



[Robina Foundation](#)

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PENNY HUNT

ROBINA FOUNDATION
Annual Board Meeting

August 28 – August 29, 2018
Minneapolis, Minnesota

Calendar for year 2018 (United States)

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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

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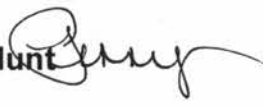
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Robina Foundation 2019 Board Meeting Dates

DATE (2019)	PLACE/TIME
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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 21, 2019 (Thursday) Conference Call	10:00 a.m. to 12 noon (CST)

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Penny Hunt 
RE: 2018 Annual Meeting / August 28 and 29
Date: August 21, 2018

As planned, the agenda for the meeting includes a number of interesting and important items related to the Foundation's plan to sunset, along with two grant proposals and several grant reports. Note in particular:

Sunsetting Discussions:

Tab 3: At our request Mike Sullivan prepared models for several alternative exit strategies. A memo from Steve explains the models, which tie into other sunseting discussions.

Tab 7: Kathleen and I decided it would be helpful for the Board to consider a timeline for termination in 2019 as well as in 2020. I have discussed the timelines with Gina Kastel at Faegre Baker Daniels and her colleague Angela Fogt, so hope to be able to answer questions about the implementation of the timelines.

Tab 7 also includes memos related to archiving Robina records and the Robina office since these are related to the sunseting of the Foundation.

Legacy Project Discussion

Following the May meeting I worked with Melinda to integrate the Board's comments into the final Legacy Report and also revised the Grants List so that it includes all Robina grants. The final report and revised Grants List are found at Tab 6, along with ideas for dissemination of the Legacy Report as background for discussion.

Innovation Fund Grants

Proposals from Yale School of Drama and the University of Minnesota Law School are found at Tabs 4 and 8. The Board will speak with Dean Bundy and meet with Dean Jenkins to discuss the proposals for the Foundation's final major grants.

I'm looking forward to seeing all of you and participating in interesting discussions. As always, please feel free to get in touch with me before the meeting if you have questions or concerns.

ROBINA FOUNDATION BOARD OF DIRECTORS' ANNUAL MEETING
August 27-29, 2018

MONDAY, August 27

6:00 p.m. Dinner at the **The Minneapolis Club**

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

TUESDAY, August 28

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

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

5:30 p.m. Dinner at the Spoon and Stable Restaurant
211 North Street 55401, 612-224-9850

Lodging: Blatz and Berresford - Minneapolis Club

WEDNESDAY, August 29

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

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

Noon Adjournment of Annual Meeting

Robina Foundation Board of Directors' Annual Meeting

Tuesday, August 28, 2018

TIME	Faegre Baker Daniels Office 2200 Wells Fargo Center, 90 South 7th Street, Phone: 612-766-7089 (Go to 22nd floor and receptionist will direct you to the room.)	Tab#
7:30 a.m.	Continental Breakfast	
8:00 a.m.	Welcome and Call to Order – Blatz	
8:05 a.m.	Minutes from May 15, 2018 Board Meeting – Short – Action	1
8:10 a.m.	Executive Director's Report – Hunt	2
8:20 a.m.	Foundation Finances • Investment Consultant ➢ Guest: Mike Sullivan and Niko Koenning ➢ Quarterly Report (2nd Quarter 2018) ➢ Alternative Exit Strategy Models • 2017 Agreed Upon Procedures - Action	3
9:15 a.m.	Innovation Fund Grant • Yale School of Drama: Dean's Innovation Fund Proposal • Call with James Bundy, Dean, Yale School of Drama	4
10:15 a.m.	Break	
10:30 a.m.	Robina Institute of Criminal Law & Criminal Justice – Update • Guest: Kelly Mitchell, Executive Director	5
11:15 a.m.	Legacy Project Discussion • Legacy Project Report and Grants List • Foundation Center Agreement • Dissemination	6
12 noon	Lunch	
1:00 p.m.	Continuation of Legacy Project Discussion	
2:00 p.m.	Sunsetting Discussion • Sunsetting Timelines • Robina Office • Archiving Records	7
4:30 p.m.	Adjournment	

Robina Foundation Board of Directors' Annual Meeting

Wednesday, August 29, 2018

TIME	Faegre Baker Daniels Office 2200 Wells Fargo Center, 90 South 7th Street, Phone: 612-766-7089 (Go to 22nd floor and receptionist will direct you to the room.)	Tab#
7:30 a.m.	Continental Breakfast	
8:00 a.m.	Welcome and Call to Order – Blatz	
8:05 a.m.	Innovation Fund Grant • University of Minnesota Law School: Dean's Innovation Fund Proposal • Discussion with Garry Jenkins, Dean, University of Minnesota Law School	8
9:05 a.m.	New Grants • Innovation Fund Proposals: U of M and Yale School of Drama – Action • Preliminary Discussion: Sunsetting grants on behalf of Board Members	4 & 8
9:40 a.m.	Grantee Reports • U of M: <i>Class Agent Fundraising Pilot Program</i> Annual Report • Update on LifeCourse	9
10:00 a.m.	Governance – Blatz • General Discussion • Board Member Compensation • Election of Treasurer – Steve Lewis (Term: 9/1/18 - 8/31/19) – Action • Conflict of Interest Policy/Board Member Disclosure – Action	10
11:00 a.m.	Other Business • Meeting Dates: 2018 and 2019 - Action • Executive Session	Front Pocket
12 Noon	Adjournment	

1

MINUTES
May 15, 2018

2

EXECUTIVE DIRECTOR'S REPORT

3

FOUNDATION FINANCES

4

INNOVATION FUND GRANT
Yale - Dean James Bundy

5

UNIVERSITY OF MINNESOA
Update: Institute of Criminal Law & Criminal Justice

6

LEGACY PROJECT DISCUSSION

7

SUNSETTING DISCUSSION

8

INNOVATION FUND GRANT
U of M - Dean Garry Jenkins

9

GRANTEE REPORTS

10

GOVERNANCE

**Robina Foundation
Meeting Minutes
May 15, 2018**

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on May 15, 2018, via conference call.

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

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

Mary Lou White was present and served as recorder.

Welcome and Call to Order

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

Minutes of February 26 - 28, 2018, Board Meeting

A motion made and seconded to approve the Minutes of the February 26-28, 2018, Board Meeting included in the Board Book was approved unanimously by the Board.

Executive Director's Report

Hunt called Board Members' attention to several items in the Executive Director's Report in the Board Book and provided an update on the University of Minnesota Law School's successful use of Robina's "Endowed Scholarship Match Program." Robina's first match has been paid, and David Jensen, Director of Advancement, believes that Robina's match requirement may fully met in 2019. Similarly, Lewis reported that Law School Staff are very enthusiastic about the launch of the Class Agent Pilot Program, and Blatz reported that Dean Jenkins highlighted Robina's support of the Law School and the Binger Center for New Americans during recent remarks at the annual meeting of the Minnesota Bar Association.

Treasurer's Report

During the course of Board Members' review of Sullivan's Q1, 2018 Quarterly Financial Report, Lewis noted that the only significant change in Robina's investments since the last report was the creation of the money market account at Vanguard, which will be used when the board approves additional grants. Gilberg reminded Board Members that each quarter she reviews the status of the foundation's bonds and confirms that dividends are paid as anticipated.

Legacy Project Update

Board Members discussed at length the draft Legacy Project Report and Grants List included in the Board Book and made suggestions for changes to the Legacy Project Report and for additions to the Grants List. Hunt agreed to discuss changes to the Legacy Project Report with Melinda Marble. Hunt will provide Board Members with a red-lined

version of the report following her discussion with Marble and will revise the Grants List to include all grants and will send Board Members an updated list for review.

Hunt reported on her conversations with Brad Smith, president of the Foundation Center. Smith proposed that Foundation Center staff begin drafting proposed blog posts this summer even though they may not be disseminated until later. This would require payment of 50% of Foundation Center's fee.

Sunsetting Discussion

During the review of the Sunsetting Timeline, board members expressed interest in having an in-depth discussion of sunseting at the upcoming August board meeting, including archiving options, monitoring grants and roll-out of the Legacy Project Report with the Minnesota philanthropic community. Blatz suggested that the board establish a timeline for the roll-out at the August meeting.

Grant Reports

Board Members noted that this year's annual report for the University of Minnesota Law School's Public Interest Scholars and Bridge Fellowship Programs highlights the importance of the programs for the Law School's recruitment and stature.

Other Business

August 2018 Annual Meeting: Board members stressed the importance of scheduling time with Dean Bundy and Dean Jenkins to discuss "Innovation Grant" proposals and suggested that Dean Jenkins or Kelly Mitchell provide an update on the status and future of the Robina Institute on Criminal Law and Criminal Justice. Hunt urged the board to decide in August whether a February or winter meeting will be needed in 2019. Short noted that she now has a conflict with the proposed February meetings dates, so rescheduling the dates will be necessary.

Adjournment

There being no other business, the meeting was adjourned at 11:35 am.

Respectfully Submitted,

Marianne Short, Secretary

Date

**ROBINA FOUNDATION
BOARD OF DIRECTORS MEETING
August 28, 2018
EXECUTIVE DIRECTOR'S REPORT**

As always, much of my time since our telephone conference meeting in May has been spent on follow-up to Board actions at that meeting and preparation for this meeting.

Legacy Project

Legacy Report

Following the May meeting I worked with Melinda to make the corrections/changes discussed by the Board at the meeting. Melinda was very receptive to the changes and seemed to sincerely appreciate the Board's attention to the details of the report. As you requested, I reworked the Grants List attached to the report so that all grants are included on the list. Both the Legacy Report and the Grants List are found at Tab 6. * Note the footnote at the end of the Grants List. Steve helped draft the footnote to include information on Robina's operating expenses.

Foundation Center

I worked with Brad Smith and Jen Bokoff to finalize an agreement with the Foundation Center to assist with the dissemination of the Legacy Report. Robina's agreement with the Foundation Center is found at Tab 6. The Foundation Center is currently drafting the Blog Series described in the agreement so that they will be available when we are ready to begin a discussion on what we have learned from the Robina's operations. When we are ready, we will post a PDF of the Legacy Report and attachments on the Robina website. The Foundation Center will also post the documents on its website and will assign a digital object identifier to facilitate web searches concerning foundation issues.

Dissemination

I met with Trista Harris, head of the Minnesota Council on Foundations, and Ellen Luger, Senior Vice President, Philanthropic Services, at the Minneapolis Foundation to update them on Robina's work and discuss dissemination of the Legacy Report. Ideas generated during my meetings as well as other discussions are outlined in my memo found at Tab 6.

Innovation Fund Grants

Kathleen and I met with University of Minnesota Law School Dean Jenkins to learn more about the Law School's budget, enrollment, etc. and to discuss Robina's interest in funding a "Dean's Innovation Fund" at the school. Similarly, I discussed the potential for a "Dean's Innovation Fund" at Yale School of Drama with Dean Bundy and gave him feedback on a draft proposal for such a fund. Proposals from the U of M and YSD are found at Tabs 4 and 8. We will have a conference call with Dean Bundy about the YSD proposal on Tuesday morning and will meet with Dean Jenkins on Wednesday morning. (Unfortunately, Dean Jenkins will be out of town on Tuesday.) Following the Wednesday discussion, the Board will consider action on the two proposals.

Sunsetting

Timeline

In the past the Board has reviewed a "Sunsetting Timeline" assuming termination of the Foundation on December 31, 2020. A revised version of that timeline is found at Tab 7. When Kathleen and I recently discussed Robina's remaining work, we decided that the Board should also consider a closing date in 2019. A Sunsetting Timeline assuming closing a year earlier is included in Tab 7. In order to consider the financial ramifications of the alternate closing dates, I asked Mike Sullivan to prepare several financial models with the two closing dates using several assumptions including the timing of the expenditure of the ~\$5 million funds remaining for additional grants. Tab 3 includes Mike's models. Mike will join the meeting to explain and discuss the models.

Robina Office

Closing down Robina's operations obviously involves closing the office. A memo at Tab 7 describes the current lease situation and an attached proposal option to extend the lease. ?

Archiving / Preserving Robina Records

I've had several discussions concerning archiving Robina records, should the Board decide that retention of records in addition to those required by law is appropriate:

Minnesota Historical Society: I spoke with Duane Sorenson, curator of manuscripts, at the Historical Society.

Rockefeller Archive Center: I spoke with Bob Clark, Director of Archives, and Jim Smith, Vice President of RAC.

A memo outlining my conversations is found at Tab 7. Nancy and I also met with Gina Kastel and Angela Fogt, Faegre Baker Daniels, to talk about sunsetting and record retention.

Agreed Upon Procedures Report

Nancy facilitated CliftonLarsonAllen's review of 25 Robina transactions to prepare the "Agreed Upon Procedures Report" for FY2017 found at Tab 3. Thanks to Nancy's advance work, CLA's review of the transactions and preparation of the report was easy and fast.

Reports

To follow up on the Board's request for an update on the Robina Institute of Criminal Law & Criminal Justice I spoke with Kelly Mitchell about providing a written report and meeting with the Board. Kelly will join us on Tuesday morning. The Institute's report is found at Tab 5.

To learn more about the work of LifeCourse now that Robina has completed its financial support, I met with Paige Bingham, director of LifeCourse. A written report on the status of LifeCourse is available at Tab 9.

Updates from the University of Minnesota Law School

Endowed Scholarship Match Program

We have now matched three donations under the Robina-funded "Endowed Scholarship Match Program." David Jensen, Director of Advancement is thrilled with how the program is serving the Law School. In addition to the three scholarships already matched by Robina after the first pledge payment was received:

- Three additional scholarship matches have also been claimed. The U is waiting on the payment of the first pledge payment before requesting the Robina match.
- Ten proposals have been made to donors to avail themselves of the final four Robina matches.

David is confident that the U will request the balance of Robina's \$500,000 commitment, which will turn Robina funding into \$1.5M in additional endowment for scholarship support.

Binger Center for New Americans

The Law School recently announced a change in the leadership of the Binger Center. As described in Attachment 1, Deepinder Mayell has replaced Ben Casper Sanchez as Executive Director of the Binger Center. He previously served as Director of Education and Outreach. Ben will continue to be an Associate Clinical Professor and will serve as Faculty Director and teach the Federal Immigration Litigation Clinic.

According to Ben, the change was driven by the Law School's desire to retain Deepinder, who was being recruited by the City of Minneapolis for a new position as the City's point person on immigration and refugee affairs who will monitor immigration issues, recommend policies to the City Council and work on helping residents obtain citizenship. Board Members may want to ask Dean Jenkins about this change. My sense was that Ben is very comfortable with the change and is quite happy about it.

Update regarding Yale Law School

I believe I mentioned that as of May 1 Tara Fitzpatrick has moved from the Law School to Central Development. She is now Director of Foundation Relations for Arts, Humanities, and Social Sciences for the University at large, reporting to Patty Pedersen. She retains some of the YLS portfolio, including Robina, and will be involved at some level with Yale School of Drama and Gilder Lehrman.

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Tara reported that the Law School plans to transfer the promised unrestricted funds into the human rights endowment sometime this fall. The on-line appeal raised about \$60K, so Yale Law School will transfer the balance of the \$1 million committed to the project.

The James H. Binger Center for New Americans is proud to announce that Deepinder Mayell has been promoted to the position of Executive Director.

Deepinder joined the Binger Center in 2015 as the Director of Education and Outreach, and in that position helped expand the Center's educational programming for attorneys, students and noncitizens.

In his new role as Executive Director, Deepinder will lead the Binger Center's administrative operations during this critical time for immigrants and refugees both in Minnesota and nationally. He will also continue to oversee outreach programming and develop related courses as a Lecturer in Law at the Law School.



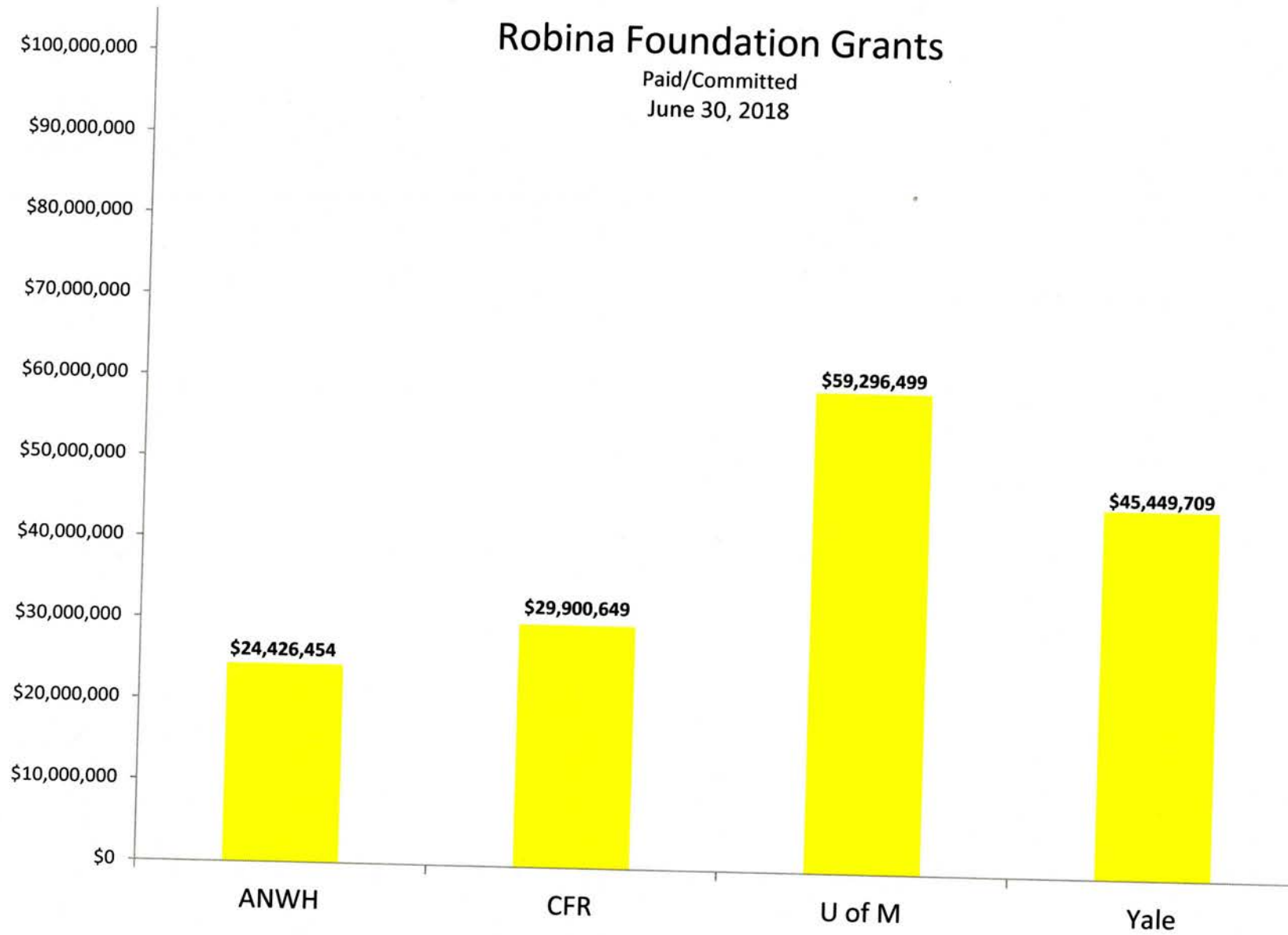
"The projects that our law students, staff and faculty have undertaken with our non-profit and law firm partners have been exceptional in their impact." Mayell said. "What we are doing together is especially critical at this moment in our nation's history, and I am honored and determined to help advance our collective work as Executive Director."

Associate Clinical Professor, Ben Casper Sanchez, who was the Binger Center's founding Executive Director, will continue to serve as Faculty Director and teach the Federal Immigration Litigation Clinic. "I can't thank Deepinder enough for helping us build the Binger Center and secure its permanent endowment. I'm confident Deepinder's continued leadership will help cement our status as the nation's premier immigration clinical program, and advance our mission of achieving immigrant justice by training the next generation of legal advocates."

	ROBINA FOUNDATION GRANTS PAID/COMMITTED										For August 27-29, 2018 Annual Meeting						
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	TOTAL		
ANWH																6,000,000	
Care Guides	1,253,535	2,373,233	2,373,232												10,936,454		
LifeCourse: Late Life Supportive Care + Additional Funding					2,356,696	4,245,492	4,334,266								7,490,000		
LifeCourse:2015 Transition Phase/2016 Completion of Research Study								3,990,000	2,500,000	1,000,000							
														ANWH Total	24,426,454		
CFR																18,305,357	
IIGG	2,000,000	2,000,000	2,000,000	2,000,000	2,046,627	2,034,671	2,034,971	2,074,424	2,114,664						696,555		
Online Video Project				419,750	276,805										1,893,254		
Expanded Diversity Initiative				15,000	377,034	426,492	470,722	446,117	157,889						247,878		
Humanity in Action (Undergraduate) Fellowship								247,878							1,836,885		
Expanded Diversity Initiative - Additional Activities						837,344	858,278	141,263							600,720		
Humanity in Action Diplomacy and Diversity Fellowship								600,720							5,000,000		
Endowed Chair in Global Governance									1,666,667	1,666,667	1,666,666				1,320,000		
Six Franklin Williams Internships									1,320,000								
														CFR Total	29,900,649		
U of M																8,061,399	
LaPPS	1,400,000	1,436,750	1,480,338	2,850,854	893,457										7,503,427		
Institute of Criminal Law & Justice					847,190	1,494,134	1,750,900	1,771,752	1,639,451						4,353,788		
Sentencing Law Program Enhancements (CL&CJ)						820,056	844,658	869,997	896,097	922,980					1,250,000		
Scholarships					250,000	250,000	250,000	250,000	250,000						500,000		
Endowed Scholarship Match Program											500,000				7,458,375		
Public Interest Scholars					379,800	694,544	809,355	813,736	1,074,188	726,688	1,074,188	1,076,688	809,188		750,000		
Bridge Fellowship Program									150,000	150,000	150,000	150,000	150,000		4,469,510		
Center for New Americans						1,349,393	1,022,887	1,039,869	1,057,361						450,000		
Class Agent Pilot Program									84,000	91,500	91,500	91,500	91,500		23,500,000		
Endow James H. Binger Center for New Americans									23,500,000						1,000,000		
Endow James H. Binger Professorship in Clinical Law									1,000,000								
														U of M Total	59,296,499		
YALE																	
Yale Drama															21,825,000		
CNT	750,000	750,000	1,350,000	950,000	18,000,000					25,000							
Yale Law																9,000,000	
Human Rig	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000						10,000,000		
Endow Robina Human Rights Fellowship Initiative									10,000,000						3,000,000		
Endow Binger Clinical Faculty Chair in Human Rights									3,000,000								
Yale University																200,000	
Thomas M. Crosby, Jr. Scholarship							200,000								1,424,709		
Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition									383,180	486,012	382,042	173,475					
														Yale Total	45,449,709		
TOTAL	6,403,535	7,559,983	8,203,570	7,235,604	26,427,609	13,152,126	13,576,037	13,245,756	51,793,497	5,068,847	3,864,396	1,491,663	1,050,688		159,073,311		
YEAR END NET ASSETS*				120,827,373	100,568,259	95,132,519	82,796,457	68,168,845	17,913,050	12,637,410	8,437,675	6,556,866	5,178,103				
*Estimated by Mike Sullivan based upon the projected grant programs and using asset allocation and assumed return assumptions.																\$600,000	
Not Included Above: Planning Grants from 2005-2008: Abbott - \$125,000; CFR - \$50,000; U of M Law School - \$375,000; Yale University - \$50,000																\$707,125	
Misc Grants: ArtPlace Initiative-\$500,000; Aspen Institute-\$130,575; Ctr for Victims of Torture-\$26,000; Tandem-\$25,000; Orthopaedic International Education-\$25,000; Exponent Philanthropy-\$550																\$1,307,125	

Robina Foundation Grants

Paid/Committed
June 30, 2018



**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
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
12/31/17	\$12,635,704	\$153,973,389	\$6,406,747
03/31/18	\$10,139,247	\$154,405,731	\$5,974,705
06/30/18	\$12,028,330	\$154,455,731	\$5,924,705 (1)

(1) Includes the following commitments:

CFR's Endowed Chair in Global Governance: \$1,666,666 (2018)

University of Minnesota Law School: \$2,960,064 (2018-2020) *Public Interest Scholars*; \$450,000 (2018-2020) for *Bridge Fellowship Program*; and \$274,500 (2018-2020) for *Class Agent Fundraising Pilot Program*; \$400,000 (2018) for *Endowed Scholarship Match Program*

Yale University: \$173,475 (2019) *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	\$139,046	\$150,533
USbank Investment	14,229,746	12,496,658	9,988,714
Total	\$14,425,125	\$12,635,704	\$10,139,247
Assets	06/30/18	09/30/18	12/31/18
USbank Checking	\$153,861		
USbank Investment	9,865,907		
Vanguard	2,008,562		
Total	\$12,028,330		

Robina Foundation

Quarterly Financial Report – Q2, 2018

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

August 28, 2018

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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.

