's execution practices entail many human rights violations. The Clinic's partner organization, Justice Project Pakistan (JPP), is the leading organization challenging the death penalty in that country. Pakistan has one of the largest populations on death row – more than 8,000 individuals – and the report details the many abuses, including the use of evidence obtained by torture, the execution of juveniles and individuals with mental illness, and the prevalence of "death row" syndrome, whereby individuals choose death over the torturous conditions of confinement. In September 2016, students traveled to Geneva with JPP to present the report's findings in tandem with Pakistan's Universal Periodic Review before the U.N. Human Rights Committee. JPP has also used the report extensively in its advocacy with the European Union and European nations to educate them about how Pakistan's resumption of the death penalty presents a serious rebuke to human rights norms.
- A Clinic team supported a lawsuit brought by attorneys at the Death Penalty Project (DPP) before the Judicial Committee of the Privy Council to challenge Trinidad and Tobago's imposition of life sentences on prisoners who had previously been sentenced to death. Over

the last few decades, human rights organizations have used strategic litigation to make great strides in reducing the imposition of the death penalty worldwide. Unfortunately, sometimes this success results in new human rights violations. Such is the case in Trinidad and Tobago, where prisoners who were formerly sentenced to death are now sentenced to life without parole. The Clinic team researched comparative and international law, contributed to party briefing, and then traveled to London for the argument in March 2017.

- At the request of Women's Link Worldwide, a Clinic team prepared an *amicus* brief for the Inter-American Court of Human Rights on the right to informed consent under international human rights law. *I.V. v. Bolivia* concerns a woman who was sterilized without her consent in a public hospital in La Paz, Bolivia, in 2001. The Inter-American Commission on Human Rights submitted the case to the Inter-American Court when the Bolivian government failed to implement the remedies it suggested for what it found was the violation of I.V.'s rights to physical and psychological integrity, freedom from violence and discrimination, access to information, and a private and family life. The amicus brief, submitted in 2016, outlined the right to informed consent within the context of the rights to health and personal integrity. It also detailed how, under international human rights law, a reproductive rights violation can amount to torture and cruel, inhuman or degrading treatment. In November 2016, the Inter-American Court issued its decision, finding that Bolivia had violated I.V.'s rights to personal integrity, personal freedom, dignity, non-discrimination, and a private and family life, as well as the rights to access information, raise a family, and be free from cruel, inhuman and degrading treatment. The Court awarded I.V. individual reparations and ordered the government of Bolivia to, among other general measures, provide training programs for healthcare and social security professionals on informed consent, reproductive health, gender-based violence, discrimination and stereotyping.
- The Clinic released a report, *Forced into Breaking the Law: The Criminalization of Homelessness in Connecticut*, which examines the threat of criminal sanctions that people living in homelessness face for fulfilling their basic needs. Laws in cities throughout Connecticut prohibit a person without a bed from sleeping on a park bench, ban someone without a place to be during the day from standing in a public plaza, and restrict the ability of a person without access to food to ask for money to buy something to eat. The report, which drew on public records and dozens of interviews with homeless people as well as state and local officials and service providers, analyzes various forms of criminalization and the legal implications under U.S. and international law. In the spring 2017 term, the Clinic used the report as a means to educate the public as well as decision-makers about the general issue of the criminalization of homelessness. The student team also presented the report's findings at *Housing Not Handcuffs*, a national meeting convened by the National Law Center on Homelessness and Poverty. New Haven's commission on homelessness is now considering various measures to decrease homelessness and to recognize the right of people living in homelessness to pursue life-sustaining acts in public. The work is ongoing, but there appears to be building momentum among local activists as well as an openness on the part of city and other officials to explore alternatives to criminalization.
- The Clinic led a campaign in 2016-17 to educate the public in Connecticut about the many harms of solitary confinement. The Clinic has been working to decrease reliance on solitary confinement within the state since 2010; as a result of that work, the population in long-term

isolation at the state 'supermax' facility has decreased approximately 80%. Still, the reforms to date are administrative and, thus, fragile. In the spring term of 2017, the Clinic worked with a coalition of local community, religious and university organizations to organize a series of events on solitary confinement. The coalition's project, Inside the Box, brought a true-to-life, replica solitary cell to several public locations in New Haven and Hartford. The campaign attracted hundreds of visitors and received widespread media coverage. Clinic team members also worked with survivors of solitary confinement, as well as family members of survivors, to speak publicly about their experiences and to prepare testimony before the Commission on Civil Rights. In June 2017, the Connecticut legislature passed a bill to end solitary confinement of juveniles and to mandate reporting on the state's use of solitary.

- In addition, the Robina Foundation's support enabled the Clinic to produce a chapter of an upcoming book on solitary confinement that will be published by Voices of Witness, a human rights imprint by Dave Eggers, the award-winning novelist. The chapter tells the story of Aaron Strong, a long-time client who entered solitary confinement at Northern Correctional Institution, Connecticut's 'supermax' prison, in 2000, when he was just seventeen. The Clinic conducted numerous interviews with Mr. Strong over the course of several months and adapted Mr. Strong's interviews for the book chapter. The Foundation's support paid for transcription of the many hours of interviews with Mr. Strong. The book, to be published in 2018, will also be the basis for public education materials, including for high school curricula.

G. Outreach to the Wider Yale Community

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

- **Multidisciplinary Academic Program in Human Rights:** This Yale College program offers undergraduates the opportunity to learn the analytical and practical skills necessary for human rights study and human rights-related careers. The Multidisciplinary Academic Program in Human Rights recognizes the complex and interdisciplinary nature of human rights and supports a diverse community of students, Human Rights Scholars, from across Yale College. The Program, while administered by the Schell Center, benefits from a Faculty Advisory Committee consisting of faculty from various departments, including anthropology, area studies, economics, English, history, law, literature, philosophy, sociology, and political science. Each spring, the Program accepts approximately fifteen sophomores, who must complete the requirements of a Yale College major in addition to the Program's six courses. Now in its fourth year, the Program includes students from a wide array of majors, including environmental studies, history, literature, and political science. The Schell Center founded the Program, provides it with administrative, financial, and programmatic support, and offers students additional academic, summer, and post-graduate advising and opportunities to attend human rights-related talks, workshops, symposia and other events. Weekly dinners often feature guests, such as Robina Visiting Scholars Jennifer Rosenbaum and Nicholas Robinson. In addition, the Schell Center offers modest stipends to the Human Rights Scholars and other undergraduate students to pursue human rights-related internships during the summer.

- **Hope Village Human Rights Project.** Since September 2015, a group of Yale undergraduates has been designing a high-school curriculum on human rights and conflict resolution for the Dr. Hawa Abdi Hope Village, a camp for displaced Somalis in Lower Shebelle, Somalia. After Deqo Mohamed, Executive Director of the Dr. Hawa Abdi Foundation, visited Yale in November 2015 with the support of the Robina Foundation, the Yale team was able to draft lesson plans for the first year of the curriculum and outline a four-year program. In the fall of 2016, the team met frequently with Dr. Mohamed while she was in residence as a Yale Greenberg World Fellow, to design the second year of the curriculum and work with teachers on-the-ground in Hope Village to implement the program. In April 2017, Dr. Mohamed returned to Yale with her mother, Dr. Hawa Abdi, to deliver Timothy Dwight College's Chubb Fellowship Lecture. While at Yale on that visit, Dr. Mohamed met again with the Yale curriculum team to review their progress and discuss the team's plans to get the curriculum reviewed by educators and human rights advocates in the U.S. and abroad and to create professional development materials for Hope Village's teachers.
- **Israel-Palestine Conflict Resolution Simulation.** In April 2017, the Schell Center co-sponsored a talk on the Israeli-Palestinian conflict, featuring Ghaith al-Omari, a longtime advisor to the Palestinian negotiating team and a contributor to the 2003 Geneva Initiative, and David Makovsky, the top negotiator on John Kerry's 2014 team and the Executive Editor of The Jerusalem Post. The talk took place after a weekend of mock negotiations with seven Palestinian and seven Israeli Yale students.
- **New Haven Resource Access Mapping Project.** As a capstone project for the undergraduate Program in Human Rights, a Yale College senior designed a participatory, multi-lingual map of the Greater New Haven Area, showing resources for refugees, asylum seekers, and formerly incarcerated people. The Schell Center provided resources for the student to organize working sessions in which other students from across the university could do data entry and other necessary tasks to support the project. Before she graduated, the student who designed the map passed the project on to younger students.