Executive Summary

Dr. Sullivan will provide Executive Summary Commentary at the meeting on August 28th, 2018.

Robina Foundation

Balance Sheet

	<u>2017</u>			<u>2018</u>	
	Q2	Q3	Q4	Q1	Q2
Beginning Balance:	\$16,540,138	\$16,501,546	\$14,425,125	\$12,637,410	\$12,139,555
Plus: Earnings	\$131,956	(\$6,716)	\$69,460	\$46,256	\$29,247
Less: Grants	\$0	(\$1,891,168)	(\$1,691,917)	(\$432,042)	\$0
Less: Operating Expenses	(\$125,209)	(\$178,537)	(\$152,823)	(\$101,249)	(\$131,986)
Less: Bank Expenses	(\$6,747)	(\$6,747)	(\$12,435)	(\$10,820)	(\$8,697)
Ending Balance:	\$16,501,546	\$14,425,125	\$12,637,410	\$12,139,555	\$12,028,329

Portfolio Return vs. Benchmark

	Year to Date (6 Months)	1 Year	3 Year	5 Year
Portfolio % return, annualized	0.31	0.53	0.65	2.52
Benchmark % return, annualized	0.79	1.32	0.57	2.65

→ appropriate?

Robina Foundation

Executive Financial Summary

	2017			2018	
	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2
Cash	\$10,494,762	\$2,270,936	\$2,433,123	\$2,515,397	\$3,765,235
Fixed Income	\$3,233,715	\$11,562,760	\$9,659,623	\$9,079,493	\$7,754,623
Equities	\$2,773,069	\$591,428	\$544,665	\$544,665	\$508,471
Grand Total	\$16,501,546	\$14,425,125	\$12,637,410	\$12,139,555	\$12,028,329

Cash and Cash Equivalents		Q2 2018
Cash		\$3,765,235
* PE Equity		\$508,471
Total Cash		\$4,273,706

\$2M - Vanguard

USB - Valued once/yr
? accurate

Sources of Capital

	2017			2018	
	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2
Asset Summary					
Cash					
Pending cash	(\$1,865,396)	\$0	\$0	\$0	\$0
US Bank Private Client MM	\$0	\$0	\$0	\$0	\$0
US Bank MM	\$12,188,014	\$2,075,557	\$2,292,370	\$356,040	\$1,602,812
Vanguard MM	\$0	\$0	\$0	\$2,000,252	\$2,008,562
US Bank Cash	\$0	\$0	\$0	\$8,571	\$0
Robina Checking Account	\$172,144	\$195,379	\$142,752	\$150,534	\$153,861
Cash Total	\$10,494,762	\$2,270,936	\$2,433,123	\$2,515,397	\$3,765,235
Fixed Income					
Bonds					
Taxable US	\$1,971,355	\$7,892,410	\$6,494,913	\$5,943,260	\$4,618,015
Taxable Foreign Bonds	\$1,262,360	\$3,670,350	\$3,164,710	\$3,136,179	\$3,136,608
Fixed Income Total	\$3,233,715	\$11,562,760	\$9,659,623	\$9,079,493	\$7,754,623
Equities					
Hedge					
Pointer Offshore Ltd	\$2,184,661	\$0	\$0	\$0	\$0
Private Equity					
Flag Venture Partners III LP	\$156,295	\$159,315	\$143,065	\$143,065	\$111,055
Flag Venture Partners IV LP	\$309,145	\$309,145	\$293,724	\$293,724	\$289,540
Pfingsten Partners III LP	\$122,968	\$122,968	\$107,876	\$107,876	\$107,876
Private Equity Total	\$588,408	\$591,428	\$544,665	\$544,665	\$508,471
Equities Total	\$2,773,069	\$591,428	\$544,665	\$544,665	\$508,471
Grand Total	\$16,501,546	\$14,425,125	\$12,637,410	\$12,139,555	\$12,028,329

Robina Foundation

Grants Paid: 2018

	Qtr1	Qtr2	Qtr3	Qtr4	Grand Total
Council on Foreign Relations				\$1,666,666	\$1,666,666
Endowed Chair in Global Governance				\$1,666,666	\$1,666,666
University of Minnesota Law School	\$50,000		\$1,765,688		\$1,815,688
Public Interest Scholars			\$1,074,188		\$1,074,188
Bridge Fellowship Program			\$150,000		\$150,000
Class Agent Pilot Program			\$91,500		\$91,500
Matching Program, Endowed Scholarships	\$50,000	\$50,000	\$50,000	\$350,000	\$500,000
Yale University	\$382,042				\$382,042
Gilder Lehrman Center	\$382,042				\$382,042
Grand Total	\$432,042	\$0	\$1,765,688	\$1,666,666	\$3,864,396

Robina Grant Commitments

	Month to be Paid	2019	2020	Grand Total
University of Minnesota Law School		\$1,318,188	\$1,050,688	\$2,368,876
Public Interest Scholars	July	\$1,076,688	\$809,188	\$2,960,064
Bridge Fellowship Program	July	\$150,000	\$150,000	\$450,000
Class Agent Pilot Program	August	\$91,500	\$91,500	\$274,500
Yale University		\$173,475		\$173,475
Gilder Lehrman Center	February	\$173,475		\$173,475
Grand Total		\$1,491,663	\$1,050,688	\$2,542,351

Total Outstanding Grant Commitment (Q3 2018 – 2020): \$5,974,705

Robina Foundation

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	Actual	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 Lehman 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	\$25,750				\$75,750
Tandem, Partners in Early Learning – Steve Schroeder's Board Service					\$25,000					\$25,000
Orthopedic International Ed at UofM – Gordy Aarnoth's Board Service					\$25,000					\$25,000
Gift in memory of Peter Karoff						\$25,000				\$25,000
Exponent Philanthropy						\$250				\$250
Grand Total	\$26,428,609	\$13,152,126	\$13,576,037	\$13,245,756	\$51,843,497	\$5,069,097	\$3,864,396	\$1,491,663	\$1,050,688	\$160,024,560
Outstanding Commitments							\$3,864,397	\$1,491,663	\$1,050,688	\$6,406,747

USBank Performance Report 6/30/2018

Selected Period Performance ROBINA FOUNDATION MGMT AGY Period Ending: 6/30/2018

Sector	Market Value	Year to Date (3 Months)	1 Year	3 Years	5 Years
Total Portfolio Gross of Fees	9,909,281	.54	.97	.84	2.62
Total Managed Portfolio	9,400,810	.31	.53	.65	2.52
<i>Robina Custom Benchmark</i>				<i>.57</i>	<i>2.65</i>
<i>Citigroup 3 Mo T-Bill Index</i>		<i>.79</i>	<i>1.32</i>		
Domestic Fixed	4,649,808	.29	.53	.48	1.42
<i>BARC 1-3 Yr Gov/Cr</i>		<i>.08</i>	<i>.21</i>	<i>.71</i>	<i>.84</i>
Foreign Fixed Income	3,147,484	.12	.22	2.43	1.45
Total Cash Equivalents	1,603,518	.49	.84	.41	.32
Pending Cash	8,571	.00	.00	.00	.00
<i>Citigroup 3 Mo T-Bill Index</i>		<i>.79</i>	<i>1.32</i>	<i>.64</i>	<i>.40</i>
Non-Mgd Other	508,471	5.65	11.09	-8.28	-11.33

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

June 30/2018 – December 31/2020

Maturity Matching Investment Strategy

Beginning Balance 6/30/2018	12,016,692	
Minus: Operating expenses	1,250,000	→ \$500k/yr.
Minus: Committed Grants	5,974,705	
Plus: Bond Dividends	306,101	
Minus: Adjustments for Unrealized Losses / (Gains)	(80,014)	
Ending Balance	5,178,102	→ \$5.2m

Robina Foundation

Cash Flow Schedule 2018

Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
6/30/2018		Balance of Cash, Cash Equivalents and Outstanding Equities	4,273,706
7/31/2018	(150,000)	Grant: Bridge Fellowship Program	4,123,706
7/31/2018	(1,074,188)	Grant: Center for New Americans	3,049,518
8/14/2018	5,156	Bond Dividend: RABOBANK MTN	3,054,675
Q3 2018	(125,000)	Quarterly operating expenses	2,929,675
8/15/2018	700,000	Bond final Payment: Boeing Corp	3,629,675
8/19/2018	7,350	Bond Dividend: BERKSHIRE HATHAWAY	3,637,025
8/28/2018	3,549	Bond Dividend: BANK NY MELLON MTN	3,640,574
8/29/2018	3,188	Bond Dividend: STATE STREET CORP	3,643,761
8/31/2018	(91,500)	Grant: Class Agent Pilot Program	3,552,261
9/2/2018	3,188	Bond Dividend: CISCO SYSTEMS INC	3,555,449
9/2/2018	1,344	Bond Dividend: BANK OF NY MELLO MTN	3,556,792
9/12/2018	7,200	Bond Dividend: BURLINGTN N SANTA FE	3,563,992
Q3 9/12/2018	3,188	Bond Dividend: GILEAD SCIENCES INC	3,567,180
10/16/2018	4,700	Bond Dividend: BANK OF NOVA SCOTIA	3,571,880
11/4/2018	5,625	Bond Dividend: SHELL INTERNATIONAL	3,577,505
11/10/2018	6,750	Bond Dividend: AUST NZ BANKING MTN	3,584,255
11/12/2018	4,375	Bond Dividend: ASTRAZENECA PLC	3,588,630
11/12/2018	500,000	Bond final Payment: ASTRAZENECA PLC	4,088,630
Q4 2018	(125,000)	Quarterly operating expenses	3,963,630
11/16/2018	6,125	Bond Dividend: PNC BANK NA MTN	3,969,755
11/18/2018	1,156	Bond Dividend: INTEL CORP	3,970,911
12/6/2018	1,313	Bond Dividend: BANK OF MONTREAL MTN	3,972,224
12/6/2018	4,000	Bond Dividend: ROYAL BANK OF MTN	3,976,224
12/6/2018	400,000	Bond final Payment: ROYAL BANK OF MTN	4,376,224
12/15/2018	3,900	Bond Dividend: WAL MART STORES	4,380,124
12/15/2018	400,000	Bond final Payment: WAL MART STORES	4,780,124
12/17/2018	1,250	Bond Dividend: HOME DEPOT INC	4,781,374
12/18/2018	6,375	Bond Dividend: WELLS FARGO MTN	4,787,749
12/31/2018	(450,000)	Grant: James H. Binger Center for New Americans	4,337,749
Q4 12/31/2018	(1,666,666)	Grant: The Council at 100 Campaign	2,671,083

Cash Flow Schedule – Q1 and Q2 2019

	Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
	2/10/2019	5,156	Bond Dividend: RABOBANK MTN	2,676,239
	2/15/2019	7,350	Bond Dividend: BERKSHIRE HATHAWAY	2,683,589
	Q1 2019	(125,000)	Quarterly operating expenses	2,558,589
	2/24/2019	3,549	Bond Dividend: BANK NY MELLON MTN	2,562,138
	2/25/2019	3,188	Bond Dividend: STATE STREET CORP	2,565,325
	2/28/2019	(173,475)	Grant: Gilder Lehrman Center	2,391,850
	3/1/2019	1,344	Bond Dividend: BANK OF NY MELLO MTN	2,393,194
	3/1/2019	3,188	Bond Dividend: CISCO SYSTEMS INC	2,396,382
	3/1/2019	300,000	Bond final Payment: CISCO SYSTEMS INC	2,696,382
	3/11/2019	7,200	Bond Dividend: BURLINGTN N SANTA FE	2,703,582
Q1	3/11/2019	3,188	Bond Dividend: GILEAD SCIENCES INC	2,706,769
	4/14/2019	4,700	Bond Dividend: BANK OF NOVA SCOTIA	2,711,469
	5/3/2019	5,625	Bond Dividend: SHELL INTERNATIONAL	2,717,094
	5/9/2019	6,750	Bond Dividend: AUST NZ BANKING MTN	2,723,844
	5/15/2019	6,125	Bond Dividend: PNC BANK NA MTN	2,729,969
	Q2 2019	(125,000)	Quarterly operating expenses	2,604,969
	5/17/2019	1,156	Bond Dividend: INTEL CORP	2,606,125
	6/4/2019	1,313	Bond Dividend: BANK OF MONTREAL MTN	2,607,438
	6/15/2019	1,250	Bond Dividend: HOME DEPOT INC	2,608,688
	6/15/2019	125,000	Bond final Payment: HOME DEPOT INC	2,733,688
Q2	6/16/2019	6,375	Bond Dividend: WELLS FARGO MTN	2,740,063

Cash Flow Schedule – Q3 and Q4 2019

	Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
	7/31/2019	(150,000)	Grant: Bridge Fellowship Program	2,590,063
	7/31/2019	(1,076,688)	Grant: Center for New Americans	1,513,375
	8/9/2019	5,156	Bond Dividend: RABOBANK MTN	1,518,531
	8/9/2019	750,000	Bond final Payment: RABOBANK MTN	2,268,531
	8/14/2019	7,350	Bond Dividend: BERKSHIRE HATHAWAY	2,275,881
	8/14/2019	700,000	Bond final Payment: BERKSHIRE HATHAWAY	2,975,881
	Q3 2019	(125,000)	Quarterly operating expenses	2,850,881
	8/23/2019	3,549	Bond Dividend: BANK NY MELLON MTN	2,854,430
	8/24/2019	3,188	Bond Dividend: STATE STREET CORP	2,857,618
	8/28/2019	1,344	Bond Dividend: BANK OF NY MELLO MTN	2,858,961
	8/31/2019	(91,500)	Grant: Class Agent Pilot Program	2,767,461
	9/7/2019	7,200	Bond Dividend: BURLINGTN N SANTA FE	2,774,661
Q3	9/7/2019	3,188	Bond Dividend: GILEAD SCIENCES INC	2,777,849
	10/11/2019	4,700	Bond Dividend: BANK OF NOVA SCOTIA	2,782,549
	10/30/2019	5,625	Bond Dividend: SHELL INTERNATIONAL	2,788,174
	11/5/2019	6,750	Bond Dividend: AUST NZ BANKING MTN	2,794,924
	11/11/2019	6,125	Bond Dividend: PNC BANK NA MTN	2,801,049
	11/13/2019	1,156	Bond Dividend: INTEL CORP	2,802,205
	Q4 2019	(125,000)	Quarterly operating expenses	2,677,205
	12/3/2019	1,313	Bond Dividend: BANK OF MONTREAL MTN	2,678,518
	12/3/2019	125,000	Bond final Payment: BANK OF MONTREAL MTN	2,803,518
Q4	12/13/2019	6,375	Bond Dividend: WELLS FARGO MTN	2,809,893

Cash Flow Schedule – 2020

	Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
	Q1 2020	(125,000)	Quarterly operating expenses	2,684,893
	2/19/2020	3,549	Bond Dividend: BANK NY MELLON MTN	2,688,442
	2/20/2020	3,188	Bond Dividend: STATE STREET CORP	2,691,629
	2/24/2020	1,344	Bond Dividend: BANK OF NY MELLO MTN	2,692,973
	2/24/2020	125,000	Bond final Payment: BANK OF NY MELLO MTN	2,817,973
	3/5/2020	7,200	Bond Dividend: BURLINGTN N SANTA FE	2,825,173
Q1	3/5/2020	3,188	Bond Dividend: GILEAD SCIENCES INC	2,828,360
	4/8/2020	4,700	Bond Dividend: BANK OF NOVA SCOTIA	2,833,060
	4/27/2020	5,625	Bond Dividend: SHELL INTERNATIONAL	2,838,685
	5/3/2020	6,750	Bond Dividend: AUST NZ BANKING MTN	2,845,435
	5/9/2020	6,125	Bond Dividend: PNC BANK NA MTN	2,851,560
	5/11/2020	1,156	Bond Dividend: INTEL CORP	2,852,717
	5/11/2020	125,000	Bond final Payment: INTEL CORP	2,977,717
	Q2 2020	(125,000)	Quarterly operating expenses	2,852,717
Q2	6/10/2020	6,375	Bond Dividend: WELLS FARGO MTN	2,859,092
	7/31/2020	(150,000)	Grant: Bridge Fellowship Program	2,709,092
	7/31/2020	(809,188)	Grant: Center for New Americans	1,899,904
	Q3 2020	(125,000)	Quarterly operating expenses	1,774,904
	8/17/2020	3,549	Bond Dividend: BANK NY MELLON MTN	1,778,453
	8/17/2020	273,000	Bond final Payment: BANK NY MELLON MTN	2,051,453
	8/18/2020	3,188	Bond Dividend: STATE STREET CORP	2,054,640
	8/18/2020	250,000	Bond final Payment: STATE STREET CORP	2,304,640
	8/31/2020	(91,500)	Grant: Class Agent Pilot Program	2,213,140
	9/1/2020	7,200	Bond Dividend: BURLINGTN N SANTA FE	2,220,340
	9/1/2020	3,188	Bond Dividend: GILEAD SCIENCES INC	2,223,528
	9/1/2020	400,000	Bond final Payment: BURLINGTN N SANTA FE	2,623,528
Q3	9/1/2020	250,000	Bond final Payment: GILEAD SCIENCES INC	2,873,528
	10/7/2020	4,700	Bond Dividend: BANK OF NOVA SCOTIA	2,878,228
	10/7/2020	400,000	Bond final Payment: BANK OF NOVA SCOTIA	3,278,228
	10/26/2020	5,625	Bond Dividend: SHELL INTERNATIONAL	3,283,853
	10/26/2020	500,000	Bond final Payment: SHELL INTERNATIONAL	3,783,853
	11/1/2020	6,750	Bond Dividend: AUST NZ BANKING MTN	3,790,603
	11/1/2020	500,000	Bond final Payment: AUST NZ BANKING MTN	4,290,603
	11/5/2020	6,125	Bond Dividend: PNC BANK NA MTN	4,296,728
	11/5/2020	500,000	Bond final Payment: PNC BANK NA MTN	4,796,728
	Q4 2020	(125,000)	Quarterly operating expenses	4,671,728
	12/7/2020	6,375	Bond Dividend: WELLS FARGO MTN	4,678,103
Q4	12/7/2020	500,000	Bond final Payment: WELLS FARGO MTN	5,178,103

Committed Grant Payment Schedule

Date	Dividend or Grant/Expenses	Description
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	(450,000)	Grant: Matching Program, Endowed Scholarships
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	(5,974,705)	

Expense Payment Schedule

Date	Dividend or Grant/Expenses	Description
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	(1,250,000)	

Bond Principal Income Schedule

Date	Dividend or Grant/Expenses	Description
8/15/2018	700,000	Bond final Payment: Boeing Capital Corp
11/12/2018	500,000	Bond final Payment: ASTRAZENECA PLC
12/6/2018	400,000	Bond final Payment: ROYAL BANK OF MTN
12/15/2018	400,000	Bond final Payment: WAL MART STORES
3/1/2019	300,000	Bond final Payment: CISCO SYSTEMS INC
6/15/2019	125,000	Bond final Payment: HOME DEPOT INC
8/9/2019	750,000	Bond final Payment: RABOBANK MTN
8/14/2019	700,000	Bond final Payment: BERKSHIRE HATHAWAY
12/3/2019	125,000	Bond final Payment: BANK OF MONTREAL MTN
2/24/2020	125,000	Bond final Payment: BANK OF NY MELLO MTN
5/11/2020	125,000	Bond final Payment: INTEL CORP
8/17/2020	273,000	Bond final Payment: BANK NY MELLON MTN
8/18/2020	250,000	Bond final Payment: STATE STREET CORP
9/1/2020	400,000	Bond final Payment: BURLINGTN N SANTA FE
9/1/2020	250,000	Bond final Payment: GILEAD SCIENCES INC
10/7/2020	400,000	Bond final Payment: BANK OF NOVA SCOTIA
10/26/2020	500,000	Bond final Payment: SHELL INTERNATIONAL
11/1/2020	500,000	Bond final Payment: AUST NZ BANKING MTN
11/5/2020	500,000	Bond final Payment: PNC BANK NA MTN
12/7/2020	500,000	Bond final Payment: WELLS FARGO MTN
Total	7,823,000	