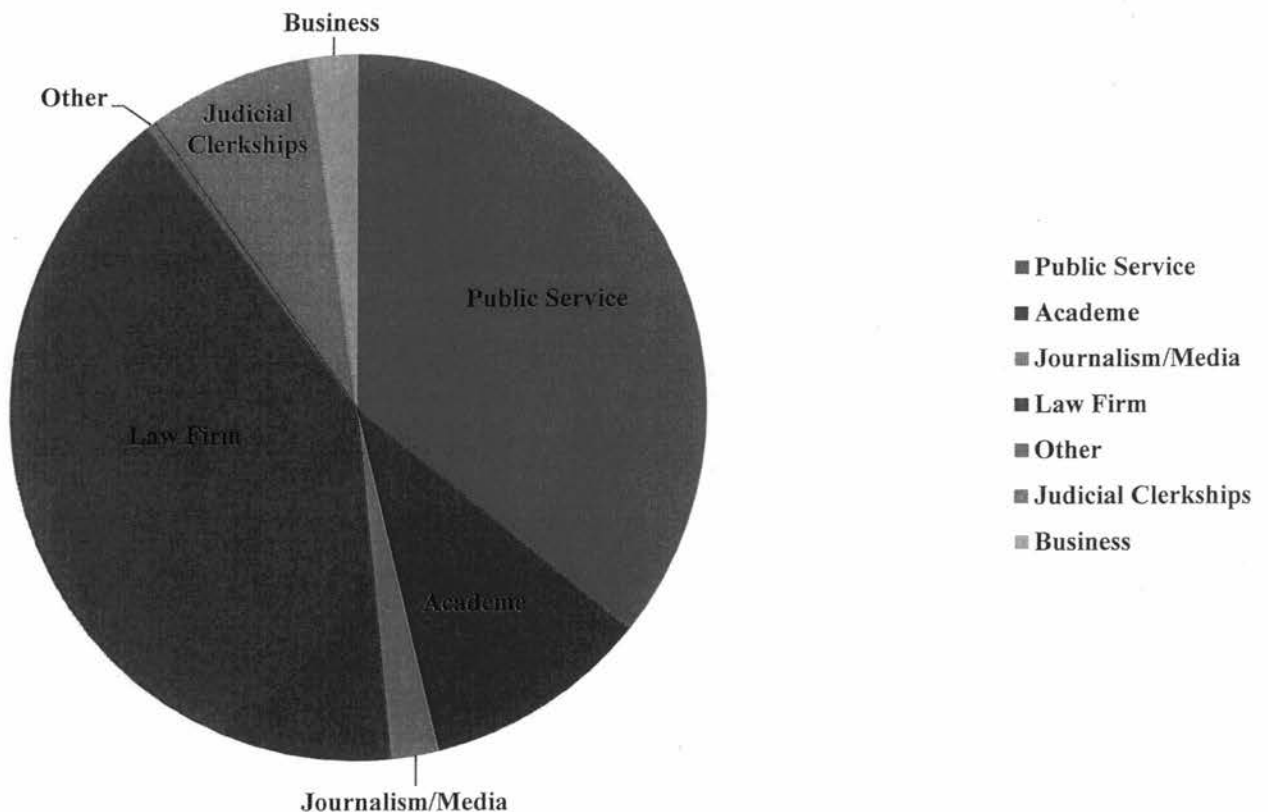
H. Human Rights Fellowship Initiative Coordinator and Program Administration

The Robina Fellowship Initiative's longtime Coordinator, Katy Lawder, is responsible for implementing the Initiative's day-to-day activities, tracking participants and outcomes, and tracking the Initiative's long-term impact. One of the Coordinator's main projects has been developing and maintaining a comprehensive database of Yale Law students and alumni involved in human rights, including all current and former Robina fellows. The Coordinator position is part-time, as some of the work falls to the Schell Center Executive Director, Hope Metcalf. Hope co-teaches the Lowenstein International Human Rights Clinic and works with students and faculty to coordinate human rights events at the Law School, including the annual Bernstein Human Rights Symposium, as well as the weekly Human Rights Workshop. She also administers the undergraduate Multidisciplinary Academic Program in Human Rights.

ALUMNI OUTCOMES

In total, 283 recipients of Robina funding have now graduated from Yale Law School. Twenty-three of these graduates are pursuing doctoral degrees and two are unemployed. Of the 258 alumni who are employed, we have up-to-date employment data on 256 of them. Fifty (20%) are working in international human rights in some significant capacity, either in non-governmental organizations, government, or academia.

- Ninety-eight (34%) are currently working in public service, which includes international and domestic non-governmental organizations (73, 29%), and government positions, excluding clerkships (25, 10%);
- Ninety-three (36%) are at law firms; *Pro Bono?*
- Twenty-six (10%) hold academic positions (twelve of which involve human rights);
- Seventeen (7%) are in judicial clerkships;
- Twelve (5%) are working in business;
- Eight (3%) are working in journalism/media; and
- One (0.3%) is a high school teacher.



UNANTICIPATED RESULTS AND POTENTIAL CHANGES

There have been no unanticipated results. Now that the Robina Human Rights Initiative is endowed, and we have received a matching endowment from the Goldman family that will provide COAP funding for eligible alumni working in human rights, civil rights, and social justice fields, we likely will reduce or eliminate COAP funding from the purposes for which we use the income from the Robina endowment.

CONCLUSION

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

FINANCIAL REPORT

EXPENDITURES JULY 1, 2016-JUNE 30, 2017

Income:

\$ 1,000,000 New Award
\$ 117,642 Balance Forward from FY 16

Total: \$1,117,642

	Original Budget	Actuals as of 6/30/17
Expenses:		
Kirby Simon Summer Human Rights Fellows	\$ 200,000	\$ 168,478
Robina Post-Graduate Human Rights Fellows	\$ 199,000	\$ 173,058
Robina Human Rights JD Scholars	\$ 100,000	\$ 103,029
Robina Visiting Human Rights Fellows	\$ 175,000	\$ 199,314
Art and Human Rights Initiative	\$ 25,000	\$ 920
Clinical Education and Field Missions	\$ 40,000	\$ 39,581
Outreach, including Yale College human rights program	\$ 20,000	\$ 7,492
Administrative Support	\$ 91,000	\$ 72,464
Robina COAP Scholars	\$ 150,000	\$ 150,000

Total: \$ 1,000,000 \$ 914,335

Balance carried forward to FY18 \$ 203,306

ADDENDA

- A. Robina Human Rights JD Scholars
- B. Robina Post-Graduate Human Rights Fellows
- C. Robina Visiting Human Rights Fellows
- D. JD Scholars Thank You Letters

A. Robina Human Rights J.D. Scholars

Alexandra Francis '18 is one of the Lowenstein Clinic's student directors this year. She focuses on human rights, international humanitarian law, and national security. Prior to law school, Francis worked as a Junior Fellow in the Nuclear Policy Program at the Carnegie Endowment for International Peace. She also held a Fulbright Scholarship in Amman, Jordan where she researched the national impact of the Syrian refugee crisis and worked with UNHCR. Immediately before law school, Francis worked in Turkey with ARK Group DMCC, a conflict transformation consultancy, on projects relating to the Syrian conflict stabilization. At Yale, Francis is also involved with the Center for Global Legal Challenges, the National Security Group, and the International Refugee Assistant Project. She received her B.A. in Political Science from Davidson College and is a Truman Scholar.

Allison Frankel '17 received her J.D. degree in May. She is currently a law clerk for Judge Andrew Carter in the U.S. District Court, Southern District of New York. During her time at the Law School, she participated in the Lowenstein Clinic, researching the criminalization of homelessness in Connecticut and the use of extreme forms of solitary confinement. She also worked with the Criminal Justice Clinic representing defendants in New Haven's courts and with the International Refugee Assistance Project. During her law school summers, Alexandra clerked at the Southern Center for Human Rights and the Bronx Defenders. Before attending law school, she worked as a paralegal at the ACLU's Criminal Law Reform project and as a legal assistant in their Human Rights Project. She graduated from the University of Wisconsin, Madison, in 2011, with a major in Political Science.

Adrienne Lee '17 received her J.D. degree in May. She is currently clerking for the Hon. Richard G. Seeborg at the U.S. District Court, Northern District of California. During law school, Adrienne participated in the Lowenstein Clinic, researching domestic immigration detention policies through the lens of international human rights law, and also in the Challenging Mass Incarceration Clinic in New Haven. She also served as the Comments editor for the *Yale Law Journal*; and was on the executive boards of the Asian Pacific Law Students Association and the American Constitution Society. She worked as a teaching assistant for the first year Procedure course and as research assistant for a faculty member preparing a book on the development of federal criminal law enforcement priorities. During her law school summers, she interned at Paul, Weiss and in the U.S. Attorney's Office for the

Southern District of New York's Terrorism and International Narcotics unit. She graduated from Harvard College in 2012 with a major in History.

Iulia Padeanu '17 received her J.D. degree in May. She is currently a Robina Human Rights Post-Graduate Fellow at the European Court of Human Rights, where she is working both as a law clerk to one of the 47 judges and with the Court's Research Division. The position offers a unique opportunity for recent graduates to observe and contribute to the work of the ECHR, the leading voice on international human rights and one of the most important institutions in the application and development of international law. During the clerkship, Iulia will research and draft opinions, write comparative legal reports on pressing human rights issues, and observe hearings in both the Chamber of the Court and the Grand Chamber.

Prior to law school, Iulia served as a Researcher and Facilitator at Co-operation Ireland in Belfast, Northern Ireland, where she wrote extensively on ethnic conflict issues and facilitated an EU funded peace-building program aimed at integrating British Services families into the Northern Irish community. At YLS, Iulia focused on international law, human rights, and foreign policy. She served as a Student Director for the Yale Law School Center for Global Legal Challenges, an Executive Editor of the *Yale Journal of International Law* and the *Yale Law & Policy Review*, and as the Scholarship Chair of the Yale Society of International Law. During her law school summers, Iulia worked as a Litigation Summer Associate at Shook Hardy & Bacon, Chicago and at Kirkland & Ellis, Chicago. She received her B.A. in International Studies and History from Boston College and her M.A. in Comparative Ethnic Conflict from Queen's University, Belfast.

Hillary Vedvig '17 received her J.D. degree in May. During law school, Hillary participated in the Lowenstein Clinic, as one of the lead researchers and co-authors of a 2016 report on the criminalization of homelessness in Connecticut. She also was a student director of the Law School's Palliative Care Medical-Legal Partnership. During her law school summers, she interned at the European Human Rights Advocacy Center in London and at the Ombudsperson Institute of Kosovo, as well as serving as a summer associate at O'Melveny & Meyers, D.C. and Foley & Lardner, Milwaukee. Before law school, Hillary was campaign manager for a state assembly candidate in Wisconsin and worked in a law office in Bozeman, MT. She is a 2011 graduate of the University of South Carolina, where she was elected to Phi Beta Kappa.

Andrew Walchuk '17 received his J.D. from YLS and a Master of Arts in Religion from Yale Divinity School in May. During law school, Andrew served as a student director of the Lowenstein Clinic, where he wrote a report on the use of extreme isolation in U.S. federal prisons, and also participated in the San Francisco Affirmative Litigation Project. He worked with the Asylum Seekers Advocacy Project, drafting requests for re-interviews with immigration judges for women and children fleeing violence in Central America. From 2013-15, he was the president and legal director of YLS's chapter of the Iraqi (now International) Refugee Assistance Project. During his law school summers, Andrew interned at Human Rights First, where he produced a report identifying gaps in protection for refugees in the 2015 EU-Turkey migration agreement, and at the State Department's Office of Legal Advisor. He graduated from the University of Arkansas in 2011 with majors in Political Science, International Relations, and Spanish.

B. Robina Post-Graduate Human Rights Fellows

Tosin Agbabiaka '16 J.D./M.B.A spent his fellowship year at USAID/Power Africa, which works to expand access to electricity in Africa by providing financing, legal and regulatory support, and technical advice to burgeoning clean-power projects on the continent. Tosin obtained a joint degree from the Law School and the School of Management (SOM) in 2016, focusing his coursework on international law, energy investments and finance, and public sector economics. He conducted research aimed at revising the Nigerian government's oil revenue redistribution system, power sector reform plan, and climate change adaptation strategy. Additionally, Tosin was a student director for the Immigration Legal Services Clinic, Vice President of the Yale Black Law Students Association, content director for the Africa Business Practicum at Yale SOM, and co-coordinator of the Yale Africa Law and Policy Association's Doing Business in Africa series. In his summers, he worked for the Awethu Project, a South African double bottom line investment fund, and Texas Civil Rights Project, a civil rights law firm focused on impact litigation and advocacy in Texas. Prior to attending Yale, Tosin analyzed social and economic policy related to migration in the EU and Greece as a Fulbright-Schuman research fellow. He received his B.A. in English from Duke University.

Sergio Giuliano '16 L.L.M. spent his fellowship year working as a clerk for András Sajó at the European Court of Human Rights in Strasbourg, France, and for the Research Division of the Court. Sergio's fellowship builds on his experience on constitutional law and human rights. He has been a research assistant for Prof. Bruce Ackerman on comparative constitutionalism; a research assistant for Prof. Judith Resnik on global constitutionalism; and was a member of the Yale Law School Constitutional Advisory Group, directed by Prof. Richard Albert, where he co-authored a Report on the Draft Law on Amendments to the Constitution of the Republic of Albania.

Sergio graduated with a law degree from the Universidad de San Andrés (Argentina). His thesis focused on commercial freedom of expression from a comparative perspective. He worked as legal advisor to two subsequent minority leaders at the Argentine Congress and has taught Constitutional Rights and Liberties, and Interpretation of the Law and Caselaw Analysis at San Andrés. He is also the lead editor of a forthcoming Handbook on Human Rights. He authored a chapter for the Handbook on the right to protest and co-authored two chapters on civil rights and women's and LGBT rights.