Bond Dividend Income Schedule

Date	Dividend or Grant/Expenses	Description
8/14/2018	5,156	Bond Dividend: RABOBANK
8/19/2018	7,350	Bond Dividend: BERKSHIRE HATHAWAY
8/28/2018	3,549	Bond Dividend: BANK NY MELLON
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
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
11/10/2018	6,750	Bond Dividend: AUST NZ BANKING
11/12/2018	4,375	Bond Dividend: ASTRAZENeca PLC
11/16/2018	6,125	Bond Dividend: PNC BANK NA
11/18/2018	1,156	Bond Dividend: INTEL CORP
12/6/2018	1,313	Bond Dividend: BANK OF MONTREAL
12/6/2018	4,000	Bond Dividend: ROYAL BANK OF
12/15/2018	3,900	Bond Dividend: WAL MART STORES
12/17/2018	1,250	Bond Dividend: HOME DEPOT INC
12/18/2018	6,375	Bond Dividend: WELLS FARGO
2/10/2019	5,156	Bond Dividend: RABOBANK
2/15/2019	7,350	Bond Dividend: BERKSHIRE HATHAWAY
2/24/2019	3,549	Bond Dividend: BANK NY MELLON
2/25/2019	3,188	Bond Dividend: STATE STREET CORP
3/1/2019	1,344	Bond Dividend: BANK OF NY MELLO
3/1/2019	3,188	Bond Dividend: CISCO SYSTEMS INC
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
5/15/2019	6,125	Bond Dividend: PNC BANK NA
5/17/2019	1,156	Bond Dividend: INTEL CORP
6/4/2019	1,313	Bond Dividend: BANK OF MONTREAL
6/15/2019	1,250	Bond Dividend: HOME DEPOT INC
6/16/2019	6,375	Bond Dividend: WELLS FARGO

Date	Dividend or Grant/Expenses	Description
8/9/2019	5,156	Bond Dividend: RABOBANK
8/14/2019	7,350	Bond Dividend: BERKSHIRE HATHAWAY
8/23/2019	3,549	Bond Dividend: BANK NY MELLON
8/24/2019	3,188	Bond Dividend: STATE STREET CORP
8/28/2019	1,344	Bond Dividend: BANK OF NY MELLO
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
11/11/2019	6,125	Bond Dividend: PNC BANK NA
11/13/2019	1,156	Bond Dividend: INTEL CORP
12/3/2019	1,313	Bond Dividend: BANK OF MONTREAL
12/13/2019	6,375	Bond Dividend: WELLS FARGO
2/19/2020	3,549	Bond Dividend: BANK NY MELLON
2/20/2020	3,188	Bond Dividend: STATE STREET CORP
2/24/2020	1,344	Bond Dividend: BANK OF NY MELLO
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
5/9/2020	6,125	Bond Dividend: PNC BANK NA
5/11/2020	1,156	Bond Dividend: INTEL CORP
6/10/2020	6,375	Bond Dividend: WELLS FARGO
8/17/2020	3,549	Bond Dividend: BANK NY MELLON
8/18/2020	3,188	Bond Dividend: STATE STREET CORP
9/1/2020	7,200	Bond Dividend: BURLINGTN N SANTA FE
9/1/2020	3,188	Bond Dividend: GILEAD SCIENCES INC
10/7/2020	4,700	Bond Dividend: BANK OF NOVA SCOTIA
10/26/2020	5,625	Bond Dividend: SHELL INTERNATIONAL
11/1/2020	6,750	Bond Dividend: AUST NZ BANKING
11/5/2020	6,125	Bond Dividend: PNC BANK NA
12/7/2020	6,375	Bond Dividend: WELLS FARGO

Total **306,101**

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	\$12,637,410	\$8,437,675	\$6,556,866
Plus Revenues	\$6,822,930	\$8,418,009	\$2,077,836	-\$542,089	\$2,268,454	\$337,889	\$151,730	\$110,854	\$162,482
Less Expenses	-\$653,435	-\$701,623	-\$837,861	-\$839,767	-\$680,752	-\$544,432	-\$487,069	-\$500,000	-\$500,000
Less Grants Paid	-\$26,428,609	-\$13,152,126	-\$13,576,037	-\$13,245,756	-\$51,843,497	-\$5,069,097	-\$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	\$12,637,410	\$8,437,675	\$6,556,866	\$5,178,103

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Steve Lewis
RE: Robina Exit Strategies
Date: August 28, 2018

Mike Sullivan has put together the attached table showing four alternative "exit strategies" for Robina. Here's a simple guide to aid our interpretation of the alternatives and our discussion at our meeting.

Current plan that we have been working on is that we would make final grants of just over \$5.1 million in 2020. Our ladder of bond maturities has a couple of million dollars of bonds maturing during that year. They are liquid and can be sold, at a discount, at any time, but in the "Current Plan" that \$5.1 million keeps on earning interest through most of 2020.

Development of the three alternate models assumed:

1) That we make commitments, and payments, of \$5 million in 2018, and an additional \$100,000 (four trustee directed grants of \$25,000 each) in either 2019 or 2020;

2) That we cash out certain securities early in the following order: 1) Money Market Funds; 2) PE Funds at book value; and 3) Short Term Bonds: We would lose yield by cashing out early and take a small haircut because we would have to sell at a discount.

→ 3) Annual operating expenses of about \$500,000 per year. | *Need to prep exp. + Will undoubtedly go down but amt unknown. | held out some for post-*

If we make large grants early, we lose the interest on the bonds and money market funds *termination exp.* (and generally sell bonds at below par values.) This shows up in the reduced Revenues of over \$400k in each model.

The large negative numbers for 2020 in Models A and C result primarily from having a full year's expenses in that year, but no income from interest on the bonds or the money market funds. The reason that Model B looks OK at the end is that we go out of business by the end of 2019, so we don't have the operating expenses in 2020.

There are lots of other combinations of grant timing that could be shown, but the basic orders of magnitude are those shown in the models and described above.

* { We should keep in mind that we still have the illiquid private equity assets. If we decide to make grants early, we would almost certainly want to make part of those grants "in kind" and transfer the investments directly to the grantee(s).

Robina Foundation Exit Strategies

□ **Fund Exit Strategies.** The table below highlights the investment implications of various exit strategies for the Robina Foundation endowment fund. Depending on the model, bond equities will be sold prematurely at discounts.

	Description	Revenue Changes	Expense Changes	Ending Balance 12/31		
				2018	2019	2020
Current Plan	■ No new grants since 3/31/2018 ■ Robina ends <u>12/31/2020</u>	N/A	N/A	\$8,437,675	\$6,556,866	\$5,178,103
Alternative Model A	■ New grants of \$5,000,000 in Q4 2018 ■ New grants of \$100,000 in Q3 2019 ■ Robina ends <u>12/31/2020</u>	(\$432,500)	(\$5,100,000)	\$3,351,675	\$1,217,985	<u>(\$410,805)</u>
Alternative Model B <i>old be moved to 2019</i> <i>* -</i>	■ New grants of \$5,000,000 in Q4 2018 ■ New grants of \$100,000 in Q3 2019 ■ <u>2020 grants moved to 2019</u> - ? = how do that ■ Robina ends 12/31/2019	(\$456,398)	(\$4,600,000)	\$3,351,675	<u>\$65,297</u>	\$0
Alternative Model C <i>old be moved to 2019</i> <i>-</i>	■ New grants of \$5,000,000 in Q4 2018 ■ New grants of \$100,000 in Q3 2020 ■ Robina ends 12/31/2020	(\$430,500)	(\$5,100,000)	\$3,351,675	\$1,318,485	<u>(\$408,805)</u>



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**INDEPENDENT ACCOUNTANTS' REPORT
ON APPLYING AGREED-UPON PROCEDURES**

Robina Foundation
Minneapolis, MN

We have performed the procedures enumerated below, which were agreed to by Robina Foundation, on the disbursement process of Robina Foundation for the year ended December 31, 2017. Robina Foundation's management is responsible for the disbursement process. The sufficiency of these procedures is solely the responsibility of the parties specified in this report. Consequently, we make no representation regarding the sufficiency of the procedures enumerated below either for the purpose for which this report has been requested or for any other purpose.

The procedures and the associated findings are as follows:

- a. We haphazardly selected 25 disbursements from Robina's checking and investment accounts during the period of January 1, 2017 through December 31, 2017 and performed the following:
 - a. Verified the amount of the disbursement and date;
 - b. Observed who and what the disbursement was for;
 - c. Compared the amount of the disbursement and verified the disbursement was approved by the Foundation for payment and by whom;
 - d. Inspected documentation supporting the disbursement

See attachment A for testing grid.

This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. We were not engaged to and did not conduct an examination or review, the objective of which would be the expression of an opinion or conclusion, respectively, on the disbursement process. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the information and use of Robina Foundation and is not intended to be and should not be used by anyone other than the specified parties.

CliftonLarsonAllen LLP

Board of Directors
Robina Foundation

Attachment A

Selection #	Date	Check/EFT #	Amount	Payee	Purpose	Approved by	Check Signer / EFT Approval	Sighted Disbursement Support	Check Amount Match Support
1	4/5/2017	6739	12,000.00	Kathleen Blatz	Director Fees	(c)	James Peter	Board Minutes 8/12/14	Y
2	4/4/2017	6744	2,125.56	BRI 1855 IDS Center, LLC	Rent	James Peter	James Peter	Invoice	Y
3	8/4/2017	6789	2,154.14	BRI 1855 IDS Center, LLC	Rent	Penny Hunt	Penny Hunt	Invoice	Y
4	8/31/2017	6799	1,500.71	Melinda Marble Canlor	Consultant reimbursement for interviews of legacy project.	James Peter	James Peter	Consultant Reimbursement Salary Increase approval Form dated 9/1/16 noting	Y
5	12/6/2017	6839	4,180.00	Baker Management	Third Party- Consultant Fees for Nancy	Penny Hunt	Penny Hunt	initials by Penny for approval.	Y
6	12/29/2017	6850	7,500.00	Susan V. Berrresford	Gilberg	(c)	Penny Hunt	Board Minutes 8/12/14	Y
7	2/6/2017	6718	2,125.56	BRI 1855 IDS Center, LLC	Rent	James Peter	James Peter	Invoice	Y
8	2/17/2017	6721	177.09	Network Guidance 2.0	Technology Consultant-Malware Scan	James Peter	James Peter	Invoice	Y
9	1/5/2017	6707	7,500.00	Marlanne d Short	Director Fees	(c)	Penny Hunt	Board Minutes 8/12/14	Y
10	7/3/2017	6779	12,000.00	Kathleen Blatz	Director Fees	(c)	Penny Hunt	Board Minutes 8/12/14	Y
11	7/11/2017	6783	4,180.00	Baker Management	Third Party- Consultant Fees for Nancy	Penny Hunt	James Peter	Salary Increase approval Form dated 9/1/16 noting initials by Penny for approval.	Y
12	6/6/2017	6771	4,180.00	Baker Management	Gilberg	Penny Hunt	Penny Hunt	Salary Increase approval Form dated 9/1/16 noting initials by Penny for approval.	Y
13	6/12/2017	6772	66.44	Verizon Wireless	Phone provider services	Penny Hunt	Penny Hunt	Invoice	Y
14	3/2/2017	6727	595.32	Nancy Gilberg	Expense Reimbursement for overtime spent on the Board Meeting in New York	Penny Hunt	Penny Hunt	Expense Reimbursement	Y
15	3/14/2017	6728	50.12	CenturyLink	Internet Services	James Peter	James Peter	Invoice	Y
16	5/3/2017	6751	4,180.00	Baker Management	Third Party- Consultant Fees for Nancy	Penny Hunt	James Peter	Salary Increase approval Form dated 9/1/16 noting initials by Penny for approval.	Y
17	5/8/2017	6752	209.25	CenturyLink	Gilberg	Penny Hunt	Penny Hunt	Invoice	Y
18	10/5/2017	6813	7,500.00	Susan V. Berrresford	Internet Services	(c)	Penny Hunt	Board Minutes 8/12/14	Y
19	10/13/2017	6824	232.52	Minneapolis club	Director Fees	James Peter	James Peter	Invoice	Y
20	10/3/2017	6820	4,180.00	Baker Management	Overnight stay for Kathleen Blatz	Penny Hunt	Penny Hunt	Salary Increase approval Form dated 9/1/16 noting initials by Penny for approval.	Y
21	2/8/2017 (d)		486,012.00	Yale University Development Office	Third Party- Consultant Fees for Nancy	(e)	Penny Hunt	Wire Transfer Request Form / Board minutes (8-2016)	Y
22	3/10/2017 (d)		1,000,000.00	Abbott Northwestern Hospital Fdn	Gilberg	(e)	Penny Hunt	Wire Transfer Request Form / Board minutes (2-2016)	Y
23	7/13/2017 (d)		1,799,668.00	US Bank X.....0118	Grant	(e)	Penny Hunt	Wire Transfer Request Form / Board minutes (5-2013, 5-2012, 8-2015)	Y
24	9/13/2017 (d)		25,000.00	Yale University Development Office	Grant for UofM-Foundation (noted in Minutes as UofM- Law School) Multiple grants paid with one transfer.	(e)	Penny Hunt	Wire Transfer Request Form / Board minutes(8/28/17)	Y
25	12/15/2017 (d)		1,666,667.00	Council on Foreign Relations	New Grant in 2017	(e)	Penny Hunt	Wire Transfer Request Form / Board minutes (2-2016)	Y

Tick Mark Key:

{c} Director Fees were approved in the board minutes back in 2014 so no additional invoice or support is provided. Check signer verifies previously approved quarterly fees are correct and agrees to check.

{d} No check/EFT/wire number information available for grant disbursements. All grant disbursements are made directly from the investment account. CLA sighted the disbursement on the account statement for all grants selected. All disbursements included on the investment statements tied to the approved payments without exception.

{e} For Grants there is no formal invoice for approval since all grants are approved in the board minutes. The individual signing on the EFT request form reviews and approves that the amount equals that which was approved in the board minutes. Therefore formal approval is in the board minutes (see column J for when the board approved) and the individual signing the check (as noted in column i) verifies that the disbursement agrees to what was approved by the board.

ROBINA FOUNDATION

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

August 28, 2018

CliftonLarsonAllen LLP
220 South Sixth Street, Suite 300
Minneapolis, MN 55402

To Whom It May Concern:

In connection with your engagement to apply agreed-upon procedures to inspect a sample of disbursement from the Robina Foundation as of year ended December 31, 2017, we confirm, to the best of our knowledge and belief, the following representations made to you during your engagement.

1. We are responsible for the inspection of a sample of disbursements from Robina Foundation that were prepared in accordance with generally accepted accounting and business practices.
2. Robina Foundation is responsible for selecting the criteria and for determining that such criteria are appropriate for your purposes.
3. We have disclosed to you all known matters contradicting, or that may contradict, the disbursements, and we have disclosed to you all communications from regulatory agencies or others affecting the disbursements.
4. There have been no communications from regulatory agencies, internal auditors, and other independent practitioners or consultants relating to the disbursements, including communications received between December 31, 2017 and REPORT DATE.
5. There have been no communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.
6. We have provided you with access to all records and information that we believe is relevant to the disbursements of the Foundation and the agreed-upon procedures.
7. We have disclosed to you other matters as you have deemed appropriate.
8. We have no knowledge of any actual, suspected, or alleged fraud or noncompliance with laws or regulations affecting the disbursements involving management, employees who have significant roles in internal control, or others where the fraud or noncompliance could have an effect on the disbursements, including any communications from employees, former employees, analysts, regulators, or others.

9. We have responded fully to all inquiries made to us by you during the engagement.
10. No events have occurred subsequent to REPORT DATE that would require adjustment to or modification of the disbursement process.
11. We understand that your report is intended solely for the information and use of Board of Directors and is not intended to be and should not be used by anyone other than the specified parties. We understand that the purpose of your report is solely to describe the procedures and findings related to the disbursements of the Foundation. Accordingly, your report is not suitable for any other purpose.

Signature: _____ Title: _____

Signature: _____ Title: _____

Nancy Gilberg

From: Bundy, James <james.bundy@yale.edu>
Sent: Tuesday, August 07, 2018 6:15 PM
To: Penny Hunt
Cc: Nancy Gilberg; Berman, Deborah; Muirhead, Janice
Subject: Dean's Innovation Fund
Attachments: YALE SCHOOL OF DRAMA PROPOSAL TO ROBINA FOUNDATION 8-2018.pdf

August 7, 2018

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

Dear Penny,

Thank you for the opportunity to submit the attached proposal for an endowment grant to create the Dean's Innovation Fund at Yale School of Drama.

My colleagues and I are enormously excited about this possibility: it would be transformational for the School to establish ongoing resources devoted to significant new investments in response to growth and change in our field.

Coupling such capital with our commitment to excellence in training and production will give us new capacity to provide leadership training and practical experience across a range of disciplines and issues—many of them outside traditional conservatory practice. Moreover, such programming could allow us to reach thousands more international practitioners, lay leaders, and policy makers than ever before, bringing them to our campus virtually and in person.

Thank you very much for our preliminary conversation to discuss the draft of the proposal. I look forward to my conversation with the Board on August 28th. In the meantime, should you have any further questions, please telephone me at your convenience.

Sincerely yours,

James

Enclosure

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

**YALE SCHOOL OF DRAMA
PROPOSAL TO THE ROBINA FOUNDATION
THE DEAN'S INNOVATION FUND
AUGUST 2018**

Executive Summary

Yale School of Drama (YSD) respectfully requests a grant of \$3 million to establish the Dean's Innovation Fund.

The Innovation Fund would add to Yale's field leadership in training and production by creating ongoing capacity to underwrite projects and initiatives with the potential to create and disseminate new knowledge, accelerate interdisciplinary learning and collaborations, and raise the standards of global professional theater practice and cultural policy.

The key objective of the Fund is to foster transformational programming either through new creation or significant strategic modifications requiring experimentation. The Fund will therefore confront uncertainty and invest in risk, recognizing that live theatrical performance increasingly depends for its cultural relevance on artistic and managerial innovation.

Such initiatives and projects may have the potential for immediate and focused impact over a limited period of time; they may also be conceived with the potential to become permanent programs.

In either case, support from the Innovation Fund shall generally be limited to windows of one to five years, with the understanding that the School will seek to develop new revenue streams to support innovations with long-term programmatic merit.

Background

Yale School of Drama, in partnership with Yale Repertory Theatre (Yale Rep), plays a unique role in theater training and production. YSD is the only graduate professional theater school in the English-speaking world offering degrees in every discipline of the theater. Yale Rep is a leading producer of new plays and revivals—maintaining a relationship with YSD analogous to that of a teaching hospital and a medical school.

Since founding a Department of Drama in 1925, Yale has trained artists and managers, including many household names who have left indelible marks on the arts in America, as well as field leaders who are unsung heroes of cultural production at institutions large and small. Having established YSD as an independent School in 1955, the University founded Yale Rep in 1966 to complete the integration of the conservatory model with the professional community.

In addition to the leadership role of its graduate programs, YSD/YRT has played historic leadership roles in theater technology, including the development of theatrical lighting systems and theater design consulting, as well as modeling co-productions of its work with other regional theaters, and commercial transfers of Yale Rep productions.

For more than a decade, the School and Rep have aligned themselves around three core priorities: ^① equitable and inclusive access to training supported by robust financial aid; ^② quality of instruction and production in New Haven; and ^③ investment in new theater—especially the commissioning, development, and production of work by playwrights who have the potential for field-wide impact.

In each of these distinctive priorities, Yale has excelled.

The School has maintained a matriculation yield averaging over 90% of admitted students, lowering the median indebtedness of graduates from more than \$45,000 to just over \$15,000. We have attracted a student body of unprecedented diversity and revamped curricula to be more inclusive.

Recent graduates are leaders in television, film, and every discipline of the theater, and new generations of distinguished faculty lead graduate programs that pace the nation.

Yale's Binger Center, endowed by the Robina Foundation, is a leader in the new play sector, and Yale Rep has established a consequential record of premiering plays that not only win awards, but also go on to receive multiple productions worldwide.

At the same time, the scope of the School and Rep's ambitious work strains financial resources, and while the University has begun to raise significant capital to build a new campus for YSD/YRT, with groundbreaking anticipated in 2021, funds for innovation, experimentation, and risk taking are scant.

Proposal

The Dean's Innovation Fund would yield an endowment of \$150,000 per year at the outset, as an investment pool to support projects proposed by Yale faculty in all disciplines, as well as by national and international field leaders. The Fund will be proactive in seeking partnerships inside and outside the School, and will balance long-term goals with nimble and responsive management.

Process: Chosen by the Dean in consultation with the Deputy, Associate, and Assistant Deans, projects could include symposia, convenings, conferences, workshops, collaborative research leading to publication, technological experimentation and laboratories, course development, interdisciplinary programs, international collaborations, and other innovations in training and practice as yet unimagined.

While some programs may generate earned or contributed revenue, the Fund will also support timely projects of limited duration and scope, without other revenue sources.

Prospective projects will be vetted for their potential to impact the School and the field significantly, by creating and/or disseminating new knowledge for the profession; responding in real time to artistic and political discourse; bringing new voices into our community; filling gaps in current understanding and practice; challenging conventional wisdom and accelerating the pace of positive change; aligning with other progressive forces in the field; and, where appropriate, achieving programmatic status at YSD/YRT and/or replication elsewhere.

Examples of such replicating programs abound in the American theater: the Binger Center is one that has already influenced new play development and production at such leading institutions as Berkeley Repertory Theatre, Oregon Shakespeare Festival, McCarter Theater, and the Goodman Theater, among others. The 52nd Street Project created a model of community engagement with middle school students used across the nation, including at Yale Rep's Dwight/Edgewood Project. The Oregon Shakespeare Festival has pioneered equity and inclusion training for nonprofit theatre on a scale only rivaled by the School of Drama's similar efforts.

But it is not only programmatic replication that makes for successful innovation. Transformational collaborative and individual efforts contributing impactful learning to the field in the past five years alone include the Kilroys annual list of plays by women and theaters that have achieved gender equity in playwriting; Porsche McGovern's study of who designs and directs at theaters in the League of Resident Theaters (LORT), the collective bargaining group of 75 of the country's largest theaters; and American Conservatory Theater's partnership with Wellesley Centers for Women on a study of gender equity in leadership opportunities in LORT.

YSD's recent innovations include the establishment of the Binger Center for New Theatre in 2008, by far our largest and most successful new venture since the founding of Yale Rep in 1966. Other significant programs founded over two decades include the Dwight/Edgewood Project for local middle school students (1995); Will Power, a series of student matinees (2003) supported by teaching materials and workshops; the Theater Management Knowledge Base (2008), a digital library of arts management case studies and interviews that is a resource for training programs and professionals around the world; workshop opportunities for students, faculty, and staff to study issues of equity, diversity, and inclusion (2015); and most recently, the first steps taken to move about 20% of the content of our iconic theater history course, Drama 6, online (2018).

Sample Projects

Accelerated, high-impact innovations are possible with new resources. The examples described here comprise both major modifications of current programming and the introduction of new initiatives. In preparation for this proposal, we asked a limited

number of YSD faculty to imagine such programs—with the establishment of the Innovation Fund, the deans would solicit proposals more widely at the School and in the field, seeking proposers and partners nationally and internationally.

The Krymov Lab: Building on a successful track record of workshops and one production in New Haven International Festival, this would be a four-to-six month annual collaboration among the Russian director and designer Dmitri Krymov, recent graduates of the School, and theaters in Moscow and New York, to model international collaboration among Russian and US artists, as well as to pilot enhanced early career opportunities for freelance YSD graduates working beyond New Haven. Jointly funded by donors and Yale. Budget/timeline estimate: \$150-225K over 3 years.

Safety Classroom: A pilot program to test demand for training in the high-risk practices in the industry: working at height and materials handling. Currently this training is available only to the forty-two Technical Design and Production students who can attend the school each year. The program would begin with New Haven based instruction, and then explore the creation of a truck-based mobile classroom offering classes on the North American continent. Jointly funded by participants, their home theaters, and Yale. Budget/timeline estimate: \$150-200K over 4 years.

Theaters of Color Convening: Leaders of these institutions gather with YSD faculty, students, field leaders, and philanthropists—ArtEquity, the Consortium of Asian American Theatre Artists, Grantmakers in the Arts, the Latinx Theatre Commons, and Theater Communications Group are examples of likely partners—to set an agenda for the transformation of these organizations, including targeted efforts to build capacity through training, establishment of best practices for collaborations with other institutions, and development of capitalization through focused strategic investment. Jointly funded by donors and Yale. Budget/timeline estimate: \$150-200K over 5 years.

Theater Management Think Tank: This one-week program for mid-career and senior leaders will focus on the field's growing artistic deficits, their causes, and alternatives for action. The importance of this agenda is described in author Ed Martenson's "The Evolving Leadership Challenge", which posits that an outmoded and unsustainable expansionist policy has resulted in a higher rate of entrants than exits, over-population, declining average revenues, and declining artistic capacity at the institutional level—most particularly a dilution of professionalism. Industry analysis will be the central conceptual framework, and principals may generate articles and white papers for publication. Jointly funded by participants and Yale. Budget/timeline estimate: \$50-75K over 5 years on a biannual schedule.

Theater and Performance History: A collaboration of Yale University faculty from Drama, Theater Studies, and other disciplines to create an online course that covers the history of theater and performance, with specific attention given to western and non-western cultures. By bringing multiple voices to the center of the digital classroom, and by disseminating the course world-wide for free, Yale will set a new bar for the study and understanding of the field and access to best-in-class instruction. Budget/timeline estimate: \$50-75K over 2 years.

Trustees' Institute: A two-step, eight-day program that will bring together lay board leaders, developing and focusing training and resources to catalyze rapid change in the field with respect to Equity, Diversity, and Inclusion. Just as YSD graduates move into leadership positions across the country, participants in this program will be able to develop and transmit best practices to their home organizations. Jointly funded by participants and Yale. Budget/timeline estimate: \$100K over 5 years.

Conclusion:

Yale School of Drama seeks to build upon its established history of leadership by establishing an enduring commitment to—and resources for—experimentation and focused response to changes in our field. From a position of strength, we still see a happily inspiring obligation to challenge ourselves, to serve future generations of theater makers, and to prepare the ground for theatrical innovation throughout the 21st century and beyond.

Our track record of extraordinarily successful partnership with the Robina Foundation gives us hope that we can once again work with the Board to craft and support a visionary program that will be an engine to develop new and sustainable best practices. We look forward to this possibility with the highest hopes for the role that the Dean's Innovation Fund may play in the future of the American—and global—theatrical imagination.

Robina Institute – Research and Policy Agenda

Sentencing Guidelines

Within the past decade, the majority of sentencing guidelines research has taken place at the federal level. Thus the federal experience currently informs much of our knowledge about the decision-making process at sentencing. Yet, the majority of individuals are sentenced at the *state* rather than federal level. In addition to the U.S. Sentencing Guidelines, there are guidelines in 17 states and the District of Columbia, most of which have not recently been the subject of empirical study. Therefore, there is a tremendous gap in sentencing guidelines research at the state level. Led by Professor Richard Frase and Executive Director, Kelly Mitchell, the Robina Institute has unique expertise in sentencing guidelines. Though there are multiple potential research projects in this area, priority research questions include:

- How do mandatory versus advisory sentencing guidelines affect imprisonment and community supervision rates?
- How do guidelines, with and without abolition of parole release discretion, affect imprisonment rates and prison overcrowding?
- How do different kinds of guidelines relate to levels of prison racial disproportionality?
- How do guidelines jurisdictions compare to non-guidelines jurisdictions in prison racial disproportionality?
- Are some guidelines more susceptible to being undermined by prosecutor decisions?
- Is it possible to devise comparable measures of guidelines “compliance” across jurisdictions?
- How well do criminal history scores, components, and other factors predict recidivism? Can existing or revised criminal history scores predict recidivism more accurately if the offender’s current age and other non-prior-record risk factors are also considered?

Probation

While researchers have focused considerable attention on the causes and consequences of mass incarceration, the majority of the criminal justice population is not currently incarcerated (i.e., detained in prison or jail). Rather, most are supervised through community supervision, most often probation. Minnesota is a leading exemplar of this pattern; while Minnesota has the sixth lowest incarceration rate in the nation, Minnesota’s community supervision rate is the seventh highest. In addition, probation and supervised release revocations (i.e., returns to jail/prison for supervision violations) represent a growing share of prison admissions and are a key driver of Minnesota’s rising incarceration rate (and the rising incarceration rate nationwide). Led by Professor Kevin Reitz and Executive Director Kelly Mitchell, priority research questions in this area include:

- How long must probation terms be in order to fulfill multiple sentencing purposes such as holding the individual accountable for his or her actions and allowing the individual to engage in rehabilitative programming?
- How many probation conditions are appropriate? Is there a tipping point where numerous conditions cause more harm than good?
- What types of financial obligations are added on during probation or other forms of community supervision? Do they impact individuals’ ability to succeed on probation?
- Given that the trend in community corrections is to utilize risk and needs assessment tools to manage caseloads, how well do the conditions of probation align with the risks and needs of individuals who are on probation or other forms of community supervision?

Parole

In most indeterminate states, parole agencies and departments of correction exercise discretion over time served in prison that is equal to—or greater than—that held by sentencing courts. Paroling authorities have the power to grant or deny release, to establish the conditions of release, and to revoke release for failure to comply with those conditions. The U.S. Supreme Court decision in *Greenholtz v. Inmates of the Nebraska Penal and Correctional Complex*, 442 U.S. 1 (1979), established that prisoners have no “liberty interest” in the parole release process unless such an interest is created by state law in a specific jurisdiction. As a result, most of the law of parole release is determined by state legislatures, state courts, and parole boards themselves, resulting in varying parole frameworks and procedures, and varying degrees of transparency in the parole release decision making process. At the same time, parole boards are profoundly vulnerable as institutions. A single release gone terribly wrong can decimate an entire board, with long aftereffects on their successors. Perhaps because of this risk, prison release is currently the most underused lever of change in America’s reassessment of its incarceration policies. Given these considerations, Professor Kevin Reitz and Dr. Edward Rhine have determined the priority topics for research in this area are:

- How do the legal frameworks for parole compare across jurisdictions?
- How much back-end discretion exists with parole boards and corrections to influence the actual length of the prison term, and how much does this vary from state to state? In other words, are there four or five distinct paroling frameworks, or are there 36?
- How can parole boards be nudged so that their release decisions focus on factors related to readiness for release, risk reduction, and rehabilitation rather than the seriousness of the original offense (which was addressed at sentencing)?
- How can the parole process be made more transparent so that prisoners can be active participants in the risk reduction and rehabilitation process and therefore be incentivized to work towards release and successful reentry?

Juvenile Justice

The United States Supreme Court, drawing on brain and behavioral development research, has ruled multiple times that children are constitutionally different from adults. The Court struck down the death penalty for children, life without parole sentences for non-homicide offenses, and mandatory life without parole sentences for homicide offenses.¹ It is estimated that nearly 2100 individuals are serving life without parole sentences imposed when they were juveniles. Professor Perry Moriearty and Executive Director Kelly Mitchell have both worked on this issue, and the priority topics for research are:

- In those states where parole procedures have been used to comply with the Supreme Court rulings, what factors have influenced the granting or denying of parole? How have these same questions been answered in jurisdictions where resentencing has been used to comply with the rulings? And is the information used by these different entities (the courts versus parole board) appreciably different?
- For individuals who have been released from prison or who have had their sentences reduced following these landmark decisions, what outcomes (e.g., transition to community, recidivism, etc.) have resulted?

¹ *Roper v. Simmons*, 543 U.S. 551 (2005); *Graham v. Florida*, 130 S.Ct. 2011 (2010); *Miller v. Alabama*, 132 S.Ct. 2455 (2012).

Funding Report for Robina Institute of Criminal Law and Criminal Justice

Current Awards: The following grants have been awarded to the Robina Institute of Criminal Law and Criminal Justice (and noted partners) and the associated projects are currently in progress.

Project Description and Funder	Amount	Period
Identifying and Addressing Disparities in the Criminal Justice and Health Care Systems: An interdisciplinary team comprising researchers from law, medicine, psychology, and sociology, government officials, and community partners will conduct a mixed methods examination to determine how health impacts one's ability to complete terms of community supervision; and to what extent disparities in the health care and criminal justice systems overlap and contribute to poor outcomes for racial and ethnic minorities in Minnesota. Funding By: University of Minnesota Grand Challenges Research Initiative	\$569,953 \$126,083 for Robina staff salaries	Jan 2018 – Dec 2019
Determining Alignment of Probation Conditions: Robina and Hennepin County are partnering to examine whether probation conditions are aligned with evidence-based risk-needs-responsivity principles to determine whether the conditions ordered at sentencing are helping or hindering successful probationer outcomes. Funded By: Hennepin-University Partnership Collaborative Grant	\$40,000	June 2018 – May 2019
Research Support for Community Corrections Policy Framework: Robina will conduct a targeted review of research and work with the Laura and John Arnold Foundation and The Pew Charitable Trusts to develop a comprehensive evidence-based policy framework on community supervision that can support an agenda for reform in community corrections. Funded By: The Laura and John Arnold Foundation	\$103,990	July 2018 – April 2019
Fines and Fees in Community Corrections: A Multi-State Study: A mixed methods study that examines how fees and fines operate in community corrections (probation and parole) and how they impact the ability of individuals to succeed on supervision. This study involves partners from six universities working in seven states. Funded By: The Laura and John Arnold Foundation	\$2,697,998 \$493,398 to Robina	July 2018 – Dec 2021

Koch Bros?

Pending Awards: The following projects have been submitted for funding and are pending a decision.

Project Description and Potential Funder	Amount Requested	Period
A Proxy for Risk: Evaluating the Effectiveness of Criminal History Scores in Targeting Violent Recidivists: This study will compare two presumptive sentencing guidelines jurisdictions – Minnesota and Kansas – in order to determine how well their criminal history formulas predict general and violent re-offending. Potential Funder: National Institute of Justice	\$140,481 Decision will be issued in September or October	Jan 2018 – Dec 2019
Parole Release Landscape Paper: The Robina Institute proposes to draft a 15- to 20-page paper over a three-month period to identify potential reforms to parole board structures and the parole release process that will directly impact prison populations by changing the rates at which parole is granted and the time served by offenders. The paper will identify which states have already enacted such reforms, and which present the most promising opportunities for reform. Potential Funder: The Laura and John Arnold Foundation	\$29,835 Funding is very likely- waiting for feedback from funder on project scope.	Fall 2018 <u>Awarded</u>
Parole Degree of Indeterminacy Project: This project will examine parole release eligibility formulas and good time credits in parole releasing states to determine the degree of discretion a parole board exercises over the actual time served in prison. The goal will be to quantify the degree to which the sentence versus the parole decision drives prison sentence lengths. Potential Funder: The Laura and John Arnold Foundation	Proposal in Development	Jan 2019 – Dec 2019

Additional Prospects: Robin has had initial contact with the following foundations, and both are interested in talking further.

- Charles Koch Foundation
- Galaxy Gives

↳ \$ from Phil Collins
 Prob + Parole

} Focus of possible proposals?

Reduction in Costs: Due to natural attrition and the completion of certain projects and commitments, Robina's personnel needs have decreased, bringing down the overall funding needs of the Institute. Robina will likely reduce down to 4 FTE by the end of 2018 by contracting out for IT services.

	FY 2018	FY 2019
Salaried Employees	\$607,385 (8 FTE)	\$430,072 (5 FTE)

Additionally, Robina has no plans to renew faculty buyout payments, or honorarium for experts from other institutions, or consulting contracts for practitioner experts unless specific funding is secured for these purposes.

	FY 2018	FY 2019
Teaching Buyout	\$172,500	N/A
Faculty Honorarium	\$20,000	N/A
Practitioner Consultants	\$50,000	N/A
Total	\$242,500	\$0

DRAFT

FOREWORD

Kathleen Blatz, Chair
Robina Foundation

*After
creating
Robina
wading in
others' BS
forward*

James Binger created the Robina Foundation in 2004 shortly before his death, focusing its assets and efforts on four organizations he knew to be unusually impressive and likely to be important for decades to come. He believed that funding partnerships between them and the Robina Foundation would increase the organization's effectiveness and assist them in responding to new societal challenges. He charged the Foundation's Board of Directors with the responsibility of working with the four designated institutions and aspiring to make grants with transformational impact that would benefit the larger society. To do that best, he advised that the Foundation's term need not exceed 20 years.

Since grantmaking began in 2007, Robina's Board of Directors and small staff had the great honor to implement Jim's vision for the Foundation. Over time, and through trial and error, we learned that formulating large multi-year program commitments, and in some cases ultimately making endowment grants, permitted Robina to "punch way above its weight" with grants the size of those made by much larger foundations. Along the way, the Foundation had payout levels exceeding the required 5% and continually strove for the transformative effects Jim Binger hoped for.

In 2017, as we neared the end of our organization's life, we engaged a recognized expert on philanthropic giving, Melinda Marble, to help us and the grantees reflect on how we implemented Jim Binger's vision and what aspects of the Robina experience might interest current and future donors, other philanthropic leaders and staff. Members of the Robina Foundation Board of Directors hope that the Legacy Report that follows serves that purpose.

Attached to the Legacy Report is a list of Robina's grants to provide more specific information on the ways we sought to fulfill our founder's vision, as well as a list of the Board Members who participated in the Foundation's grantmaking, and Robina Foundation's Bylaws and "Guiding Principles."

ROBINA FOUNDATION LEGACY PROJECT

By Melinda Marble

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 philanthropy?

Robina was designed by its founder, James H. Binger, to spend down assets of more than \$150 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, after 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 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 and in the larger community of interest.
- A strong and active working board was critical to Robina's success, allowing it to achieve impact with a staff of two seasoned professionals, including an executive director who welcomed the board's deep engagement.

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, whose parents founded 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. 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 alumnus 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. These included encouraging innovation and creativity, forward-thinking projects and initiatives, and 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.

delete { 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

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. His initial trustee choices brought deep experience in and knowledge of civic engagement, national foundations and philanthropy, and board leadership to the Foundation.

Binger had not staffed or activated the foundation before he died. As a result, Robina operated as an independent foundation from the start, with no donor or family presence on the board. Leadership changes and departures soon required the board to recruit new members. 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.

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 between trustees and grantees. Interviewees agree that her deft counsel, clear communication, and ability to synthesize different 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 the institutions planning grants that would help them prepare their respective proposals. 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 tension 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.

Members of 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. Board members 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, it 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 board members 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 programs originally funded had largely run their course, the board began to think about its final phase. To

launch that, they developed and distributed Guiding Principles for new grants and 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. Working with the board to define and negotiate outcomes has been a key aspect of the Executive Director’s work. From time to time, the board 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 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 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 substantial 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 the trustee did with us was very enjoyable and liberating. She was clearly a champion. She understood us and seemed to love what we were doing. Robina took a chance on us.

* * *

We established a connection that was more personal. 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. In addition, from the beginning, the board occasionally hired 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 versus 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.

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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.

Upon reflection, 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.

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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 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.

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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 commented on the lack of expertise and valuable 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 and society, had notable 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 considerable impact on the institution and society – but that it was likely that most of the work 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 different 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.

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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.

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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 great 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 allowed the trustees, who seldom see each other outside quarterly meetings, to 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 to 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.

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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.

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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. In turn, the major engagement of board members reduced the need for additional staff. 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 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 carefully 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 strong partnerships 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 can be desirable and 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 significantly or if there is heavy reliance on external consultants. Foundation staff must also welcome and support this level of board engagement.
- Frequent visits with grantees and deep immersion in their work builds trusting relationships that can enhance the impact of funding.
- Clear communications and rapid “Nos” are key to grantee satisfaction.
- Attracting strong experienced trustees requires thought and care to the design of board meetings. Giving trustees the opportunity to focus on significant 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 personally 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, nor were they family members. Regardless of board membership, donors should 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 board engagement; but this case shows that it can be an effective, productive relationship when staff are seasoned and secure enough to appreciate the value added by an experienced and active board.

While the programs Robina funded covered a wide range and breadth of topics, one of Robina's most unusual aspects is its focus on four pre-designated grantees. Nevertheless, aspects of their partnership model: the careful 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 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 grantees. One board member talked about the powerful forcing function of a time limit:

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 among and with trustees, staff, and grantees.

Attachments

Second Restated Bylaws of Robina Foundation

Guiding Principles

Grants List prepared by Robina Foundation

ROBINA FOUNDATION

Total funded and committed grants as of May 2018:
\$160,380,436*

Grants to Robina Foundation's four designated grantees as of May 2018:

Abbott Northwestern Hospital/Allina Health
Total funded and committed grants: \$24,551,454

LifeCourse: \$18,426,454: three grants: 2012 - 2017

With support from Robina, Abbott Northwestern Hospital and Allina Health designed, implemented, and tested a new care model, in the health system and two senior care facilities. Patients with Alzheimer's, Stage III and IV cancer, and heart failure and their families participated in the initiative, which was delivered by a community health worker in partnership with existing healthcare teams. The study, which used a whole-person approach, focused on improving the quality of life of patients and the reduction of costly and unnecessary/unwanted hospitalizations. Research results showed a savings of \$959 per person per month, improved quality of life and care experience, reduced hospital use, and increased hospice length of stay. Following the successful study, Allina Health began to implement LifeCourse within Allina.

Care Guides in the Primary Care Office: \$6,000,000: one grant: 2008 - 2010

Robina support enabled Abbott Northwestern Hospital to test the feasibility of a new primary care model featuring lay "Care Guides" who were trained to counsel and support chronic disease patients to achieve standard care goals as part of their care. During the first phase of the program, the model was tested at an inner-city clinic affiliated with the hospital with patients who had diabetes, heart failure and hypertension. Following completion of the feasibility study, which highlighted improvement in patients' achievement of care goals and a decrease in hospital and emergency department costs, Robina supported trials to evaluate the efficacy of care guides in a wider variety of clinical situations. The success of these trials resulted in adoption of the Care Guide model by Allina Hospitals and Clinics.

Planning Grants: \$125,000: two grants: 2005 and 2006

Council on Foreign Relations

Total funded and committed grants: \$29,950,649

IIGG (International Institutions: Global Governance): \$23,305,357 three grants, including one endowment grant: 2008 - 2018

Robina support fostered the development and implementation of the Council on Foreign Relations' IIGG initiative, designed to inform policy makers about ways to improve the world's management of economic, security, environmental, and human challenges that require international cooperation. IIGG initiatives engage with constituencies in the US and beyond and include the Council of Councils, a newly created association of policy organizations located around the world. The Council of Councils brings together more than 25 national and regional "think tanks" in annual and sustained dialogues. As part of support for IIGG, in 2016, the foundation endowed a new Chair in Global Governance at the Council to lead the IIGG initiative.

Expanded Diversity Initiative: \$5,898,737: four grants, including one endowment grant: 2011 - 2016

Robina grants enabled the Council to expand efforts to increase greater participation of talented and underrepresented groups in the American foreign policy community. The Council pursued multiple strategies in this endeavor. These strategies focused on identifying individuals with interest and promise and introducing them to career possibilities, professional networks, and mentorships by supporting the participation of American young people in Humanity in Action's summer programs through funding to the Council and Humanity in Action, expanding the Council's Franklin Williams Internship program, establishing a partnership with the International Career Advancement Program's Alumni Association and launching a jointly sponsored diversity conference, and participating in multiple career fairs targeting underrepresented groups. In 2016, with the understanding that the Council would maintain its support of two Franklin Williams interns, the foundation provided an endowment grant to permanently expand the Franklin Williams Internship program by the addition of six new internships for undergraduate or graduate students from underrepresented populations.

Online Video Project: \$696,555: one grant: 2011-2012

With the explosion in online video, the Council's lack of video equipment and personnel trained to develop and launch videos hindered the Council's ability to reach elite and mass audiences, including high school and college students. With Robina support, the Council acquired needed video equipment and trained Council experts in the best practices for structuring and conducting video interviews and briefings and developed new expert briefing series.

Planning Grant: \$50,000: one grant: 2006

University of Minnesota Law School

Total funded and committed grants: \$59,671,499

Binger Center for New Americans: \$28,969,510: three grants, including two endowment grants: 2013 - 2016

A multi-year grant approved in 2013 funded the Law School's development of the Center for New Americans to respond to critical legal and social needs of diverse immigrant groups. Following three years of operations during which the Center met agreed-upon benchmarks, Robina endowed the Binger Center for New Americans and established the Binger Professorship in Clinical Law. Through the Binger Center, the Law School works with law firms that provide pro bono legal support, as well as non-profit organizations, to expand legal services to immigrant communities and to pursue test case litigation that leads to improving the laws affecting immigrants. The Center includes a comprehensive immigration clinic for law students and offers students opportunities to gain experience in litigation, policy development and advocacy. The Binger Center's Education and Outreach Program provides comprehensive screenings to noncitizens and trains lawyers and community members to provide pro bono service to immigrants. Significant accomplishments of the Binger Center include the successful litigation of a case before the United States Supreme Court, a class action law suit that secured an order temporarily blocking the deportation of 92 Somali men and women, involvement of law students at the Minneapolis-St. Paul International Airport to assist arriving immigrants affected by the January 2017 executive order related to immigration, education of more than 2000 immigrants about their rights, and more than 6,000 pro bono hours by the Center's law firm partners, an investment exceeding \$2.3 million.