Lani Inverarity '15 LL.M. – Accountability Counsel, San Francisco, CA spent the second year of her post-graduate fellowship working with communities to seek remedy for harm caused by internationally-financed development projects. For such communities, weaknesses in the local legal system, a lack of resources or jurisdictional limitations often mean that litigation and/or other traditional legal mechanisms are not a viable option. Accordingly, Accountability Counsel specializes in assisting communities to utilize non-judicial grievance mechanisms associated with international development finance institutions (IFIs) to demand accountability and remedy. These mechanisms – often called international accountability mechanisms (IAMs) – exist inside or outside IFIs to receive community complaints about the actual or anticipated environmental and social harms caused by projects funded by those IFIs. IAMs usually have two functions: dispute resolution, where the IAM will support communities, the project company and other relevant stakeholders to try to reach mutually acceptable solutions to the issues raised by the communities; or compliance review, where the

IAM will conduct an investigation to determine whether the IFI complied with its environmental and social obligations. In the second year of her fellowship, Lani worked to help three communities based in Colombia, Mongolia and Haiti to use IAMs.

Lani's fellowship builds on her prior academic and professional experience in human rights law. Prior to her time at Yale, Lani spent two years as a Judges' Clerk in the High Court of New Zealand, followed by two and a half years as Assistant Crown Counsel on the Constitutional and Human Rights Team at Crown Law Office, providing legal advice and representation services to the New Zealand government. She holds an LL.B. (Hons) and a B.A. in Political Science and International Relations from Victoria University of Wellington.

Andrea Scoseria Katz '16 J.D./Ph.D. clerked at the European Court of Human Rights in Strasbourg for Judge Andras Sajó. In 2016, she received a J.D. from the Yale Law School and a Ph.D. from the Yale Political Science Department. Her Ph.D. dissertation, "The President in His Labyrinth," explores comparative traditions of presidentialism in the Americas. Andrea served as a managing editor for the Global Constitutionalism Seminar for four years and has spent summers conducting research in Brazil and working, with a Kirby Simon Summer Human Rights Fellowship, as a trainee at the European Court of Human Rights in Strasbourg, France. She graduated from Yale College in 2007 with a B.A. in Comparative Literature and East Asian Studies. Before starting her graduate studies at Yale, Andrea spent a year as a visiting student researcher at the Graduate School for Law and Politics at the University of Tokyo. She hopes to pursue a career as a scholar of comparative constitutional law.

C. Robina Initiative Visiting Human Rights Fellows

Paul Linden-Retek '12 J.D. is a Robina Foundation Visiting Human Rights Fellow at Yale Law School and a Ph.D. Candidate in the Department of Political Science. In addition to helping to administer the Multidisciplinary Academic Program in Human Rights at Yale College, Paul conducts research on the political philosophy of European integration, cosmopolitan constitutionalism, and law and the humanities. He has worked previously as a legal adviser in the Human Rights Section, Office of the Government of the Czech Republic; the Legal Unit, International Civilian Office/EU Special Representative, Kosovo; and the EU Department, Ministry of the Environment of the Czech Republic. He holds a J.D. from Yale Law School and an A.B. from Harvard University.

Nick Robinson '06 J.D. was a Lecturer in Law and Robina Fellow at Yale Law School during the 2016-17 academic year. After graduating from YLS in 2006, he spent seven years in South Asia. In 2006-07 he clerked for Chief Justice Sabharwal of the Indian Supreme Court. In 2007-2008 Nick was a Bernstein Fellow at Human Rights Law Network (HRLN) in New Delhi where he worked on rights litigation involving water and health. In 2009-2010 he was a Ruebhausen South Asia Teaching and Research Fellow, during which time he was visiting faculty at the law department at Lahore University of Management Sciences and the National Law School in Bangalore. In 2010-11 he was an Assistant Professor at Jindal Global Law School and from 2012 to 2013 a senior fellow at the Centre for Policy Research in New

Delhi where he worked on reforms in the Indian legal system and the implementation of social welfare programs in India. In 2013, Nick returned to the U.S. and was a Research Fellow at the Program on the Legal Profession at Harvard Law School until 2016. He researches and writes in the areas of the legal profession, human rights, administrative law, and courts, with a particular emphasis on South Asia.

Jennifer Rosenbaum (JJ) was a Robina Foundation Visiting Human Rights Fellow for the 2016-2017 academic year. She focuses on a human rights approach to raising standards for low-wage workers on global supply chains--both global production networks and global labor subcontracting chains. Her research and consultations with worker organizations focus on legal, policy, and organizing approaches to raising workplace standards, overcoming forced labor, and promoting new forms of bargaining. She was previously the founding Legal and Policy Director for the National Guestworker Alliance and the New Orleans Workers' Center for Racial Justice. She was the legal strategist behind national campaigns including the Signal workers, who exposed labor trafficking from India to the Gulf Coast after Hurricane Katrina, and the Justice @ Hershey's campaign, where hundreds of foreign students won new regulations for the cultural exchange visa program. She has litigated cases before trial and appellate courts, led national policy campaigns, and testified before the U.S. Congress on labor issues confronting migrant workers. In 2014, she was appointed by then-Secretary of Labor Thomas Perez to the Occupational Safety and Health Administration's Whistleblower Protection Advisory Committee. She has taught courses on immigration, labor and employment, and international human rights at Tulane Law School, Northeastern Law School, and the University of Nevada, Las Vegas.

Ms. Penny Hunt
Executive Director
The Robina Foundation

Dear Ms. Penny Hunt,

I am writing to let you know how grateful I am to be a recipient of the Robina Foundation Human Rights J.D. Scholarship.

As a third-year law student working to promote human rights, this scholarship has allowed me to pursue academic, clinical, and volunteer work to gain a deeper understanding of the human rights violations plaguing the U.S. criminal justice system. Through Yale's Criminal Justice Clinic, I am representing a man sentenced to effective life in prison for a crime committed when we was only fifteen years old, as we seek a new sentencing hearing that accounts for the youth at the time of his crime. With the Allard K. Lowenstein International Human Rights Clinic, my clinic partners and I recently published a report, *Forced into Breaking the Law*, documenting the ways in which homelessness is criminalized throughout Connecticut. We are now conducting advocacy in New Haven to ensure that nobody is incarcerated for necessary, life-sustaining behavior solely because they lack housing. Also with the Lowenstein Clinic, I am investigating extreme forms of solitary confinement that disproportionately target Muslims and other vulnerable populations.

In addition, under the direction of Professor Kate Stith I am supervising law students and undergraduates as we investigate the extent to which federal prosecutors leverage severe sentencing enhancements to coerce defendants to plead guilty. These experiences build on my work representing indigent defendants at the trial level with The Bronx Defenders my 1L summer, and working with individuals on death row in their post-conviction appeals with The Southern Center for Human Rights during my 2L summer.

Upon graduation, I will serve as a law clerk to Judge Andrew L. Carter in the Southern District of New York. After my clerkship year, I hope to work alongside marginalized individuals who are disproportionately targeted by the criminal justice system. This work would not be possible without the Robina Foundation scholarship.

With sincere gratitude,



Allison Frankel
Yale Law School. Class of 2017

April 6, 2017

To the Robina Foundation,

It is my pleasure to personally thank you for your generous scholarship support at Yale Law School. During my time at the law school, I have had the opportunity to work on a variety of international human rights issues, including U.S. immigrant family detention policies, international standards for criminalization in the sexual and reproductive health spheres, and the protection of human rights defenders in the United States. In connection with my work in the Lowenstein human rights clinic, I was able to travel to Washington, D.C., for meetings with agencies and congressional staffers, and Geneva, Switzerland, for a UN consultation meeting.

I am very proud of the work that I have been able to do as a law student, and I hope to continue pursuing international human rights advocacy throughout my career.