Robina Institute of Criminal Law & Criminal Justice: \$11,857,215: two grants: 2012 - 2017

Robina funding created and supported the Robina Institute of Criminal Law and Criminal Justice, which has enabled the Law School to play a significant role in national and state efforts to rethink the aims and methods of criminal justice systems with the goal of making them more just, effective, and cost-effective. Robina's first multi-year grant supported the Institute's three program areas: Criminal Justice Policy, Criminal Law Theory, and Sentencing Law and Policy.

The foundation provided a second multi-year grant to jump-start four targeted projects within the Sentencing Law and Policy program area: 1) Criminal History Project, which included the publication of the Criminal History Enhancements Sourcebook, an in-depth examination of criminal history scores and their impact on sentencing and policy; 2) Multi-State Probation Revocation Project to research probation revocation practices nationally and work with specific jurisdictions across the United States to reform their existing revocation practices; 3) Sentencing Guidelines Repository Project, which collected sentencing reform materials from states and created the online Sentencing Guidelines Resource Center to facilitate the exchange of information, expertise and

experience on sentencing policy, guidelines, and commissions and to promote the adoption and retention of best practices in sentencing guidelines systems; 4) Parole Release and Revocation Project, which worked to inform and improve prison release and parole revocation practices nationwide by gathering and publicizing information about current practices and directing law reform work with selected jurisdictions.

Robina Public Interest Scholars Program and Bridge Fellowship Program: \$8,208,375: three grants: 2012 - 2020

Robina funding launched the Law School's Public Interest Scholars Program aimed at attracting top students committed to public interest work to the Law School. The program offers scholarships and a seamless path to public service through summer internships, year-long post-graduate fellowships that help launch students' careers, and loan repayment assistance to make those careers affordable. The program has increased the Law School's reputation as a top public interest law school, attracted strong public interest students, increased the number of students employed in public service, and has encouraged other donors to support law students' public interest careers. Students in the classes of 2012 – 2020 have benefitted from 91 three-year scholarships, 128 summer fellowships and 31 post-graduate, year-long fellowships. A dedicated public interest career counselor provides support to students in the program.

LaPPS (Program on Law, Public Policy, and Society): \$8,061,399: two grants: 2008 - 2012

Robina's multi-year grant funded the development and implementation of the Law School's Program on Law, Public Policy, and Society, which supported public policy research and helped prepare law students to serve as agents of social transformation. For five years LaPPS funding supported two research chairs, a clinical chair, a research fund and annual conferences in LaPPS. Four new capstone courses were created during the five years, and the Law School began to provide student internships in public policy. The Law School's "Law in Practice" course (originally referred to as "Practice and Professionalism"), a required first year course developed with LaPPS funding, is ongoing, as are other elements created during the five years of Robina funding.

Strengthening the Law School's Fundraising : Robina Scholars Match Program, Endowed Scholarship Match Program and Class Agent Pilot Program: \$2,200,000: three grants: 2012 – 2020

To challenge the Law School to secure donor commitments for scholarships, The Robina Scholars Match Program was created with a grant of \$1,250,000 from Robina payable over five years beginning in 2012. As of May 2017, the Law School has been paid or committed \$1,158,380 in new commitments for the Robina-matched scholarships. The matching gift program is a primary talking point for fundraising staff and is an important incentive for new giving to support students at the Law School. In 2017 Robina committed an additional \$500,000 to support the Endowed Scholarship Match Program by providing a 1:2 match for major scholarship support of \$100,000 for scholarships at the Law School. The foundation's multi-year grant of \$450,000

beginning in 2016 funds the development and implementation of a new Class Agent Pilot Program, which involves "class agent" alumni volunteers who solicit their peers on behalf of the Law School. Funding for the final years of the grant will be based on an evaluation of the effectiveness of the first three years of the initiative.

Faculty Retention: \$250,000: one grant: 2008

Robina provided funds to support the incoming dean's efforts to strengthen significantly retention packages for key faculty at risk of leaving the Law School. Retention of the faculty through augmented salaries, research accounts, and travel and conference budgets was critical to the curricular and research objectives of the school.

Planning Grants: \$125,000: two grants: 2005 and 2006

Yale University

Total funded and committed grants: \$45,499,709

Robina Foundation Human Rights Fellowship Initiative (Yale Law School): \$22,000,000: seven grants, including two endowment grants: 2008 - 2016

From 2008 through 2016, the foundation provided annual support for the Robina Foundation Human Rights Fellowship Initiative designed to support human rights leaders at all stages of their careers, from JD scholars to senior-level fellows. The initiative provides scholarships for the academic year, summer fellowships for work with human rights organizations around the world and postgraduate fellowships to students interested in human rights and experienced senior-level fellows who teach at the law school. In 2016, the foundation provided an endowment grant to sustain the initiative and endowed the Binger Clinical Faculty Chair in Human Rights to teach human rights-related courses and clinics and lead the Robina Human Rights Fellowship Initiative. Robina's grant required that Yale Law School augment Robina's endowment funding with an additional \$1 million provided by gifts from alumni and friends and the Law School.

Binger Center for New Theatre (Yale School of Drama): \$21,825,000: three grants, including one endowment grant: 2008 – 2012

Robina Foundation provided four years of annual support for the launch and implementation of the Yale Center for New Theatre. In 2012, following four years of successful operation of the Center, Robina endowed the Binger Center for New Theatre to provide annual commissions of new plays and support these commissions through all stages of development, including residencies, readings, workshops, and full productions. In addition, the Binger Center facilitates playwrights' residencies as lecturers at Yale School of Drama and includes a "Production Enhancement Fund" to support other not-for-profit theaters producing world premieres or second productions of plays commissioned by the Center. The Binger Center's 50 commissions have supported the creation of 10 plays that have had multiple productions in American

theaters, including on Broadway. Fifteen theaters have received Production Enhancement Fund grants.

Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition:
\$1,424,709: one grant: 2016 – 2019

The Gilder Lehrman Center is dedicated to acquiring and disseminating knowledge concerning all aspects of slavery, including contemporary forms of forced labor and human trafficking. Robina's grant supports the organization and work of the Human Trafficking and Modern Day Slavery Working Group, increased use of media to provide online curricular resources for teachers and the implementation of a major Teacher Outreach and Africa Teachers' Institute to be held in 2018 and 2019.

Tom Crosby Memorial Gift: \$200,000: one endowment grant: 2013

To honor Crosby, who served as advisor to the foundation and long-standing board chair, the foundation established a fund at Yale to provide scholarships for students who demonstrate the values, character and leadership he demonstrated during his life.

Planning Grant: \$50,000: one grant: 2006

*In addition to grants to Robina's designated grantees, Robina provided a small number of grants to organizations aligned with the spirit and vision of Jim Binger in recognition of his professional accomplishments and the work of others to launch and support the foundation. These grants accounted for less than 0.5% of the foundation's total grants.

The Robina Foundation Legacy Project Report emphasizes that Robina Foundation operated with a small actively engaged board of directors, very small but experienced staff, and selective use of consultants. The foundation's limited infrastructure resulted in operating and administrative expenses that averaged 2.47% of the foundation's qualifying distributions. ^{→ 2.5%} Exponent Philanthropy, formerly known as the Association of Small Foundations, noted in its 2018 *Foundation Operations + Management Report* that foundations with paid staff and asset size similar to Robina reported ratios of median and average operating expenses to qualifying distributions of 7.68% and 10.63%.

LEGACY PROJECT CONTRACT: SHARING PATHWAY AND LEARNING THROUGH FOUNDATION CENTER

This **Legacy Project Contract** (the "Agreement") is made and entered into as of the date of the last signature below (the "Effective Date"), by and the **Robina Foundation** and **Foundation Center**.

The deliverables of this project include:

- **Seven-part blog series on GrantCraft:** Adaptation Robina Foundation Legacy Project for style and inclusion of any additional information valuable to a broad funder audience. The seven posts will be: board member perspective; formation charter and operating framework; support, engagement, partnership, and trust; the grantee experience; outcomes and impact; leadership, and GrantCraft perspective.
- **Ensure paper visibility:** Assigning a digital object identifier and broadly featuring the Robina Foundation Legacy Project through IssueLab and GrantCraft platforms.
- **Outreach:** Development of a social media toolkit, and implementation through several of Foundation Center's social media channels.

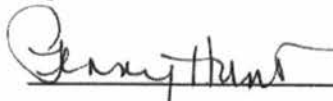
The blog posts will be developed over an eight-week timeline following the Effective Date, with a jointly determined launch date. All deliverables will be completed twenty weeks following the Effective Date.

Foundation Center will function as an independent contractor and in no event shall it or any of its employees be deemed to be the employees of Robina Foundation. The parties may mutually agree to extend and expand this Agreement prior to the end of the Consulting Period. Robina Foundation may also terminate this Agreement in the event of a material breach by Foundation Center, in which event Foundation Center will be paid for services rendered to the date of termination.

The GrantCraft blog content produced through this agreement will be owned by Foundation Center, and the paper to be published by Melinda Marble will be owned by Robina Foundation.

The cost for this project will be \$12,000, 50% of which will be paid within 14 days of the Effective Date, and 50% of which would be paid upon completion of the deliverables.

IN WITNESS WHEREOF, the Parties hereto have, through duly authorized representatives, executed this Agreement.

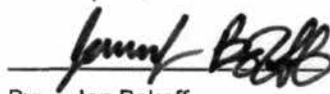


By: Penny Hunt

Title: Executive Director

Organization: Robina Foundation

Date: 7/24/18



By: Jen Bokoff

Title: Director of Stakeholder Engagement

Organization: Foundation Center

Date: July 24, 18

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors

FROM: Penny Hunt

RE: Legacy Report Dissemination

Date: August 28, 2018

Following is information about a number of ways we could make various constituencies aware of the work of the Robina Foundation and the lessons we learned during the operation of the Foundation. There are undoubtedly other avenues the Board could pursue.

Foundation Center Blog Series

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Current plans call for us to begin dissemination of the Legacy Report with the blog series on the Foundation Center's GrantCraft. Although we haven't set the timing of the blog series, Sarina Dayal has begun working on the series. She will contact Melinda Marble with questions about the Legacy Report and will provide me with drafts. Attachment 1 is an initial outline of the series. Additional information may be available at the meeting. As noted in the outline, the Foundation Center would like Robina to provide the first blog to launch the series and provide context.

Dissemination in the Twin Cities

Minnesota Council on Foundations

I met with Trista Harris, president of the MCOF, to explore the possibility of a session hosted by MCOF. In Trista's view, a session with just Robina would not draw a number of foundation representatives since people would focus on the limited life nature of Robina. She does think, however, that a session involving several foundation's at MCOF's annual conference on January 17-18 could be a draw. (Brad Smith likes this idea.)

Others disagree

Minneapolis Foundation

Following a meeting with Ellen Goldberg Luger, Senior Vice President, Philanthropic Services, at the Minneapolis Foundation, she spoke with RT Rybak, President & CEO. The Foundation would like to find time next winter/spring to host Kathleen and others for a conversation about Robina and what we have learned that would be of interest to Minneapolis Foundation donors. Ellen indicated that she and Dominick Washington, who leads the MF marketing and communications team, will coordinate a date that will work for us, MF donors and staff, if we are interested.

Minneapolis Club

Ellen suggested that a program featuring the work of the Robina Foundation would undoubtedly be of interest to members of the Minneapolis Club. I have not followed up on this idea.

But I think that
is a good idea.

Minneapolis Star Tribune

Sometime ago Lori Sturdevant, who writes editorials and a weekly column, expressed interest in writing an article on Robina near the end of our work.

? Direct Mail to Community Leaders

We could develop a list for distribution of the Legacy Report.

Event in Minneapolis

Steve suggested that we consider hosting an event to celebrate the sunset of the Foundation and discuss Robina's work. (Host at Mpls. Club?)

Dissemination through Philanthropic Organizations

People I have spoken with have suggested a number of organizations that could help us disseminate what we have learned, either through their publications, websites or conferences. Following is a list of organizations:

Inside Philanthropy

Council on Foundations (national organization)

National Center for Family Philanthropy

Exponent Philanthropy (Robina is a member)

Philanthropy Roundtable

National Center for Effective Philanthropy

Jen Bokoff of the Foundation Center is willing to work on this dissemination, including proposing conference sessions about Robina's work for upcoming conferences. Melinda Marble could also work on this.

Robina Blog Series Outline

Overarching story:

Trust enabled effective decision-making amongst the board and allowed for deep engagement with grantees. For the Robina Foundation specifically,

1. Board member perspective

- a. *Set up tone and framing; about grantee and board experience*
- b. Focus: TBD
 - i. Idea: Reflection on trust-building, and how this can be cultivated in any type of foundation. For Robina, the donor laid out a vision, and trusted the board to carry it out.

2. Robina's formation charter and operating framework

- a. Formation, choosing the grantees and what they "could contribute to society"
- b. Amount of direction and freedom given to trustees from Binger
- c. Responsibility to recruit new trustees
- d. Any questions trustees and grantees had at the early stages; thoughts about where this would go over the next 20 years

3. Support and engagement, partnership and trust

- a. As the foundation developed, a pattern of support emerged...
- b. A strong and active working board was critical and having only 4 grantees enabled deep relationships to form
- c. Developing a decision making process among trustees
 - i. Ex. how did board members switch from not funding endowments, do deciding to do so?
 - ii. Development of "lead" trustee model
- d. Trust between board members themselves
 - i. Care and attention to designing board meetings enabled trust building

4. The grantee experience

- a. Flexibility, freedom, and engagement level allowed to grantees pros and cons
- b. Challenges
 - i. Tension between desire of institutions to fulfill their needs, and desire of donor to be transformational
 - ii. Developing proposals, reporting requirements etc.
- c. Benefits
 - i. deep partnership and direct engagement with trustees
 - ii. Feeling understood and listened to

5. Outcomes and Impact

- a. What was made uniquely possible by Robina's engagement? And as a spend down foundation what kind of impact were they otherwise able to make? (adequate, long-term funding, trust, etc.)
- b. Deciding on a "listening tour" and developing "Guiding Principles"
- c. Breakdown of impact for four designees

- d. Understanding limitations and realities--not forcing all four grantees to work together

6. Leadership

- a. Decision to staff since 2010, why and the impact
 - i. "ED was a critical bridge among trustees and grantees."
- b. How long-term motivation impacted decision making.
- c. Compensation for board members
- d. Understanding the balance of a small staff, and demands of the board.

7. GrantCraft perspective

- a. Focus TBD
 - i. Idea: reflecting on the growing body of learnings across various spend down foundations who have shared their process and reflections publicly; growing emphasis on trust-building in philanthropy

ROBINA FOUNDATION SUNSETTING TIMELINE

Assumption: Termination of Foundation: 12/31/19

<u>Activity</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>Responsible</u>	<u>Notes</u>
<u>Grants</u>						
Determine criteria for new grants, deadline for proposals and for decisions	X	X			Board	8/17 – Decision to consider proposals from U of M and YSD
Communicate criteria for new grants to Robina Grantees	X	X			Hunt	2/18 – Decision to consider proposals from U of M and YSD for “Innovation Funds”
Approve new grants to UofM and YSD and determine timing, process, payments, etc.		X			Board	8/18 – Consideration of proposals and determination of timing and use of illiquid assets
Continue regular cycle of grant reports and grant payments through 2019	X	X	X		Gilberg	
Consider and approve grants to non-profits selected by Board Members			X		Board	
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		Hunt	

<u>Legacy Project</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</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			Marble, Board	5/18 – Consideration of report with attachments
Finalize dissemination/communication plan		X	X		Board	Work with Foundation Center and other organizations on dissemination
Prepare Legacy Report Brochure		X	X		Hunt, Gilberg	
Implement dissemination/communication plan, including e.g. event, articles, etc.			X		Hunt, Gilberg, Board	

<u>Finances</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>Responsible</u>	<u>Notes</u>
Implement/Monitor Sullivan Model D	X	X	X		Sullivan, Lewis, Hunt	
Conduct Audit of FY 2016	X				CLA, Gilberg, Hunt	
Implement any recommended procedural changes		X			Gilberg, Hunt	
Conduct "Agreed Upon Procedures" Audits	X	X	X	X(?)	CLA, 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.
Determine feasibility/desirability of accelerating 2020 grant commitments to 2019		X	X		Mike, Board	
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	
Determine use of any funds remaining after sunset			X		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>Responsible</u>	<u>Notes</u>
Discuss and set closing date		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		Board	
Identify all legal agreements: review termination language, provide notice of termination as necessary			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					Gilberg, Hunt	
Research Directors and Officers insurance coverage and options		X			Gilberg	
Determine whether need to extend D&O insurance			X		Board	
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	
Terminate email servers			X		Gilberg	

<u>Operations (con't)</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</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		Board, Hunt, Gilberg	Suggestion: 2018: 4 (2 in person; 2 phone); 2019: 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>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		Faegre	
Distribute remaining assets after payment of remaining expenses; transfer remaining assets to charitable organization(s) appropriate for Robina			X		Faegre	
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 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>							<i>timing of grants to</i>
Determine criteria for new grants, deadline for proposals and for decisions	X	X				Board	8/17 – Decision to consider proposals from U of M and YSD 8/18 – Decision re: U of M & YSD
Communicate criteria for new grants to Robina Grantees	X	X				Hunt	2/18 – Decision to consider proposals from U of M and YSD for “Innovation Funds”
Approve new grants to UofM and YSD and determine timing, process, payment, etc.		X	X			Board	8/18 – Consideration of proposals and determination of timing, use of illiquid assets
Continue regular cycle of grant reports and grant payments per commitments	X	X	X	X		Gilberg	
Consider and approve grants to non-profits selected by Board Members				X		Board	
Designate a post-dissolution point person to receive grant reports, address concerns, etc.		X	X	X		Board	
Determine reporting requirements for endowment grants after Robina sunset / notify Robina Grantees of requirements		X	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	(X)			Marble, Smith, Board	
Prepare Legacy Project Report for Board approval	X	(X)				Marble	
Review & finalize Legacy Project Report		X				Marble, Board	5/18 – Consideration of report with attachments
Finalize dissemination/communication plan		X	X			Board	Work with Foundation Center and other organizations on dissemination
Prepare Legacy Report Brochure		X	X			Hunt, Gilberg	
Implement dissemination/communication plan, including e.g. event, articles, etc.			X	X?		Hunt, Gilberg, Board	

8/18 - Consideration of Forward + change to Report

<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, Gilberg	
Conduct Audit of FY 2016	X					CLA, Gilberg, Hunt	
Implement any recommended procedural changes		X	(X)	(X)		Gilberg, Hunt	
Conduct "Agreed Upon Procedures" Audits	X	X	X	X	X	CLA	
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. <i>Per Gina, not needed</i>
Develop and revise operating budgets for final years, including reserve to pay final expenses/filing fees/accounting fees/legal expenses/post-closing costs Discuss options for managing / paying post-closing costs	X	X	X			Gilberg, Hunt, Sullivan, Board	
Determine use of any funds remaining after sunset			(X)	X		Board	
Take steps to terminate interest in Loring Pasta Bar	X					Hunt, Blatz	Termination finalized 07/28/17
Prepare final financial reports				(X)	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	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, Board	
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	
Determine whether need to extend D&O Insurance <i>& Statute of Limitations</i>			(X)	X		Board	
Cancel memberships and subscriptions			X			Gilberg	
Identify recipients of furniture and equipment; transfer as needed			(X)	X		Board, Gilberg, Hunt	
Determine and execute archival plan and document destruction/retention plan			X	X		Board, Hunt, Gilberg	
Terminate email servers				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		Faegre	
Distribute remaining assets after payment of remaining expenses; transfer remaining assets to charitable organization(s) appropriate for Robina				X		Faegre	
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

TO: Robina Foundation Board of Directors
FROM: Nancy Gilberg and Penny Hunt
RE: Robina Office
Date: August 28, 2018

Following is an update on Robina's office space in the IDS Center.

Current Situation

Robina rents space on the 49th Floor of the IDS Center from the IDS Center management company, BRI 1855 IDS Center, LLC, as part of the 4900 Association, which includes individuals and businesses that lease space here. We do not have a separate lease with the management company.

Current rent: \$2,220.07/month for Penny's office space and Nancy's working space, file cabinets, copy room use, and a receptionist.

The lease expires May 31, 2019.

Rental after May 31, 2019

After considerable negotiation led by one of the 49th floor tenants, the IDS management company has offered the 4900 Association a 24-month lease term through May 31, 2021, with the following termination option:

"Provided Tenant is not in default, Tenant shall have a one-time Termination Option effective as of the twelfth (12th) month of paid Term with no less than three (3) months prior written notice to Landlord (Termination Notice). Within thirty (30) days of delivery of Termination Notice, Tenant shall pay to Landlord a Termination Fee equal to three (3) months of the then current Gross Rental Rate, which shall be defined as the then in place Net Rental Rate plus the Additional Expenses then in effect."

This new lease ^{would} give Robina two options:

- Rent space on the 49th floor through May 31, 2021, or
- Exercise the termination option and pay the three month Termination Fee in order to rent space from June 1, 2019, through June 30, 2020. (The management company will permit tenants to remain for 13 months with no extra charge. Thus, we would pay for 15 months, but could stay for 13 months.)

The management company cannot make any exceptions to these terms so has refused to consider a seven-month lease from June 1, 2019, through December 31, 2019, to permit Robina to lease the current space until the end of 2019.

Rent for the period after May 31, 2019

Rents under the new lease will be approximately \$4 less per square foot beginning June 1, 2019.

Space options after May 31, 2019

Since we will not need the large current space, Robina could move to one of two smaller offices near the current office:

- one with rent of \$1,153/month, which would involve some remodeling costs;
- the other with rent of \$869/month, which would not involve remodeling. Leasing this office could require that Nancy and our files move as well.

The smaller office makes the most sense.

We may have to make the decision about renting space after May 31, 2019, by the end of the year, but the timing has not been established.

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors

FROM: Penny Hunt

RE: Archiving Robina Records

Date: August 28, 2018

I spoke with representatives of three organizations to explore options for the archiving of Robina records.

Minnesota Historical Society

Following is information from Duane Swanson (651-259-3318):

- Role of the MHS is to collect, present and interpret records and information on Minnesota and Minnesotans – this includes anything related to MN families and businesses
- The MHS currently has information on dozens of foundations
- Normally look for 1) minutes and operating policies; 2) annual reports; 3) summaries of grants; 4) annual financial statements
- Accept paper as well as digital records, as long as format can be preserved (jump drives and external hard drives are acceptable)
- No need to digitize something that is available on paper
- No cost for archiving, although donations are welcomed
- If desired, access to files can be restricted for a specified period
- Process:
 - Up to us: MHS rep could meet with the Board to discuss handling and use of material so that we understand what happens to the material
 - Execute contract: MHS has a donor agreement form or we can tailor our own
 - MHS's obligation is to make material available under specified conditions
- MHS would be honored to talk about archiving Robina records

Rockefeller Archive Center

I spoke with Bob Clark, Director of Archives, about the Center and archiving in general.