Warmly,
Adrienne Lee

Ms. Penny Hunt
Executive Director
Robina Foundation
4900 IDS Center 80
South 8th Street

Minneapolis, MN 55402

December 1, 2016

Dear Ms. Hunt,

I am writing to thank you for your extremely generous scholarship supporting my studies at Yale Law School. It is truly an honor to be funded by the Robina Foundation, and I am so grateful for your financial support. Thanks to your generous gift, I will be able to continue to pursue my passion for human rights and international law during law school and post-graduation. The scholarship has been instrumental in lifting some of the financial burden of attending law school and will allow me to seek employment opportunities in areas I am truly interested in, such as human rights advocacy.

Human rights advocacy has been at the core of my education and professional development since I was very young. I started by working with international non-profits as a teenager living in Dublin, Ireland. I would collect money for victims of natural disasters, I helped develop an Amnesty International chapter at my local secondary school, and actively wrote in my school newspaper about international human rights issues. Raising both money and awareness of human rights concerns was something I always knew I wanted to pursue as a career.

I began my legal studies at Northwestern University Pritzker School of Law, but soon realized I would not be able to fully pursue my dream of studying international law with a focus on human rights there. At the end of my first year I made the decision to apply for a transfer and was extremely fortunate to be accepted to Yale Law School. Since arriving at Yale, I have devoted my academic studies and extracurricular activities to pursuing a career in human rights advocacy. I am currently enrolled in the Lowenstein International Human Rights Clinic, where I have had the opportunity to work on privacy issues and research the impact of mega dams on human and environmental rights. I am also serving as the Executive Editor of the Yale Journal of International Law and as a Student Director for the Center for Global Legal Challenges. I have also sought opportunities to further human rights here at home, in New Haven, and continue to volunteer as a Reading Tutor at New Haven Reads, an organization aiming to increase the literacy skills of New Haven students to empower their academic success.

As I look towards graduation I am exploring options to continue my passion for international law and human rights and use the skills I have acquired at YLS to further important issues in this area. I am in the process of applying for a Robina Fellowship to spend the first year after graduation at the European Court of Human Rights, and I am seeking ways to engage in pro bono opportunities in human rights upon my return to Washington, D.C.

I am excited about the many opportunities and challenges that lie ahead in the fight for international human rights and I am so grateful for your support as I pursue my passion in this area!

Sincerely,

Iulia E. Padeanu

Yale Law School, J.D. Candidate '17

Hillary Vedvig
215 Dwight Street New
Haven, CT 06511

Robina Foundation

Ms. Penny Hunt
Executive Director

Dear Ms. Hunt,

I am writing to thank you for my scholarship from the Robina Foundation. I am in the first generation of my family to attend college and the first person in my extended family to attend law school. Your support makes a huge difference in my ability to attend law school and to pursue the career options I care about.

I have been involved in the Lowenstein International Human Rights Clinic for two years and have completed both international and domestic projects. I travelled to Liberia last summer to work on agricultural concession reform. I learned so much on that trip and will carry those lessons throughout the rest of my life.

I have also been working on a report covering the criminalization of homelessness in Connecticut. We launched the report a few weeks ago and will be working on advocacy throughout the state to help get some of Connecticut's most vulnerable citizens out of the detrimental cycle of poverty, criminalization and homelessness.

Thank you for allowing me to do this important and fulfilling work. I am so grateful for the education I have received at Yale Law School and will continue to work on human rights issues for the rest of my career.

Sincerely,

Hillary Vedvig



ENDOWMENT REPORT
to the
ROBINA FOUNDATION

December 2016-June 2017
Yale Law School

1. Robina Human Rights Initiative Endowment Fund

Principal: \$10,000,000.00

Market Value as of 6/30/2017: \$10,445,005.71

Income Available, 2016-17: \$ 224,167.31

~2.15%

2. Binger Clinical Faculty Chair in Human Rights Fund

Principal: \$ 3,000,000.00

Market Value as of 6/30/2017: \$ 3,133,501.71

Income Available, 2016-17: \$ 67,250.20

~2.15%

Investment return of 11.3% in FY17 brings Yale endowment value to \$27.2 billion

Yale's endowment earned an 11.3% investment return (net of fees) for the year ending June 30, 2017. The endowment value increased from \$25.4 billion on June 30, 2016, to \$27.2 billion on June 30, 2017.

Spending from the endowment, which is the largest source of revenue for the university and supports faculty salaries, student scholarships, and other expenses, for Yale's 2018 fiscal year is projected to be \$1.3 billion, representing approximately 34% of the University's net revenues. Endowment distributions to the operating budget have increased at an annualized rate of 9.2% over the past 20 years. Those distributions support, among other priorities, Yale's commitment to meeting the full financial need of every student enrolled in Yale College.

The university's longer term results remain in the top tier of institutional investors. Yale's endowment returned 12.1% per annum over the 20 years ending June 30, 2017, exceeding broad market results for domestic stocks, which returned 7.5% annually, and for domestic bonds, which returned 5.2% annually. Relative to the estimated 7.3% average return of college and university endowments, over the past 20 years Yale's investment performance added \$24.3 billion of value in the form of increased spending and enhanced endowment value. During the 20-year period, the endowment grew from \$5.8 billion to \$27.2 billion.

JAMES BUNDY, ARTISTIC DIRECTOR
VICTORIA NOLAN, MANAGING DIRECTOR



DARING ARTISTS. BOLD CHOICES. ADVENTUROUS AUDIENCES.

October 23, 2017

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

Dear Penny,

It is my pleasure to provide you and the Trustees of the Robina Foundation with this annual report for the FY2017 activities of the Binger Center for New Theatre.

Provide the goals and objectives established in your grant proposal.

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

Goals

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

Objectives

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

- To introduce writing-centered, collaborative, and integrated workshops, laboratories, and short courses to the Yale School of Drama (YSD) curriculum, focusing specifically on musical theatre (including libretto, lyric, and music composition for the stage).

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

The 2016-17 season featured the world premieres of three Yale Rep-commissioned plays: Sarah Ruhl's *Scenes from Court Life, or the whipping boy and his prince*; Aditi Brennan Kapil's *Imogen Says Nothing*; and Amy Herzog's *Mary Jane*, which is currently having its New York premiere at New York Theatre Workshop. Paula Vogel and Rebecca Taichman's *Indecent*, which premiered in Yale Rep's 2015-16 season, had a critically acclaimed Broadway run from April 4 to August 6, 2017; the production received Tony Awards for Best Direction of a Play (Rebecca Taichman) and Best Lighting Design of a Play (Christopher Akerlind), as well as a nomination for Best Play (Paula Vogel).

Commissions

- In FY2017, we offered commissions for four new plays to Tarell Alvin McCraney, who will serve as Yale Rep's Playwright-in-Residence; Mary Kathryn Nagle; Tori Sampson; and Martín Zimmerman. With the Fisher Center for the Performing Arts at Bard College, we commissioned *What Remains*, an innovative performance piece by Claudia Rankine, Will Rawls, and John Lucas.
- One commission is scheduled for its world premiere production in Yale Rep's 2017-18 season: the Rude Mechs' *Field Guide*.
- We are currently developing Karen Hartman's *Good Faith*; Ann Marie Healy's *The Available*; Amelia Roper's adaptation of the Jane Bowles novel *Two Serious Ladies*; Christopher Oscar Peña's *How to Make an American Son*; Alice Tuan's *A Humbling in St. Paul*; and Robert Woodruff, Bill Camp, and Evan Ziporyn's opera *Brother of Jackals*, based on the Book of Job.