- RAC was started in 1974 to preserve records of four Rockefeller entities. Gradually expanded to include archives of other organizations, including the Ford Foundation
- Strongly urged archiving, noting that Robina's records are part of the Yale story and the story of the University of Minnesota Law School
- Recommends archiving records close to where they were created, i.e. for Robina, the Minnesota Historical Society
- Typical records: grant records, board books, leadership discussions, program and policy discussions and decisions. Board Books are important. (See attachment)

- Don't archive: human resources discussions/decisions, investment records, endowment records
- Encourages talking with the board now and beginning to transfer documents slowly in advance of termination
- Result of archiving is to transfer legal ownership of documents and intellectual property to the archivist
- Does not like archiving material on jump drives – paper is the most stable

University of Minnesota Libraries

Following is information provided by Kris Kiesling, head of Library Archives and Special Collections:

- Kris is not aware of material of any foundation archived at the University of Minnesota Libraries
- Most material is provided to the University as a gift, rather than as a purchase by the University
- The U prefers, but does not require, funds to support the organization, digitizing, etc. of material
- Paper is preferred because it is easier and more durable, but digitized material is fine
- The U will not accept sensitive material – e.g. salary information, performance evaluations, etc.
- Material could be transferred over time, but would not be organized, etc. until all material received.
- Material would be available at the Anderson Library on the U campus
- The U of M Law School also archives material. (I have not spoken with the Law School librarian.)

ROCKEFELLER ARCHIVE CENTER

Organizational Material for the Archives

The following is a list of some of the common types of materials that are appropriate for transfer to the archives. The records should be inactive, meaning they are no longer needed for routine business. They refer to files that can be found in *both* paper and electronic forms.

Administrative Correspondence

Administrative Files (committees, special events, buildings and grounds, policy changes, organizational charts)

Audio-visual materials: video tapes, audio tapes, film, CDs, DVDs, etc.

Board of Trustee files including official copies of the minutes

Clippings

Dockets

Grant Files

Officers' Files (President's Office, Program Officers, etc)

Official Organizational Records (charter, articles of incorporation, by-laws, constitution)

Photographs (includes contact prints, negatives and slides)

Program Files

Publications (including both institutional and grant-produced)

Reports- both annual reports and committee-driven reports

Scrapbooks

Subject Files

Reporting?

University of Minnesota Law School
Dean's Innovation Fund

A Proposal to the Robina Foundation

Background

Since 2005, the Robina Foundation has successfully partnered with the University of Minnesota Law School to launch a number of initiatives that have transformed legal education, advanced cutting-edge research, shaped laws and policies in a variety of fields, and impacted the lives of countless students and community members who have been the beneficiaries of their work. In each instance, the Law School identified an emergent opportunity and leveraged the generous support of the Robina Foundation to develop and deploy a timely and effective response.

Dean's Innovation Fund: The Need

This is a critical time for our institution, our profession, and our world. In the face of a rapidly changing higher education system and legal landscape, new and emerging opportunities and ideas to make a difference will continue to arise – along with ones that we cannot even begin to imagine. Indeed, even today, our faculty members and senior administrators identify such opportunities on a regular basis. But many of these opportunities fall outside of the traditional law school funding model, which has been further constrained by our current budget limitations.

Without a dedicated and flexible funding source, the Law School currently must try to identify prospective donors who will support innovative initiatives, as resources from the state and generated by tuition have become scarce. At best, this process delays the development and launch of such initiatives; at worst, the Law School is unable to get an initiative or idea off the ground.

Dean's Innovation Fund: The Process

A Dean's Innovation Fund would provide the Law School with the agility to launch and support strategic initiatives, academic programs, and institutional priorities. The Innovation Fund would be deployed by the Dean in a flexible manner, whether

it be to fully-fund short-term projects; to provide the seed funding for new initiatives through the proof of concept phase while the Law School seeks long-term, sustainable funding; or to be used as matching funds to amplify support of institutional priorities.

The Law School would use the proceeds from the Innovation Fund for initiatives that serve one or more of three purposes: ① promoting faculty research and engagement, ② enhancing student experiences, and ③ advancing institutional goals. Each year, the Dean would determine the project(s) or initiative(s) that would be supported by the Dean's Innovation Fund and allocate funds. The Dean could aggregate funding over multiple years for a single large-scale project/initiative that might have the potential for transformative impact; however, absent unusual circumstances the same project would not be supported for more than three consecutive years.

Illustrative Examples

Provided below are nine illustrative examples of how the Dean's Innovation Fund might be used to support and advance the Law School and the communities we serve.

(1) Promoting Faculty Research and Engagement

Deans want to say "yes" to great ideas. With a faculty full of creative and leading scholars, many of our faculty have proposed projects or initiatives that would both further their own areas of scholarly interest and have real-world impact on our legal systems and communities. Sometimes, however, a lack of financial resources forces those projects to the back-burner. Yet, with adequate support powerful legal research (especially when tied with community engagement) can greatly influence law and policy. Three examples of such projects include:

Example A: Measuring the Impact of Incarceration on Families and Communities

In the sentencing phase of criminal proceedings, little attention is paid to the impact of a particular sentence on the defendant's family or collectively how such sentences impact a defendant's community.

Professor Perry Moriearty is currently working with the Department of Pediatrics and Sociology at the University of Minnesota on a qualitative study of the impact of incarceration on the children of incarcerated individuals and their caregivers. The initial results of this qualitative study suggest that there is a significant impact, and there is now interest in an expanded study that would examine the quantitative impact of incarceration on children, families, and communities. The examination would be a comprehensive one, including the educational, economic, and societal impacts of incarceration at both the individual and community levels. This project could be spearheaded at the Law School by Professor Moriearty and the Robina Institute of Criminal Law and Criminal Justice. The results would then be used to inform and shape sentencing policies and practices on local and national levels.

\$100,000 from the Dean's Innovation Fund could be used to support the quantitative research study and dissemination to key local and national policymakers, judges, and members of the criminal bar.

Example B: Establishing a Neurolaw Practicum

While legal scholarship at the intersection of neuroscience and law is rapidly increasing, the practical implications of neurolaw remain mostly speculative. Professor Francis Shen, a pioneer in the field, has proposed the creation of a neurolaw practicum. In this practicum, students would work with Professor Shen and other clinical faculty on cases in which the introduction of a brain perspective would better achieve legal justice. Rather than establishing a new clinic with its own caseload, specifically, the proposed neurolaw practicum could be established as a supportive intellectual resource to partner and consult with our existing clinics, most relevantly in our clinics focused on (1) juvenile justice (e.g., using brain science to explain client behavior and help court craft more effective sentencing outcomes), (2) criminal defense (e.g., introducing evidence on substance-use disorders or faulty eyewitness memory to provide a fuller context), (3) immigration (e.g., asylum cases often involve clients who have experienced extreme psychological trauma), (4)

family law (e.g., examining how young brains are affected by abuse and neglect), and (5) elder law (e.g., cognitive impairment and emotional changes which accompany dementing illnesses impact elderly citizens decision making and memory thereby affecting law/courts as they consider capacity to make medical decisions, consent to experimental treatments, entering into contractual arrangements, undertaking financial obligations, operating a motor vehicle, or composing a last will and testament). Students in the practicum would work with Professor Shen and a fellow on cases in which the introduction of the brain perspective would be critical to the outcome of the case.

A \$300,000 allocation from the Dean's Innovation Fund could provide seed funding for the first three years. During that time, the practicum could develop proof of concept and permit Professor Shen to use those positive results to secure sustainable funding for years 4 and beyond.

Example C: Curbing Excessive Police Force

In the wake of several hotly debated and widely publicized shootings of citizens by police officers, there is a growing consensus that outfitting police officers with body cameras ("bodycams") may be the reform measure most likely to have a positive effect. While there is some empirical data available on the impact of bodycams on the conduct and relationships between police and community members, there is no data currently available on the impact of bodycam evidence on the filing and litigation of excessive force claims against the police. Professor Mitchell Zamoff has been studying these issues, and in particular their influence on the decisions of whether and how to implement bodycam programs. This project would be the first to assess the impact of bodycam evidence on the outcomes of excessive force cases. It would begin with the creation of a comprehensive database of all reported excessive force cases filed in federal courts, which would then be analyzed to help inform decisions on the role of bodycams in the courts and on our streets.

The Dean's Innovation Fund could provide \$100,000-\$200,000 for the initial comprehensive data collection and analysis as well as to set up a system for providing access to the data for scholars, practitioners, and members of the public.

(2) Enhancing Student Experiences

From experience comes opportunity. The Dean's Innovation Fund might also be used to enhance the educational experience for students at the University of Minnesota Law School. Through a variety of world-class opportunities that seek to foster wise leadership, analytical skills, and judgment, a variety of curricular and co-curricular activities and experiences can greatly contribute to leadership development and the shaping of the professional identity of prospective law students at Minnesota Law. Here are three examples of sample projects focused on enhancing the student experience:

Example D: Experiential Learning on Government Transparency and Press Freedom

The Law School has cultivated an expertise in the law and policy around government secrecy and whistleblowing, most notably by the work of Professor Heidi Kitrosser (recipient of a 2017-18 Guggenheim Foundation Fellowship). Last year, she taught the first practice-based course concerning government transparency and press freedom. In that course, students were paired with two public interest organizations (one national and one local) to assist them with government secrecy-related legal, policy, and public education work. They worked on appeals of the denial of information under the Minnesota Data Practices Act and the federal Freedom of Information Act ("FOIA"), as well as assisted organizations in the preparation of two policy advisory white papers (and other public education and advocacy materials). The course was supported by a one-time external small grant.

A \$100,000 allocation from the Dean's Innovation Fund could be used to provide ongoing support for the government secrecy law and policy course for 8 years.

Example E: Harnessing the Power of Mobile Computing to Enhance Student Engagement

Mobile app technology is transforming the customer experience in many industries, why not legal education? Imagine a branded mobile application platform that would enable the Law School's Student Affairs and Career Center staffs to reach students effectively, on the go, by pushing relevant content directly to their mobile phones. Such a platform would allow students to quickly discover relevant services through a searchable list of campus services, connect their class schedules (including cancellations and special make-up classes) with their calendars, and help increase event attendance by building a better way for students to stay informed about what's happening on campus, enabling them to take advantage of all the great guest speakers and programs at the law School. Such apps have been successfully used by various colleges and universities--including Harvard Business School--to reduce staff time, help students connect with one another, and connect students to needed resources. Academic institutions have quickly found that the app becomes the primary communication, engagement, and retention tool for the institution.

The Dean's Innovation Fund could be used to fund the development of such an app and help the Law School operate more efficiently and enhance student engagement.

Example F: "Shaping Justice" Conference and Awards Program

Robina has already generously funded our Public Interest program, which is helping us build a reputation as one of the public and one of the leading Midwestern public interest law programs. The Law School could further its efforts with a biennial major conference that brings students, alumni, and public interest lawyers together. Leveraging the convening power of the University, we could provide important networking opportunities, workshops, and panels for the public interest community. In addition, the conference could also feature alumni awards in five public interest fields: prosecution, government, public

defense, legal aid/nonprofit, and human rights/civil rights to highlight inspiring graduates of the UMLS working in the aforementioned areas. The conference could be administered and organized by the administration in partnership with students/student groups.

Three years of funding from the Dean's Innovation Fund would provide resources for the first cycle and to permanently endow the conference and awards.

(3) Advancing Institutional Goals

In many exciting ways, the University Minnesota Law School is already redefining legal education for the 21st century (e.g., Binger Center for New Americans, Saeks Public Interest Residency Program) through large-scale, institutional initiatives. So, in addition to supporting faculty ambition and enhancing student experiences, the Dean's Innovation Fund might also be used in strategic ways to jump start or advance over-arching institutional priorities, new ideas, pilot projects. Moreover, the Law School's future requires an ability (and the flexible resources) to ensure that we are providing an academic perspective and educational opportunities that are diverse and global in scope. To do that the institution may need to change, some examples of how the Dean's Innovation Fund might help include:

Example G: Encouraging Our Culture of Philanthropy

The Law School has already successfully leveraged the generous support of the Robina Foundation to incentivize and promote fundraising in furtherance of its institutional goals. For example, since 2011, the Robina Scholars Match Program has helped generate over \$1.2 million in additional full and partial scholarship commitments from annual fund level donors to the Law School. The Law School expects that this matching pool will be fully exhausted by the end of this fiscal year. Beginning in Winter 2018, the Law School launched the Driven to Lead Scholarship Challenge Program using \$500,000 from the Robina Foundation. The program provides 10 incentive grants of \$50,000 to supplement their own gifts of \$100,000 or more made to a new or existing scholarship fund. Therefore, by design, the program should generate \$1 million or more in additional scholarships from major gift

level donors. Although the challenge is not set to end until June 1, 2020, four donors have already taken advantage of the challenge generating more than \$400,000 in new scholarship commitments; at present another nine proposals are outstanding to potential donors for the six remaining challenge slots. It is likely that the challenge pool will be exhausted well before the deadline. By all accounts, both scholarship matching programs have been enormously successful.

On occasion, the Dean's Innovation Fund could be used in furtherance of other strategic matching/challenge programs to further stimulate philanthropy targeted to a strategic priority (e.g., scholarships, summer or post-graduate fellowships, or programmatic support) or to engage a key constituency. For example, to help engage new graduates and introduce them to philanthropy, we could support an incentive program that permits 3L students who commit to making a charitable gift to the Law School Fund for 4 consecutive years after graduation to designate \$250 to the student organization of their choice. Since research shows that alumni who give for three consecutive years are likely to continue to give, such a program could help support and build our culture of philanthropy. This creative use of the Dean's Innovation Fund could allow Robina's resources to be used to attract even more resources for key strategic initiatives important to the law School.

Example H: Supporting Diversity Pipeline Initiatives

Among our foremost institutional priorities is to increase access and opportunity into the legal profession. As we look to the future, to ensure that our impact on society is deep and powerful, the Law School needs to reflect that society. Several years ago, the Law School created the Minnesota Prelaw Scholars Program (MPLS), an 11-week summer experience that provides college students with intensive preparation for law school and a first-hand look at the law school experience and the legal profession. Although the program is open to all, first-generation college students and students from underrepresented backgrounds are especially encouraged to apply. Admission into MPLS is highly selective; this year, there were over 110 applications for fewer than 35 spots (in 2017 we increased the program size by 40%). Furthermore, the

Law School participates in the Maslon UPLIFT Program, a mock trial program for 8th grade students in the Twin Cities. We also host the Just the Beginning Summer Legal Institute, which provides diverse high school students with exposure to legal careers, the opportunity to build legal and professional skills, and connections with leaders in the legal profession.

The Dean's Innovation Fund could be used in one of several ways to increase the depth and breadth and connection/follow-up of the Law School's pipeline initiatives. For example, the Law School could build upon its successful MPLS program to increase its range of programming and tools available to its participants. It could also use the funds to create a more comprehensive system for tracking and interacting with students at all stages of its pipeline. These additional efforts could pay dividends in diversity recruitment at the Law School and increase the pipeline into the legal profession more generally.

Example I: Helping the Law School Move into Online Learning

In 2017, over 30% of all graduate degrees in the United States were earned online. While there are still pedagogical reasons why the entire program of legal education will not move to an online-only format in the foreseeable future (including ABA restrictions), there are potential benefits to incorporating online coursework into our graduate, professional, and executive education programs. Online education offers the potential to increase access and open the proverbial front door of the institution to a broader audience.

The Law School could consider entering the online space, for example, with its Master of Science in Patent Law ("MSPL") Program. The MSPL program is one of the only graduate programs for patent agents in the country and presents an excellent opportunity for the Law School to train non-lawyers who need to have an understanding of specialized legal doctrine and practice. The MSPL Program is also the only program at the Law School that is designed for both full-time students and working professionals.

The Dean's Innovation Fund could be used to develop a single online Intellectual Property course, likely an IP survey course. MSPL students could enroll in the course to complement their on-campus coursework, and it would provide them more flexibility in their scheduling. At the same time, the course could potentially be offered to non-degree seeking students residing outside of the Twin Cities. This could serve several purposes: first, to increase interest in the MSPL and JD programs; second, to increase access to these educational opportunities for students who would otherwise might not have them; and third, to elevate the national brand and reputation of the patent law and intellectual property law faculty and programs at the Law School. At the same time, the Law School would gain experience in online course development and delivery that it could leverage in future online endeavors.

Proposal Request

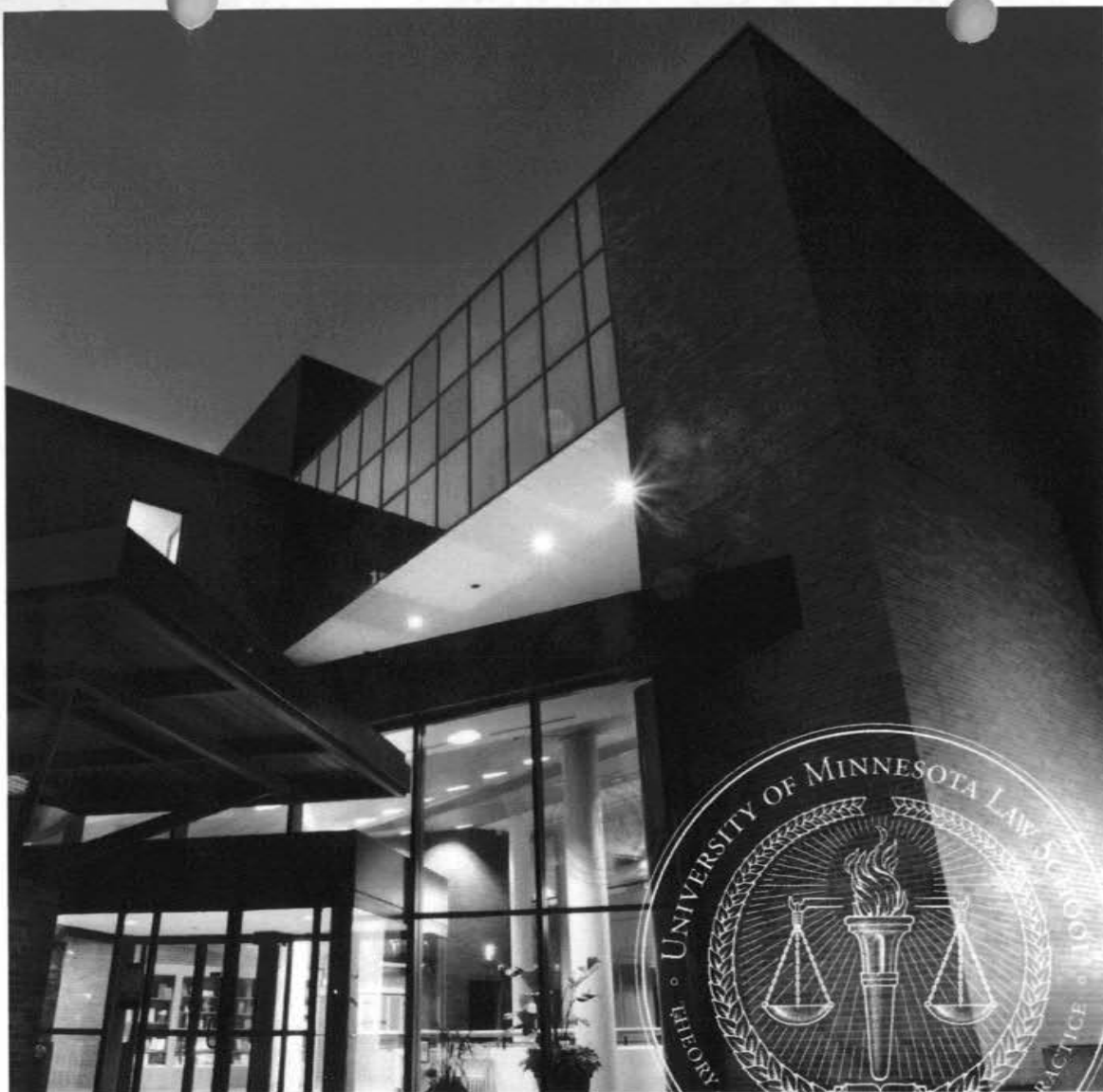
The Law School seeks a grant of \$2.3 million from the Robina Foundation to establish the Innovation Fund. Such an endowed fund would provide approximately \$100,000 of support each year. Furthermore, the Law School would solicit additional gifts to grow the Innovation Fund so that it would generate greater program support over time.

Conclusion

Used wisely, the Dean's Innovation Fund could have enormous impact on the Law School and its future. As the various examples demonstrate, this Innovation Fund could be used in powerful ways that would advance the Law School's reputation as a leader in legal education, attract top faculty and students engaged in groundbreaking work, support the core strengths and strategic priorities at the Law School, and foster a culture of innovation throughout the Law School community.

The Robina Foundation has been an extraordinary partner of the University of Minnesota Law School over the past decade. This would be a fitting major and lasting gift to the Law School as the Robina Foundation winds down. Inspired by the Robina legacy and influence, a Dean's Innovation Fund would allow the Law School to continue to support innovative and transformative projects and initiatives. As one of the leading public law school in the country, the University of Minnesota Law School has always needed to be creative, to experiment in order to compete

with its private peers. As a result, innovation is an important part of our institutional DNA. The Robina Foundation's investment in a Dean's Innovation Fund would position the Law School to continue to make innovative and transformational differences to legal education and, more important, to the broader community of citizens that benefit from our knowledge and advocacy for years to come.