Workshops, Readings, and Residencies

The Binger Center continues to provide ample development opportunities for our commissioned artists and their collaborators. In FY2017, we produced 6 workshops and 8 residencies. As in FY2016, we produced several large-scale, complex workshops, and we continued to increase the number of activities in New Haven. The Rude Mechs were in residence at Yale for ten days to workshop their commission, *Field Guide*. Developing the piece in our spaces gave them opportunities to collaborate with our production staff in anticipation of their upcoming production this winter. Caroline McGraw and Meg Miroshnik, who both participated in an August 2015 Writers Residency in New Haven, had overlapping residencies to continue work on early drafts of their plays. They also participated in a round-table discussion for current YSD playwriting students about the transition from the MFA program to the professional world.

- Workshop of *Good Faith* by Karen Hartman (New York, July 2016)
- Writers Residency: Alice Tuan (New Haven, July 2016)
- Workshop of *Two Serious Ladies* by Amelia Roper (New York, July 2016)
- Artist Residency: Aditi Brennan Kapil and Laurie Woolery (New Haven, September 2016)
- Workshop of *Mary Jane* by Amy Herzog (New York, October 2016)
- Writers Residency: Alice Tuan (New Haven, November 2016)

- Writers Residency: Caroline McGraw (New Haven, March 2017)
- Writers Residency: Meg Miroshnik (New Haven, March 2017)
- Writers Residency: Ann Marie Healy (New Haven, April 2017)
- Workshop of *Field Guide* by the Rude Mechs (New Haven, May-June 2017)
- Writers Residency: Karen Hartman (New Haven, June 2017)
- Yale Institute for Music Theatre Workshop: *Cowboy Bob* by Molly Beach Murphy, Jeanna Phillips, and Annie Tippe (New Haven, June 2016)
- Yale Institute for Music Theatre Workshop: *GUMBO* by Brett Macias and Christina Quintana (New Haven, June 2016)
- Yale Institute for Music Theatre Residency: Julia Meinwald and Gordon Leary (New Haven, June 2016)

New Play Production

The Binger Center supported three productions in Yale Rep's 2016-17 season: *Scenes from Court Life, or the whipping boy and his prince* by Sarah Ruhl; *Imogen Says Nothing* by Aditi Brennan Kapil; and *Mary Jane* by Amy Herzog. All three plays received Edgerton Foundation New Play Awards.

- *Scenes from Court Life* by Sarah Ruhl, directed by Mark Wing-Davey, ran in New Haven from September 30 to October 22, 2016, at the start of our 50th anniversary season. The play, which juxtaposed the British Stuart and the American Bush families, was called "a welcome oasis for those parched from the lack of humanity during the election season...an incisive examination [and] a veritable treat" (*New Haven Register*). The production received nominations from the Connecticut Critics Circle for Outstanding Production of a Play, Costume Design (Marina Draghici), and Sound Design (Shane Rettig).
- *Imogen Says Nothing* by Aditi Brennan Kapil was performed from January 20 to February 11, 2017. The production, directed by Laurie Woolery, was praised for being a "fierce, feminist fable" that is a "profound meditation on women in society, gender roles in general, persecution, creativity, posterity, and the nature of theatre itself" (*Hartford Courant*). Ashlie Atkinson received an Outstanding Actress nomination from Connecticut Critics Circle for her portrayal of the eponymous Imogen, an "extraordinary and unexpected protagonist" (*New Haven Independent*).
- Amy Herzog's *Mary Jane* ran in New Haven from April 28 to May 20, 2017, and was directed by Anne Kauffman. Terry Teachout, in a review for the *Wall Street Journal*, declared that this play solidifies Ms. Herzog's place as "the most significant American playwright of her generation." The production was nominated for the Connecticut Critics Circle Awards for Outstanding Production of a Play, Outstanding Actress (Emily Donahoe), and Featured Actress (Miriam Silverman). *Mary Jane*, in a production at New York Theatre Workshop in association with Yale Rep, began its New York run on September 6; Jesse Green of the *New York Times* called it one of "five shows to see if you're in New York in September." *Mary Jane* was also a finalist for the 2017 Susan Smith Blackburn Award.

Production Enhancement Fund

The Production Enhancement Fund supported the Broadway production of Paula Vogel and Rebecca Taichman's *Indecent* at the Cort Theatre. The production was among "Best of the Year" lists in the *New York Times*, *Time Out New York*, *Newsday*, *Deadline*, and *The Advocate*, and on the websites theatremania and app.com. Notably, the production was slated to close June 25, shortly after the

Tony Awards, but a passionate response from audiences caused the producers to reverse the decision and keep the play open for an additional six weeks, during which each week turned a profit. *Indecent* was filmed and will air in PBS's *Great Performance* series on November 16, 2017.

Describe any unanticipated results or lessons learned and any changes you have made or propose to make to the project or the timing of the project. Provide information on any other issues or matters you would like to highlight to the Robina Board.

* In FY2017, Jennifer Kiger, Yale Rep's Associate Artistic Director and Director of New Play Programs, served as interim chair of Yale School of Drama's playwriting program. During this year, her role at Yale Rep and at the School allowed for further integration of Binger Center artists into classrooms. For each world premiere production, a playwriting student served as an assistant to the playwright, and Ms. Ruhl and Ms. Herzog, who are on faculty, encouraged their students to regularly attend rehearsal and observe their processes. We expect this collaboration to continue under the incoming chair, commissioned artist and Yale Rep Playwright-in-Residence Tarell Alvin McCraney. Chantal Rodriguez, who served as Assistant Dean last school year and is now Associate Dean at the Yale School of Drama, worked with Yale Rep's artistic staff to connect Binger Center artists to Affinity Groups at the school. During her residency in November, Alice Tuan attended an event led by the Asian and Asian American Theatre Coalition, a student-led Affinity Group at YSD; her relationship with students she met there continued through her next residency.

We have commissioned the innovative performance piece *What Remains* by poet Claudia Rankine, choreographer Will Rawls, and filmmaker John Lucas. This piece began at the Fisher Center for the Performing Arts at Bard College, where it had its first showing in Annadale-on-Hudson, NY, at the Fisher Center in April 2017. Through movement, language, and video, *What Remains* explores the types of surveillance that have shaped—and still shape—the black experience in America. By joining with the Fisher Center, American Repertory Theater, and the Crossing the Line Festival, Yale Rep is contributing to the continued life and development of this timely and remarkable work, which we plan to produce in our No Boundaries presenting series.

Due to ongoing budget cuts mandated by the university, we made the difficult decision to end the Yale Institute for Music Theatre. Over its nine seasons, the Institute developed over 20 projects and helped advance the careers of dozens of musical theatre artists. However, the program was conceived in collaboration with the Yale School of Music and later brought into the Binger Center for New Theatre. Its aims, while important to the young artists it served, did not fully align with the Binger Center's goal of long-term artist-centric processes leading to production.

Additionally, please let us know if there is anything Robina could do differently to enable you to work well with the support given by Robina. Also share with us your thoughts about ideas/needs/trends related to your field of work that Robina might want to consider as we move forward.

As discussed in previous reports, we have identified the need to reassess our commissioning pipeline to ensure that we always maintain a diverse roster of voices: this will allow us to advance artists who are underrepresented in the field and work towards greater inclusion. All of the commissioned playwrights for FY2017 identify as artists of color, and *What Remains* is led by two prominent black artists, Claudia Rankine and Will Rawls. We hope to continue and further conversations about

equity, diversity, and inclusion in the theatre and work with our colleagues in the industry to address and reduce barriers to participation.

In February, we will host the second five-year review of the Binger Center. Susan Booth, the Artistic Director of the Alliance Theatre, has agreed to chair the committee. We anticipate that this committee of colleagues will give us insightful and productive responses to our programming and goals.

Attach an income and expense statement for this grant period along with your original budget for the period and a narrative explanation for any line item differences between the original budget and actual expenses. (Income for the project should include a list of additional funders and the amounts they provided.)

Our income and expense statement for FY2017 is attached. The (unaudited) value of the Binger Center permanent endowment as of June 30, 2017, was \$19,015,867. The value of converted Treasury bills is \$1,879,860. Income from the permanent endowment in FY2017 was \$833,309; income from the Treasury bills endowment was \$85,542. The School used \$527,798 in principal from the Treasury bills. } *Cheryl*

We remain enormously grateful to the Foundation for its extraordinary investment in the Binger Center for New Theatre.

Sincerely,


James Bundy

ARTIST BIOS

Tarell Alvin McCraney is the Chair, and Professor in the Practice, of Playwriting at Yale School of Drama and is the Yale Repertory Theatre Playwright-in-Residence. He is also a member of Teo Castellanos/D-Projects Theater Company in Miami, a member of the Steppenwolf Theatre Ensemble. McCraney co-wrote the 2016 film *Moonlight*, based on his own work *In Moonlight Black Boys Look Blue*, for which he received an Academy Award for Best Adapted Screenplay. His numerous awards include the Whiting Award, Steinberg Playwright Award, Doris Duke Artist Award, Windham-Campbell Prize, London Evening Standard Award for Most Promising Playwright, New York Times Outstanding Playwright Award, the Paula Vogel Award, and a 2013 MacArthur Fellowship. He is a graduate of Yale School of Drama.

Mary Kathryn Nagle was born in Oklahoma City, Oklahoma, and is a citizen of the Cherokee Nation of Oklahoma. She graduated *summa cum laude* from Tulane University Law School, where she was the recipient of the Judge John Minor Wisdom Award. Her play *Manahatta* was recently featured in The Public Theater's inaugural Public Studio workshop production series and will have its world premiere at Oregon Shakespeare Festival in its 2018 season. Other recent productions include Amerinda Inc.'s presentation of *Miss Lead* at 59E59 Theaters in 2014. Nagle is an alumna of the 2013 Emerging Writers Group at The Public Theater and of The Civilians' 2014 Research & Development Group, where she developed her play, *Fairly Traceable*. She is the executive director of the Yale Indigenous Performing Arts Program, designed to develop Native voices in the American theater and ensure that Native plays reach the American stage. Nagle is also a partner at Pipestem Law, P.C., where she works to protect tribal sovereignty and the inherent right of Indian Nations to protect their women and children from domestic violence and sexual assault. She is the author of *Sliver of a Full Moon*, a play that has traveled to theatres and law schools across the country to educate the public on the need for restoration of tribal criminal jurisdiction over non-Indians in the 2013 re-authorization of the Violence Against Women Act. She has been commissioned by Arena Stage; Portland Center Stage; and The Rose Theater in Omaha, Nebraska.

Tori Sampson recently received her MFA in playwriting from Yale School of Drama, where her credits included *If Pretty Hurts Ugly Must be a Muthafucka*, *THIS LAND WAS MADE*, and *Some Bodies Travel*. Her plays have been developed at Great Plains Theatre Conference and Berkeley Repertory Theatre's Ground Floor residency program. Sampson received an Honorable Mention from the American Playwriting Foundation's 2016 Relentless Award and is the Kennedy Center's 2017 Paula Vogel Playwright and second-place Lorraine Hansberry Playwriting Award recipient. Sampson is a 2017 finalist for the Alliance Theatre's Kendeda Prize. Her other plays include *Cadillac Crew*, *Black Girl Nerd*, and *Cottoned Like Candy*. Her short play, *She's our President*, will be produced by Baltimore Center Stage as part of the *My America: She* commission. Sampson is currently working on a commission from Berkeley Repertory Theatre. A native of Boston, Massachusetts, she holds a B.S. in sociology from Ball State University in Muncie, IN.

Martín Zimmerman is a multi-ethnic, bilingual playwright and screenwriter whose plays include *Seven Spots on the Sun*, *On the Exhale*, *White Tie Ball*, *The Making of a Modern Folk Hero*, *The Solid Sand Below*, and *Let Me Count the Ways*. His plays have been produced or developed at The Kennedy Center, Goodman Theatre, Cincinnati Playhouse in the Park, Oregon Shakespeare Festival, La Jolla Playhouse, Alley Theatre, Roundabout Underground, LCT3, New York Theatre Workshop, Victory Gardens Theater, The Eugene O'Neill Theater Center's National Playwrights Conference, Philadelphia Theatre Company, Marin Theatre Company, The Playwrights' Center, Alliance Theatre,

A.C.T. (Seattle), PlayPenn, Icicle Creek New Play Festival, American Theater Company, The Theatre @ Boston Court, Chicago Dramatists, Primary Stages, Teatro Vista, Ojai Playwrights Conference, Playwrights Foundation, Cara Mía Theatre Co, Seven Devils Playwrights Conference, The City of Chicago's Department of Cultural Affairs, Theatre Row, Illinois Shakespeare Festival, Borderlands Theater, Source Festival, The Gift Theatre, Collaboraction Theatre, Red Tape Theatre, The University of Texas at Austin, and Duke University with upcoming projects at Roundabout Underground, Rattlestick Playwrights Theater, La Jolla Playhouse, and Milwaukee Repertory Theater. A recipient of the Terrence McNally New Play Award, Steinberg/ATCA New Play Award Citation, Humanitas Prize New Voices Award, Sky Cooper New American Play Prize, McKnight Advancement Grant, Jerome Fellowship, Carl Djerassi Playwriting Fellowship, and the National New Play Network's Smith Prize, Zimmerman was a Staff Writer on Netflix's *Narcos*, is a Story Editor on the upcoming Netflix Series *Ozark*, has been the Alliance for Latinx Theater Artists (ALTA) Artist of the Month, was a member of the 2011-2012 Playwrights' Unit at Goodman Theatre, is a Playwright in Residence at Teatro Vista and a Resident Playwright at Chicago Dramatists, and has been a finalist for the Keneda Competition and Heideman Award. MFA in Playwriting: The University of Texas at Austin. BA in Theater Studies, BS in Economics: Duke University.

***What Remains* (Claudia Rankine, Will Rawls, and John Lucas)**

Claudia Rankine is the author of five collections of poetry, including *Citizen: An American Lyric* and *Don't Let Me Be Lonely*; and two plays, including *Provenance of Beauty: A South Bronx Travelogue*; numerous video collaborations; and she is the editor of several anthologies, including *The Racial Imaginary: Writers on Race*. For her book *Citizen*, Rankine won both the PEN Open Book Award and the PEN Literary Award, an NAACP Image Award, and the National Book Critics Circle Award for Poetry (*Citizen* was the first book ever to be named a finalist in both the poetry and criticism categories); and *Citizen* was also a finalist for the National Book Award. *Citizen* also holds the distinction of being the only poetry book to be a *New York Times* bestseller in the nonfiction category. Among her numerous awards and honors, Rankine is the recipient of the Poets & Writers' Jackson Poetry Prize and fellowships from the Lannan Foundation and the National Endowment for the Arts. She lives in California and is the Aerol Arnold Chair in the University of Southern California department of English.