Report and Request to the Robina Foundation



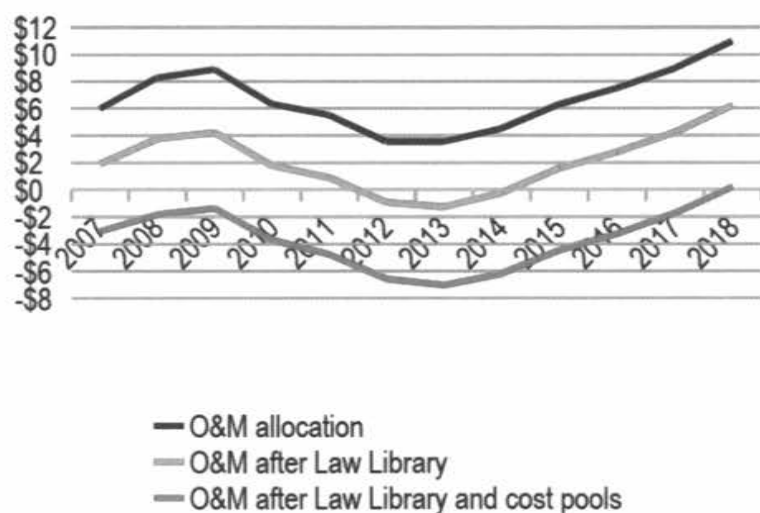
**Presented by
Dean Garry W. Jenkins**

August 29, 2018

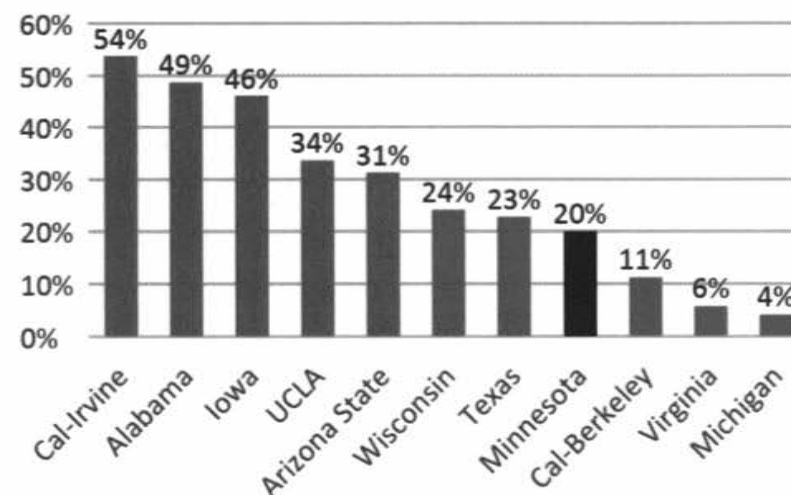
University of Minnesota Law School | law.umn.edu

Meeting Financial Challenges

University Support for Law School



State Appropriation as % of Revenue for Public Law Schools in the *U.S. News* Top 30



Structural Imbalance:

\$5.8 million (July 2016)

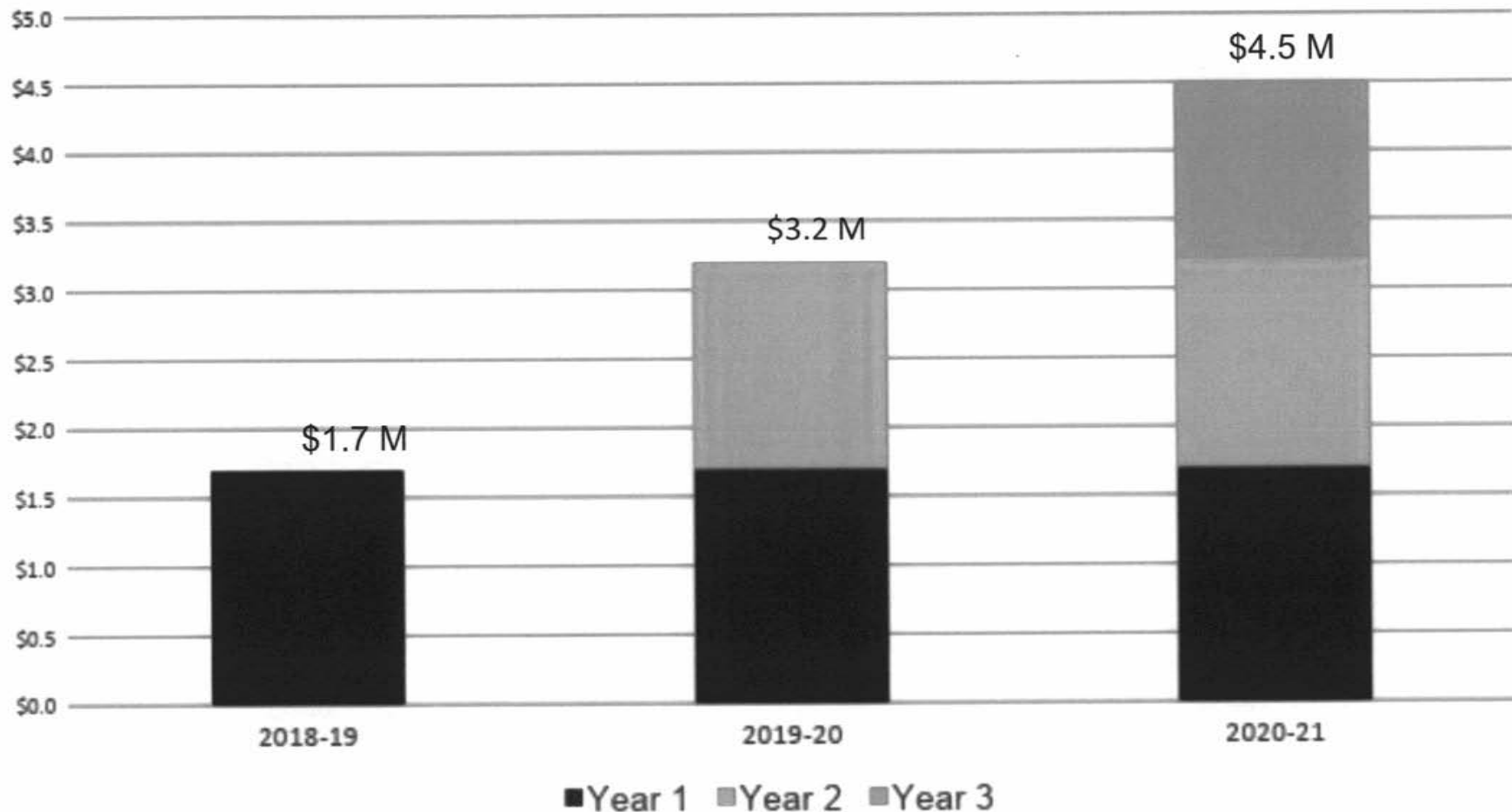


\$3.9 million (July 2018)



\$0 (July 2021)

Additional Recurring Support (Board of Regents/University Plan)



Philanthropic Momentum

Annual Fund and Reunion Giving



FY18: Over \$1.07M in Annual Fund Giving

- Highest Amount Raised in Law School History

Launched Reunion Giving Program

- Nearly \$1.5M in new gifts and pledges
- Production up 350% | Participation up 30%

Law School Campaign

More than \$74M raised toward \$80M goal

- 94% of goal reached
- More than 45% raised since July 2016
- #1 among academic units in amount raised toward goal



Driven to Lead Challenge

Sponsored by the Robina Foundation

**CHALLENGE
ACCEPTED**

Robina Foundation allocated \$500,000 to
the program, which was launched in
January 2018



7 of 10 matches claimed



Pledges totaling \$730,000 in endowed
scholarships + \$54,000 to annual fund

Driven.

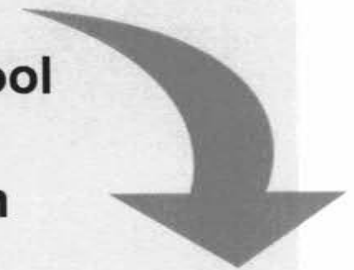
The Campaign for the
University of Minnesota Law School

Admissions Surge



Applications

**9% at Law School
vs.
7% for Region**



Enrollment

- ✓ **Largest class in 5 years**
- ✓ **Higher Median LSAT**
- ✓ **Yield increase > 50%**

Employment Success

90%

EMPLOYMENT RATE

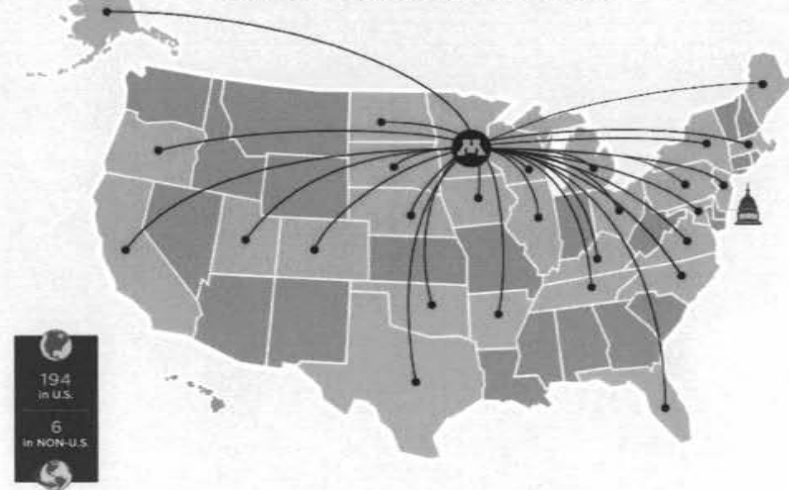
(full time, long term employment
and graduate studies)



61

**2017 GRADS IN
JUDICIAL CLERKSHIPS,
AMONG TOP 10 IN COUNTRY**

CLASS OF 2017: WHERE DID THEY GO?



National Prominence



(National Jurist Magazine, 2017)



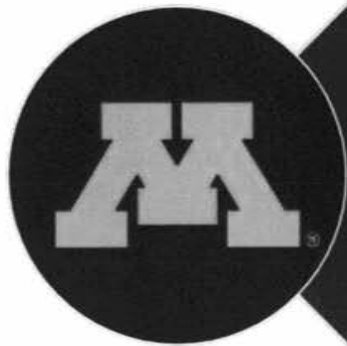
**16 OUT OF LAST
20 YEARS**



**NATIONALLY RANKED
SPECIALTY PROGRAMS**
(CORPORATE LAW, CRIMINAL
LAW, ENVIRONMENTAL LAW,
HEALTH LAW, INTELLECTUAL
PROPERTY, INTERNATIONAL
LAW, LAW CLINICS)

Faculty Accomplishments

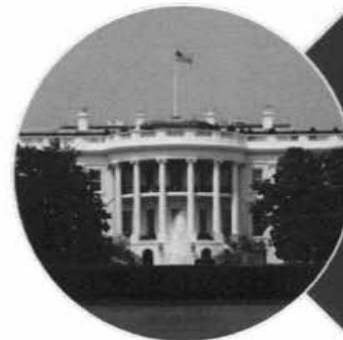
University Awards



Outstanding Community Service Award (Murray)

Outstanding Contributions to Grad. and Prof. Education Awards (Clary & Welke)

Service



Appointed as **Special Advisor to the Administrator of the Office of Information and Regulatory Affairs (OIRA)** in the Trump Administration (Hickman)

National Awards



Am. Assoc. of Law Schools Outstanding Mentorship Award (McDonnell)

Am. Assoc. of Law Libraries Hall of Fame Award (Howland)

Conferences



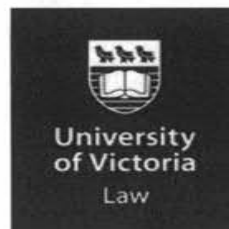
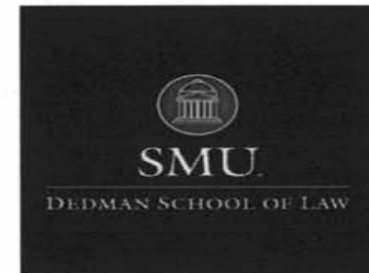
Summit for Civil Rights
International Family Law Conference

New Directions in Corporate Governance
We Are All Criminals

Faculty Retention

This summer, the Law School lost a tenured faculty member to Vanderbilt Law School, which was able to offer her a **45% higher salary**.

Since 2014, the Law School has lost **7 faculty members** to other schools:



JAMES H. BINGER
**CENTER FOR
NEW AMERICANS**



Deepinder Mayell
Promoted to Executive Director



Linus Chan
Attorney of the Year, *MN Lawyer*

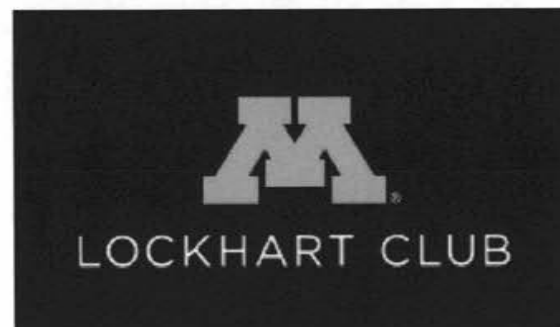


Recent Grant Successes:

- Two grants from *Arnold Foundation* to study Community Corrections and Fines/Fees (~\$600K)
- Part of interdisciplinary team receiving *UMN Grand Challenges Award* for Identifying and Addressing Disparities in the Criminal Justice and Health Care Systems (\$570K)

Staff Restructuring to Meet Ongoing Needs and Ensure Sustainability

Honoring the Generosity of James H. Binger '41

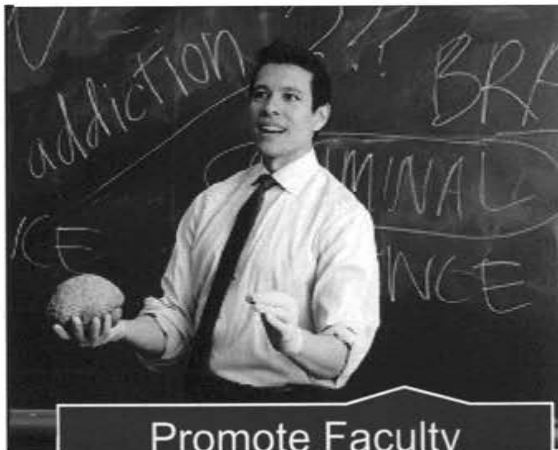


BINGER CIRCLE

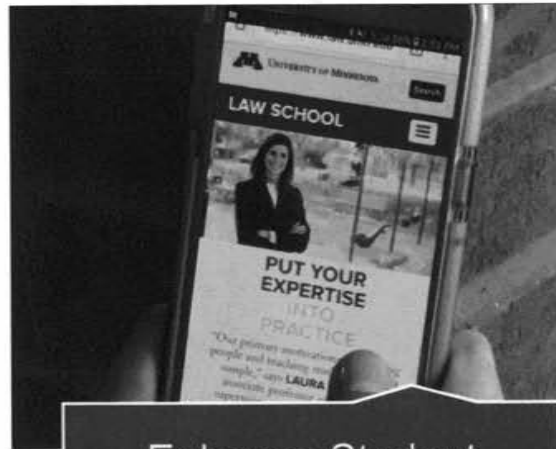
\$25,000+

Named for legendary lawyer-leader and philanthropist James H. Binger '41, the Binger Circle consists of the Law School's most generous supporters. Members of the Binger Circle ensure our alumni, faculty, and students can solve today's grand challenges.

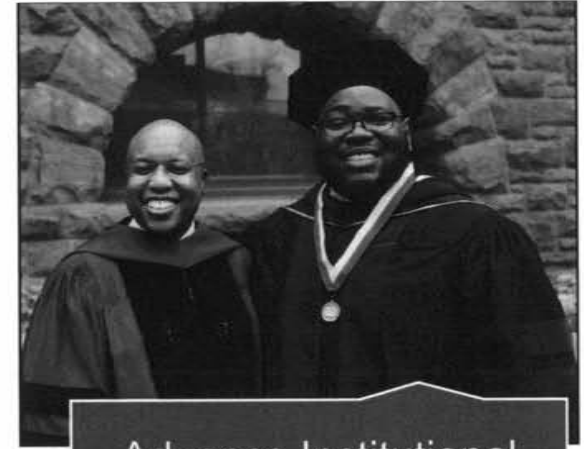




Promote Faculty
Research and
Engagement



Enhance Student
Experiences



Advance Institutional
Goals

Dean's Innovation Fund

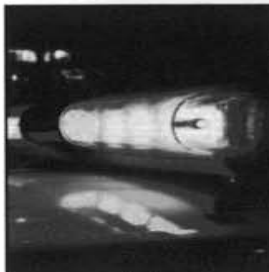
Promote Faculty Research and Engagement



Measuring the Impact of
Incarceration on Families and
Communities



Establishing a Neurolaw Practicum



Curbing Excessive Police Force

Dean's Innovation Fund

Enhance Student Experiences



Experiential Learning on
Government Transparency and
Press Freedom



Harnessing the Power of Mobile
Computing to Increase Student
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“Shaping Justice” Conference and
Awards Program

Dean's Innovation Fund

Advance Institutional Goals



Encouraging the Culture of Philanthropy



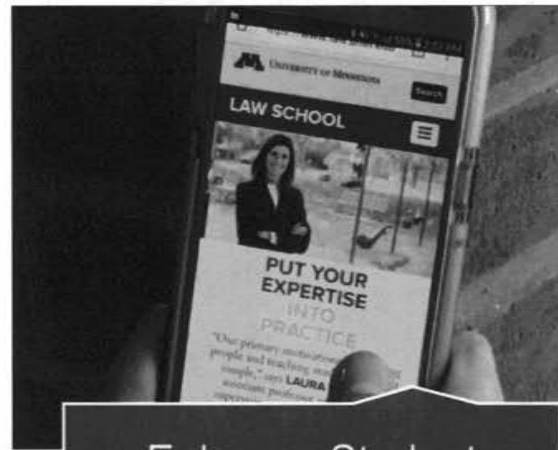
Supporting Diversity Pipeline Initiatives



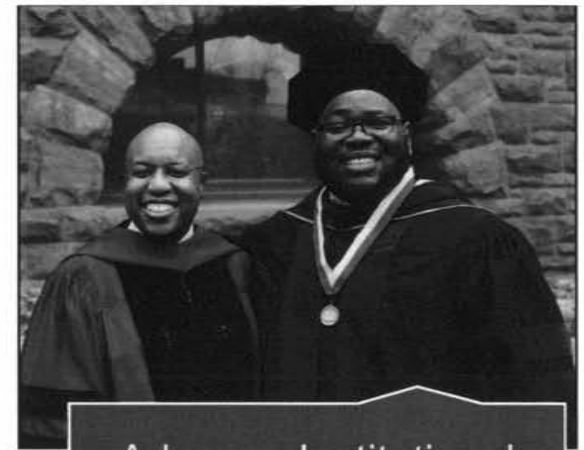
Helping the Law School Move into Online Learning



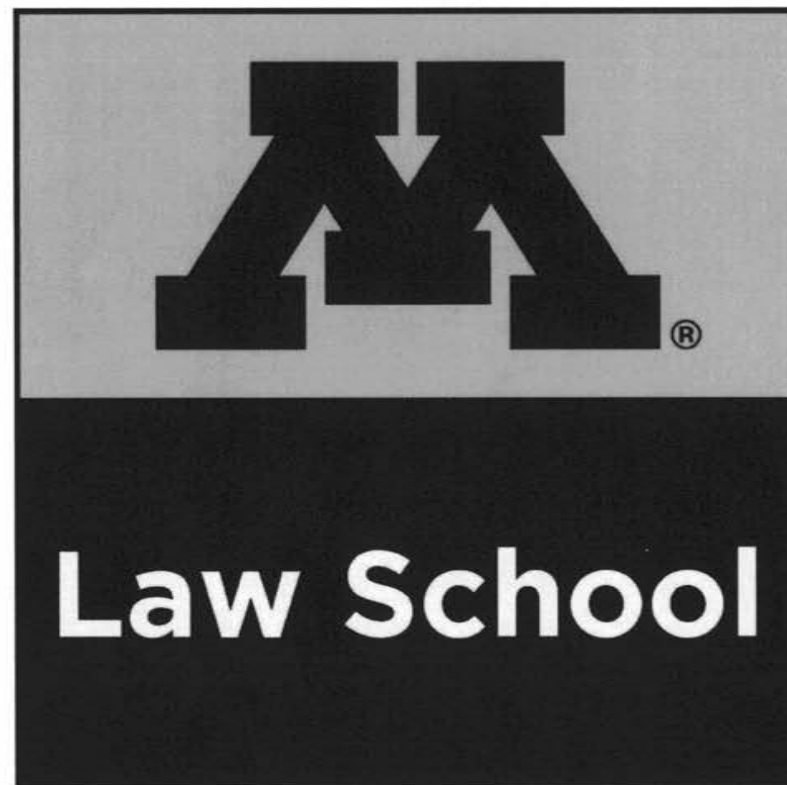
Promote Faculty
Research and
Engagement



Enhance Student
Experiences



Advance Institutional
Goals





CLASS GIVING FUNDRAISING PILOT PROGRAM 2018 REPORT TO THE ROBINA FOUNDATION

GOALS AND OBJECTIVES

While the University of Minnesota Law School has a committed donor base, it is small. In fiscal year 2017, approximately 15% of Law alumni gave back to the University of Minnesota, with just under 12% of alumni giving back specifically to the Law School. This level of support is below many of our peer law schools.

To ensure a vibrant and stable future for current students and future generations, growing philanthropic support from alumni is crucial. One of the best ways to increase alumni giving is through peer-to-peer fundraising. Alumni can be our greatest advocates—speaking to the value of the Law School’s special brand of legal education, capable of influencing their networks, and connecting with classmates. By establishing a robust class giving program and having alumni reach out to each other, the Law School will leverage individual relationships and encourage philanthropy in personal and meaningful ways.

The University of Minnesota Law School is fortunate to have the Robina Foundation’s support of our efforts to build a stronger culture of philanthropy and engagement through the creation of a robust alumni volunteer solicitation program.

SUMMARY OF ACTIVITY

After a postponement due to staffing transitions, the Law School was able to fully embark on the initiatives provided in this grant this past academic year. All of the components originally set forth for the first year have been completed. In addition, the Law School was able to accomplish tasks initially proposed for the second year, including successfully launching a class-based reunion giving program utilizing alumni volunteers and building student philanthropy with a new approach for the 3L class gift.

BENCHMARKING AND ANALYSIS

In the first quarter, new employee Elizabeth (Lizzy) Beghelli, Class Giving Officer, participated in trainings and other meetings at the Law School and with the University of Minnesota Foundation. Lizzy also undertook and completed robust benchmarking and research into class giving programs in graduate and professional schools at over a dozen institutions, including Harvard, Boston College, Columbia, the University of Michigan, New York University, Yale, the University of Texas, UCLA, and the University of Virginia. After compiling the information, she examined trends, identified best practices, and developed a comprehensive class giving program tailored specifically for the University of Minnesota Law School and its alumni.

The newly-created class giving program takes a holistic and complementary approach to alumni engagement with the Law School. The plan we developed includes three key components: ① reunion giving, ② class agents, and ③ student philanthropy. The results of the research and program are summarized below and are in the full Class Giving Program Plan [*Attachment 1*].