Will Rawls is a choreographer, performer and writer. Rawls creates solo and group works that engage and attenuate relationships between language and dance. To this end, he is committed to expressing the nature of multiple selves within socially inscribed constructs. He is a recipient of the 2017 John Simon Guggenheim Foundation Fellowship, a 2017 Robert Rauschenberg Foundation Residency, the Casinos Austria 2016 Prix Jardin d'Europe, and a 2015 Foundation for Contemporary Arts Grant. As an interpreter and performer, Rawls has worked with Marina Abramovic, Jérôme Bel, Alain Buffard, Maria Hassabi, Xavier Le Roy, Tino Sehgal and Shen Wei Dance Arts. As an educator, he has been a 2015-2016 Mellon Creative Campus Fellow at Wesleyan University and an Arthur J. Levitt Artist-in-Residence at Williams College. His writing has been published by Artforum, Triple Canopy, les presses du réel, The Museum of Modern Art, and The Hammer Museum, and he was co-editor of *Lost and Found: Dance, New York, HIV/AIDS*, and *Then and Now*, published by Danspace Project. He holds a Bachelor's Degree in Art History from Williams College. willrawls.com

John Lucas was born and raised in Ohio. A documentary photographer and filmmaker working in the humanist tradition, he has directed and produced several cutting-edge multimedia projects, including a collaborative series of video essays, with poet Claudia Rankine, entitled *Situations*. In 2014 he completed his first feature-length documentary film, *The Cooler Bandits*, which was awarded Best Documentary at the 2014 Harlem International Film Festival. His work has been exhibited in museums and galleries both nationally and internationally, including the Brooklyn Museum of Art; Cleveland Museum of Art; REDCAT, Los Angeles; OK Harris Works of Art, New York City; the Smithsonian Institution, Washington D.C.; Pulitzer Arts Foundation, St. Louis; La Panaderia Gallery, Mexico City; Aeroplastics Contemporary, Brussels; and Fieldgate Gallery, London. Lucas lives and works in Southern California.

Binger Center for New Theatre
FY17 Financial Report

	FY2017 Binger Center Budget	FY2017 Other Sources Budget	FY2017 Center for New Theatre Total	FY2017 Binger Center Actuals	FY2017 Other Sources Actuals	FY2017 Center for New Theatre Total
Income						
Binger Center Endowments	1,429,864		1,429,864	1,396,649		1,396,649
Robina Production Enhancement Funds	50,000		50,000	50,000		50,000
Other (Foundation, Individual, and University support) ⁽¹⁾		577,046	577,046		538,342	538,342
Grand Total Income	1,479,864	577,046	2,056,910	1,446,649	538,342	1,984,991
Expenses						
Literary Manager, Assoc Artistic Director, Artistic Associate: Salary and Benefits	338,468		338,468	349,329		349,329
Commissions ⁽²⁾	68,750		68,750	80,000		80,000
Workshops, Residencies and Retreats	120,000		120,000	93,921		93,921
Production Expenses	670,923	299,567	970,489	648,597	378,065	1,026,662
Enhancement Support ⁽³⁾	50,000		50,000	50,000		50,000
Yale Institute for Music Theatre	105,413	19,671	125,083	98,492	5,666	104,158
YSD Playwriting Lecturers		163,842	163,842		60,643	60,643
YSD Key Staff Time ⁽⁴⁾	126,310	93,967	220,277	126,310	93,967	220,277
Program Review			-			-
Grand Total Expenses	1,479,864	577,046	2,056,910	1,446,649	538,342	1,984,991

(1) Additional income for the project came from K Unterberg (\$50K), Beinecke Playwriting Residency endowment (\$50.1K), Center for New Theater endowment (\$30.5K), National Endowment for the Arts grant (\$17.8K)

(2) Commission fees are fluid, depending on when drafts are completed, and extend over fiscal years

(3) Production Enhancement Fund supported *Indecent* on Broadway

(4) Key Staff Time reflects charging the following % of salary & fringe: 10% of Managing Director, 50% of Production Manager, 60% of Stage Carpenter, 60% of Props Master, and 88% of Artistic Coordinator to reflect actual effort.

Yale School of Drama/Yale Repertory Theatre
Binger Center for New Theatre
Annual Report - July 1, 2016-June 30, 2017

**The Binger Center for New Theatre Funds Report
as of June 30, 2017**

Overall Endowment Performance for Fiscal Year 2017

Yale's endowment earned an 11.3% investment return (net of fees) for the year ending June 30, 2017. The endowment value increased from \$25.4 billion on June 30, 2016, to \$27.2 billion on June 30, 2017.

Spending from the endowment, which is the largest source of revenue for the university and supports faculty salaries, student scholarships, and other expenses, for Yale's 2018 fiscal year is projected to be \$1.3 billion, representing approximately 34% of the University's net revenues. Endowment distributions to the operating budget have increased at an annualized rate of 9.2% over the past 20 years. Those distributions support, among other priorities, Yale's commitment to meeting the full financial need of every student enrolled in Yale College.

The university's longer-term results remain in the top tier of institutional investors. Yale's endowment returned 12.1% per annum over the 20 years ending June 30, 2017, exceeding broad market results for domestic stocks, which returned 7.5% annually, and for domestic bonds, which returned 5.2% annually. Relative to the estimated 7.3% average return of college and university endowments, over the past 20 years Yale's investment performance added \$24.3 billion of value in the form of increased spending and enhanced endowment value. During the 20-year period, the endowment grew from \$5.8 billion to \$27.2 billion.

Audited values as of October 2017:

The Binger Center for New Theatre Endowment Fund I

Original Investment	\$15,000,000.00	
Principal	\$15,000,000.00	
Market Value	\$20,158,019.92	~4.43%
Expendable Income (2017-2018)	\$ 893,718.08	

The Binger Center for New Theatre Endowment Fund II

Original Investment	\$2,194,203.00*	
Principal	\$1,340,583.67	~4.43%
Market Value	\$1,457,044.59	
Expendable Income (2017-2018)	\$ 64,598.96**	

**Wasting endowment. Replaces the Binger Center for New Theatre Current Use Fund*

***Income distribution in addition to withdrawals from the principal*

Nancy Gilberg

From: Penny Hunt <pennhunt@gmail.com>
Sent: Thursday, September 07, 2017 10:42 AM
To: James Bundy
Cc: Deborah Berman; Nancy Gilberg
Subject: Robina Foundation

*approved
Grant to
YSD
\$25K
nonrecurring
Baroff*

Dear James,

Our conversation yesterday about Robina Foundation and Yale School of Drama was very helpful. I was glad to be able to describe Robina's grant to support the Binger Center for New Theatre in memory of Peter, as well as Robina's interest in innovative ideas you may have for future programs. I am writing to confirm the grant in memory of Peter.

At its recent meeting, the Robina Foundation Board approved a grant of \$25,000 to Yale School of Drama to support the Production Enhancement Fund of the Binger Center for New Theatre. As you know, Peter was Robina's lead director for Yale University during his tenure on the Robina Board. Like Jim Binger, Peter was a "theater guy," so he relished his work with Yale School of Drama. When you and Robina were developing ideas for the Center for New Theatre, Peter who championed the creation of a fund to enhance the production of new plays beyond YSD. His interest in the fund was evidenced by his frequent questions - and prodding - about the use of the fund as you launched and implemented the fund. Given that, the Robina Board focused this new funding on the PEF, which is aligned with the spirit and vision of Jim Binger as expressed in the Mission Statement of the Robina Foundation. The board is extremely pleased to be able to further Peter's commitment to Robina and Yale School of Drama through this grant.

We will make plans to wire transfer these funds in the near future. As in the past, we anticipate wiring the funds to Yale University's Office of Development, with the funds earmarked for the Production Enhancement Fund of Yale School of Drama's Binger Center for New Theatre. Please let Nancy know if this is not the correct procedure and please let me know if you need anything more from Robina to confirm the nature and purpose of this grant.

Warm regards,
Penny

Penny A. Hunt
Executive Director

Robina Foundation
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402
Ph: 612-333-2313

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 Faegre Baker Daniels' Office	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	10:30 a.m. to 12:30 p.m. (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
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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)