REUNION GIVING PROGRAM

Benchmarking established reunion giving to be the staple of class giving programs among peer institutions. When done well, reunions strengthen alumni connections to the alma mater and to each other, boost alumni giving, broaden an institution's base of support, and increase visibility with prospective donors. While the Law School's Spring Alumni Weekend had been a part of the alumni culture for over a decade, philanthropic giving was not a significant focus for reunion volunteers. Using the knowledge and expertise of staff, as well as the analysis from other institutions, the Law School was able to increase its volunteer fundraising efforts in conjunction with reunions beginning in Fall 2017.

At the time of the decision, the Law School had not yet recruited volunteer reunion committees. To set the stage, Lizzy created a new volunteer handbook for reunion committee members. It outlines committee responsibilities, makes the case for reunion giving and the need for fundraising, includes class specific data on attendance and giving, and provides samples and templates for outreach. An example is included with this report [*Attachment 2*]. Each committee worked with a staff manager not only to plan details for their event, but also to set class goals for attendance, participation in giving, and total dollar amount raised.

During the recruitment, the expectation was set that committee members would attend their reunions, make a gift themselves, and encourage others to do the same. This transparency allowed us to recruit volunteers who supported our reunion giving and attendance efforts.

To build on the good-natured competitiveness of University of Minnesota Law alumni, we introduced an inter-class giving competition. The winners in each of the three categories below would be awarded the title and trophy for a designated reunion cup:

- **Attendance Cup:** Awarded to the class with the highest percentage of classmates attending reunion
- **Participation Cup:** Awarded to the class with the highest percentage of classmates contributing to their gift
- **Generosity Cup:** Awarded to the class with the largest class gift total

The new reunion volunteer engagement program was tremendously successful in its first year. In total, reunion gift production (including all major, planned, and annual gifts from alumni celebrating a reunion), increased dramatically over previous years.

Reunion giving by fiscal year:	\$328,000 – raised in FY16
	\$225,000 – raised in FY17
	\$1.5 million – raised in FY18

Furthermore, the Law School had over 1000 RSVPs for Spring Alumni Weekend, a significant increase over the 800-900 RSVPs in prior years.

Clearly, the Law School was extremely pleased with the results in the first year of our revised reunion giving program. These initiatives represent a new way of approaching reunion fundraising, and the results demonstrate their value and success.

CLASS AGENT PROGRAM

Benchmarking demonstrated that an ongoing class agent program could serve as an engagement tool in non-reunion years to help maintain annual giving, cultivate new major gift prospects, and continue to build class community. We determined that introducing a class agent program following a reunion cycle would be the most successful and logical course of action. This means that classes that celebrated a milestone reunion in 2018 (the Class of 2017 and those classes whose graduation year ends with a three or an eight) will be our first classes to launch a class agent program in the coming year.

Class agents will be strategically selected and invited to serve in this prestigious role, in which they will serve as links between their class and the Law School in order to enhance engagement, participation, and philanthropic support among classmates during non-reunion years. When considering potential class agents, we will look to reunion committee members from the prior year as possible candidates for class agents. As is true of reunion volunteers, class agents will be expected to make a gift to the Law School, author and approve communications, and perform individual outreach to class members. We also hope to use class agents to share updates about the Law School with classmates and to serve as ambassadors for other fundraising initiatives throughout the year in order to maintain a consistent presence and messaging with our alumni.

STUDENT PHILANTHROPY

Benchmarking also showed the importance of student philanthropy as an integral component of class giving after graduation. If alumni are aware of—and involved—in philanthropy as students, it is more likely that they will understand and respond to later requests for philanthropic involvement.

Armed with this knowledge, we increased our presence with students throughout the school year. During orientation for incoming students, we sponsored a coffee break in which Advancement staff interacted with students and shared information about the office. Each student received a travel mug with information about student and alumni engagement activities, and the Office of Advancement was a stop on a student scavenger hunt designed to inform students about the different resources available to them.

There were several other initiatives during the year to increase student awareness of the importance of philanthropy. The Law School hosted its second annual Gopher Gratitude Day, an event which celebrates and commemorates philanthropic support. On that day, signage is put up throughout the school to bring attention to areas and activities funded through giving, and students are invited to write thank you notes to donors (with t-shirts and pizza incentives). Faculty received a letter explaining Gopher Gratitude Day, along with a pin displaying the

message, “I’m thankful for donor support.” Faculty were encouraged to wear the pin and speak to students about what philanthropy means to them. We were pleased at the number of faculty who participated and even asked for t-shirts to wear.

Students were also included in our Give to the Max efforts. Give to the Max Day was a one day fundraising push started by the Minnesota Community Foundation in 2009. Now an annual tradition, thousands of organizations and donors engage on one day in November to raise money to support Minnesota and communities around the world. As part of Give to the Max day, the University of Minnesota Foundation has social media challenges for all of the schools on the Twin Cities campus. To create excitement with Law School alumni on social media, and to better connect alumni to the students they were helping through their support, our Annual Fund department hosted a photo booth, complete with props and signage. Students took pictures, posted them online, and shared their friends’ posts to participate in the Foundation’s social media challenges.

But the greatest success in regard to student philanthropy was in the changes made to the 3L Class Gift. The 3L Class Gift is analogous to a senior class gift at an undergraduate institution, in that graduating students are encouraged to make a gift to the Law School as part of their legacy. For the first time, the 3L Class Gift campaign was coordinated out of the Office of Advancement, utilizing a committee of engaged members of the graduating class who self-selected as having an interest in philanthropy. Lizzy modeled this committee after the reunion committees, and members were expected to both make a leadership gift and perform individual peer-to-peer outreach.

The new 3L Class Gift campaign also promoted participation instead of focusing on a dollar goal. Similar to the class giving program, there was a competition among “sections,” i.e. cohorts of 40-50 students who took classes together during their first year. The Alumni and Student Engagement Committee of the Board of Advisors offered matching funds that would be released once the class reached a participation rate of 20%; in previous years, these funds had been released when the graduating class reached a designated dollar goal. When the Class of 2018 reached a 20% participation rate after only a week, Lizzy quickly organized an additional 50% participation challenge with funds provided by the senior staff and administration. The Law School also introduced a pro-rated tier to encourage graduating students to become members of the Lockhart Club GOLD (Graduates of the Last Decade) Society, the Law School’s leadership annual giving society.

The new structure, incentives, and focus peer-to-peer fundraising were tremendously successful.

Class of 2018 results:

- **51% participation rate**
(More than double the participation rates of the past two years)
- **\$6,990 raised – \$3,470 from students and an additional \$3,520 in matching funds**
(Prior two years averaged less than \$2,400 total—with \$1,200 or less coming from the 3Ls and a dollar-for-dollar match provided by alumni)

The new structure also nearly tripled alumni and staff giving to the 3L Class Gift, with several members making their first gift to the Law School because of the campaign. Additionally, nearly 40% of students participating made a gift of \$60 or more to join the Lockhart Club Gold. These numbers are now on par with peer law schools, which average an overall participation rate of 45%-55%.

INFRASTRUCTURE

The Law School's alumni volunteer reunion program, while common at other schools, is new to the University of Minnesota. Consequently, it has been important to leverage partnerships across the University to gain access to key data and to build the infrastructure necessary to sustain the program. As Class Giving Officer, Lizzy has worked in collaboration with the University of Minnesota Foundation to develop regular reports on alumni giving and engagement and to create new online giving tools. The Law School efforts to utilize alumni volunteers in fundraising have required the Foundation to examine existing policies regarding access to data. Our work with them has resulted in a new policy on volunteer data sharing, with the Law School as the pilot unit.

Other schools across campus are already noticing the success of the Law School's efforts and turning to the Law School for advice and suggestions. Members of the team have presented on results, and additional presentations have been requested. Several schools, including the Carlson School of Management, plan to launch their own reunion efforts in the next few years.

FUNDRAISING IMPACT

Overall, there is much to celebrate in the first year of this grant. In addition to the successes of the new class giving programs, it was a record-setting year for the Law School Annual Fund. The Law School raised \$1,072,469—the highest amount in history, and only the third time the Annual Fund has exceeded one million dollars. There was also a sizeable increase in leadership level donors, going from 245 members in FY17 to 316 members in FY18.

This included:

- 17 new Fraser Society - \$10,000 level
- 6 new Dean's Circle - \$5,000 level
- 12 Lockhart Club - \$2,000 level
- 36 GOLD - prorated and ranging from \$120 - \$1,200 based on years since graduation

We are excited to be moving into the second year of this program and look forward to all that will be accomplished for the Law School.

INCOME AND EXPENSES

For this first year, the Law School utilized the initial payment of \$84,000 from the Robina Foundation, made in August 2016.

During the period July 1, 2017 - June 30, 2018, the Law School spent \$80,682 against the \$84,000. A brief overview is included below, with a detailed list included [Attachment 3].

There are three areas set out in the grant:

Class Giving Officer:	Budget: \$75,000	Actual: \$67,764	Used for the salary, benefits, and professional development for Elizabeth Beghelli's position.
Programmatic:	Budget: \$4,000	Actual: \$7,126	Used to create, promote, and display the new Reunion Cup trophies; stewardship for reunion and 3L volunteers; 3L gift tracking; and celebration for winning section.
Communications:	Budget: \$5,000	Actual: \$5,742	Used for the design, production, and postage on three class giving mailings

(The grant funds are restricted for the purposes set forth in the grant proposal. Any remaining funds will be used for future programmatic activities connected with these efforts.

UPDATED TIMELINE

Year Two: Fiscal Year 2019

- Currently evaluating the success of last year's reunion giving and student philanthropy programs. We conducted feedback sessions with key stakeholders and are using the information, along with reports and data, to make adjustments to the program for the second year.
- Kick-off of class agent program with post-reunion classes. Complete one class-specific printed mailing and individual outreach from agents during the year.
- Launch student philanthropy board and engage them with 3L class gift and other Law School giving initiatives.

Year Three and Four: Fiscal Years 2020 & 2021

- Continue to evaluate successes of previous year. Use quantitative and qualitative data, including financial results, volunteer feedback, industry best-practices, and national trends to review and modify program as needed.
- Recruit volunteers in upcoming reunion classes to prepare for next cycle of activity.
- Continue to add post-reunion classes into ongoing class agent communications and program plan, including any changes made based on the prior year.
- Assess the capacity for growth in class agent efforts.

Year Five: Fiscal Year 2022 – Final Year of Grant

- Evaluate the efficacy of the program using ~~of~~ past four years of data as well as volunteer and staff feedback.
- Law School Dean and Director of Advancement to determine future staffing and program plans based on analysis and results.



CLASS GIVING PROGRAM PLAN

STUDENT PHILANTHROPY PROGRAM

Overview

Student participation in philanthropy is an important part of any Class Gift program, and it is an essential investment to create an engaged alumni base. Benchmarking has shown that recent grads are often the most active class agents, and that it is easier to encourage philanthropic involvement from alumni if they were involved in development activities as students.

A new Student Philanthropy program includes a Student Philanthropy Board, a student committee organized through the Office of Advancement whose function is to serve as Advancement ambassadors among their peers, and a restructured 3L Class Gift program.

Objectives:

- Build a culture of philanthropy among current law students by:
 - Starting students down the path of philanthropic support for the Law School
 - Teaching them about the importance of philanthropy, its impact on their education, and correcting misunderstandings about philanthropy in general
- Develop a pipeline of future class agents, reunion committee members, and donors
- Cultivate a relationship and awareness of the Office of Advancement

Student Philanthropy Board

Structure

- 8-10 students from all three years of Law School (ideally two 1L and 2L students, and four to six 3L students)
- Committee will be led by a 3L chair (or co-chairs) who is mentored by the Law School's Development Committee Chair
 - The student chair/co-chairs will also serve as student representatives for the Law School's Development Committee
- The Office of Advancement will work with Student Services/Law Council to identify potential committee members and will solicit their participation

Committee Timeline & Roles

- Committee will convene 3 times a year (October, February, April) and there will be an "educative element" at each session. Potential topics include the Law School's Annual Fund, the Impact of Philanthropy on Law Schools, "Why I give" by Alumni Donors, Campaign Priorities, etc.
- Members will serve as student ambassadors for Advancement initiatives through the year (Gopher Gratitude Day, Give to the Max Day, etc.)
- Members will plan and execute the 3L Class Gift Campaign every spring



Recognition and Benefit

- Committee members will be invited to attend the Law School's annual Lockhart Dinner during the year in which they serve
- Students will be mentored/introduced to important connections in the Twin Cities legal community
- Students will develop an understanding of philanthropy often required/expected of those in the legal profession

3L Class Gift

Class Gift and Goal:

- Goal will focus on participation (100% goal) and not on a designated dollar amount
 - Messaging that every gift counts and encourage students to give their best gift
- Counting will include 3Ls, LLMS and any other student that would identify themselves as a Law graduate for that year
- All gifts made to any area of the Law School between July 1 and June 30 of the current fiscal year will count
 - Students will be encouraged to choose one of the Law School's annual funds (scholarships) as the primary fund

Communication and Solicitation:

- The 3L Class Gift Campaign will run from Spring Break to Graduation
 - The campaign will kick off with an email from the reunion committee to classmates, followed by 1-2 other email solicitations (including one signed by the Dean)
 - As the program gains traction, kick off might be launched by the Dean and committee at a small event (e.g. donuts & coffee)
- Committees will solicit gifts through tabling, mass emails and individual outreach to classmates
 - Students will be encouraged to give online through at UMF Crowdfunding page, but the Office of Advancement can also process cash/checks
- Messaging will focus on participation, giving your best gift, and stress that students' entire Law School experience has been impacted by philanthropy

Recognition:

- Throughout the Campaign, a visual tracking piece will be located in the subplaza level entrance of Mondale hall. Students can show they've given by hanging a class gift branded sign on their locker.
- Students who give to their class campaign by a designated date in April will be listed in the commencement bulletin
- All students who give to their class campaign will be listed on the Class Gift Campaign page on the Law School website and in the Law School magazine
- Students who give a gift of at least \$60 (or half of a Lockhart GOLD membership for a recent graduate) will be considered Lockhart GOLD members and invited to attend the Lockhart dinner the following fall



REUNIONS PROGRAM

Overview

Reunions and reunion giving are effective tools for alumni engagement. Benchmarking shows it to be the staple of class giving programs among peer institutions. When done well, reunions strengthen alumni connections to their alma mater, boost alumni giving, broaden an institution's base of support, and increase visibility with prospective donors.

The Law School's Spring Alumni Weekend is culturally a part of many alumni's experience, but there is additional opportunity to grow engagement and donations during reunion years. This will primarily be accomplished through the development of a Reunion Giving program that creates the expectation of giving as part of any alumnus' reunion experience, fosters and maintains class unity through class gifts, and creates inter-class competitions with class goals.

Objectives

- Utilize reunions as a means to increase alumni giving during reunion years in both annual giving and major gifts
- Use reunion committees as an engagement tool for specific alumni and as a pipeline for class agents

Reunion Committee

Structure & Expectations

- Each class celebrating a milestone reunion will have a committee formed of 5-7 members and be staffed by an Advancement liaison
 - Committee sizes will be capped at 10 members
- All members are expected to be supportive of the reunion program in its entirety and will be expected to:
 - Make a leadership (stretch) gift
 - Perform individual outreach to classmates to attend reunion and make a gift
 - Approve and "sign" email and mailed appeals to classes
 - Attend Reunion events
- Members who are not willing/able to agree to committee expectations will be dealt with a case by case basis with the general guideline that the alumnus should not feel "punished"

Training & Communication

- Committee members will receive a reunion packet produced by the Office of Advancement that includes expectations, sample letters/emails, campaign priorities, information about the annual fund, FAQs, etc.
- Committees will convene for three conference calls (or more as requested by the committee)
 - October – initial call to review reunion packet and discuss venues
 - November – follow-up call to finalize goals, venue and class letter
 - Spring – finalize details for Spring Alumni weekend



- Each committee's Advancement liaison will send update emails throughout the year to share relevant information

Recognition

- Members will be listed on Spring Alumni Weekend materials, including event invitations and on class reunion websites, will have a "committee member" badge label on their nametag, and will be recognized at their class receptions
- Following Spring Alumni Weekend, committee members will receive a framed class photo and a thank you note from the Dean for their service and will be listed in the Fall issue of the Law School magazine in the Reunion spread

Class Gift

Class Gift and Goal:

- With the help of their Advancement liaison, reunion committees will set a dollar and participation goal for their class gift (and a reunion attendance goal)
- All gifts made to any area of the Law School between July 1 – June 30 of the current fiscal year will count, but the Annual Fund will be encouraged as a default fund. The following will be counted in each class gift total:
 - Outright gifts
 - Pledges documented in reunion year (full amount)
 - Pledge payments on pledges from previous years
 - Matching gifts
 - Bequests documented in reunion year

Communication and Solicitation:

- General information about reunion giving and specific class goals will be housed on the Law School's alumni pages
 - A general reunion page will contain information about Class Gifts and the way they are counted, current standings among classes, and a giving link
 - Individual Class Spring Alumni Weekend pages will also share specific class goals, track their progress, *and list alumni who have given to their class gift (TBD)*
- The Office of Advancement will help Reunion committees author and send one written appeal to classmates (mailed in January) and two emails (March / May)
 - Communications will be "branded" to each class (e.g. sent on class letterhead)
 - The Office of Advancement will not exclude alumni if they have already given a gift in their reunion year; instead, mailings will contain a message such as: "if you have already given, thank you. If not...."
- Committee members will perform individual outreach to alumni to encourage them to participate in their reunion
 - Members will sign up for members to contact on a shared Google doc created by the Office of Advancement
 - The Office of Advancement will provide RSVP and gift updates so committee knows who in their class is participating



Recognition:

- Individual Recognition: Alumni will be recognized as individual donors per general Office of Advancement procedures and will also be listed on their individual class Spring Alumni Weekend pages
- Class Recognition – Reunion Cups: The Law School will award three perpetual Reunion Cups every year for Reunions:
 - Attendance Cup: Awarded to the class that has the highest percentage of classmates attending their reunion. *Awarded at Spring Alumni Weekend*
 - Participation Cup: Awarded to the class that has the highest percentage of classmates contributing to their Class Gift. *Awarded as appropriate to class after FYE*
 - Generosity Cup: Awarded to the class that raises the most funds for the Law School in celebration of their reunion. *Awarded as appropriate to class after FYE*
- Awards will be recognized at Spring Alumni Weekend, via social media, in the Law School magazine, on Reunion webpages, and in other ways as appropriate/meaningful

Sample Reunion Cycle Timeline

April/May	Review incoming reunion alumni with MGOs; look for major gift prospects
July/August	Assign Reunion Committees
September	Committee Recruitment. Finalized by end of month
October	First committee call • Reunion packet review; begin discussing goals/venues/letter
November	Second committee call • Class goals, venue and letter finalized. Finalized by end of month • Class lists upload to Google. Committee sign up and outreach begins
December	<i>Internal: prep reunion appeal letters</i>
January	Reunion appeal drops (late January/early Feb)
February - March	Invites out Committee outreach increases Mass email from committee (March)
April	Spring Alumni Weekend - Attendance Cup awarded at All-Alumni reception - Standings for other cups announced
May	SAW recap email and final committee solicitation
June/July	FYE: Class Counting finalized Generosity Cup and Participation Cup winners announced



CLASS AGENT PROGRAM

Overview

A successful class agent program uses alumni volunteers to serve as links between their class and their institution in order to enhance engagement, participation, and philanthropic support among classmates. A well-run class agent program should not only result in an increase of annual giving, but also can lead to greater attendance and giving during reunion years, produce/cultivate new major gift prospects, and increase giving and engagement in volunteers.

The Law School previously had a Class Agent Program (1981-2004). With the new expansion of its Student Philanthropy and Reunion Giving programs, now is an ideal time to re-introduce a Class Agent Program. The key to its success will be to structure the program in such a way that it is an honor to be asked to serve as a class agent and to let class agents take ownership of their fundraising and outreach efforts and subsequent successes.

Objectives

- Engage our most faithful volunteers by inviting them to join us in our mission of advancing the Law School in the role of a class agent
- Keep all alumni engaged during non-reunion years through personal communication and solicitation from classmates

Structure & Recruitment

- Every class will have designated class agents (with a goal of 2-4 class agents per class) and be staffed by Class Giving Officer
 - Once a class agent, alumni will retain their role until they choose to vacate their position or until the agent is deemed counterproductive by Advancement
- Class agents will be vetted and recruited by Advancement
 - Groups of focus include: previous class agents, reunion committee members, self-selecting or engaged alumni, prospects for whom this would be an effective cultivation tool
 - If additional agents are needed, an “all-call” email will be sent to all alumni of a specific class year asking for volunteers

Expectations & the Ideal Class Agent

- All members are expected to be supportive of the class agent program in its entirety and will be expected to:
 - Make a gift
 - Perform individual outreach to classmates to support the Law School
 - Approve and “sign” email and mailed appeals to classes
 - Provide updates about the Law School to classmates as a way to keep them engaged with their alma mater (e.g. campaign updates, important events, reunions).



- Members who are not willing/able to agree to committee expectations will be dealt with a case by case basis with the general guideline that the alumnus should not feel “punished”
- The ideal class agent is:
 - Philanthropic to Law School
 - Respected/connected with classmates
 - Invested in law school and this program

Training

Class agents will be given an online tool-kit produced by the Office of Advancement that includes expectations, sample letters/emails, campaign priorities, information about the annual fund, FAQs, list of all class agents, and contact information and a list of classmates

- Class Giving Officer will send electronic quarterly updates from the Law School to share with peers and “internal” talking points
- Class Giving Officer will connect individually with agents as necessary
- Potential for in-person trainings (at Mondale Hall, in conjunction with regional events) and creation of Class Agent “list-serv” as program grows and community builds

Communication and Solicitation:

- General information about the class agent program and a listing of all class agents will be housed on the Law School’s alumni pages
- The Office of Advancement will help class agents author and send one written appeal to classmates (mailed in coordination with Reunion appeals) and one email (May)
 - Communications will be “branded” to each class (e.g. sent on class letterhead)
 - (TBD) The Office of Advancement will not exclude alumni from the printed mailing if they have already given a gift in the current fiscal year, instead, mailings will contain a message such as: “if you have already given, thank you. If not...”
 - Alumni will be removed from the email if they have already given in the current fiscal year
- Class agents will perform individual outreach to alumni to encourage them to give to the Law School
 - Members will sign up for members to contact on a shared Google doc created by the Office of Advancement
 - Classmates with open pledges and managed prospects (at discretion of MGOs) will be removed from list
 - The Office of Advancement will provide gift updates so agents know who of those members have given
 - Not all classmates will be personally solicited. Gaps for “hot” prospects will need to be filled by MGOs and AGOs. Class Agents should not be given difficult donors unless they specifically ask for a specific person. Should be set up for success.

Recognition

- Class agents will be recognized on the Law School’s communications as relevant (Law School magazine, annual reports, website, social media)



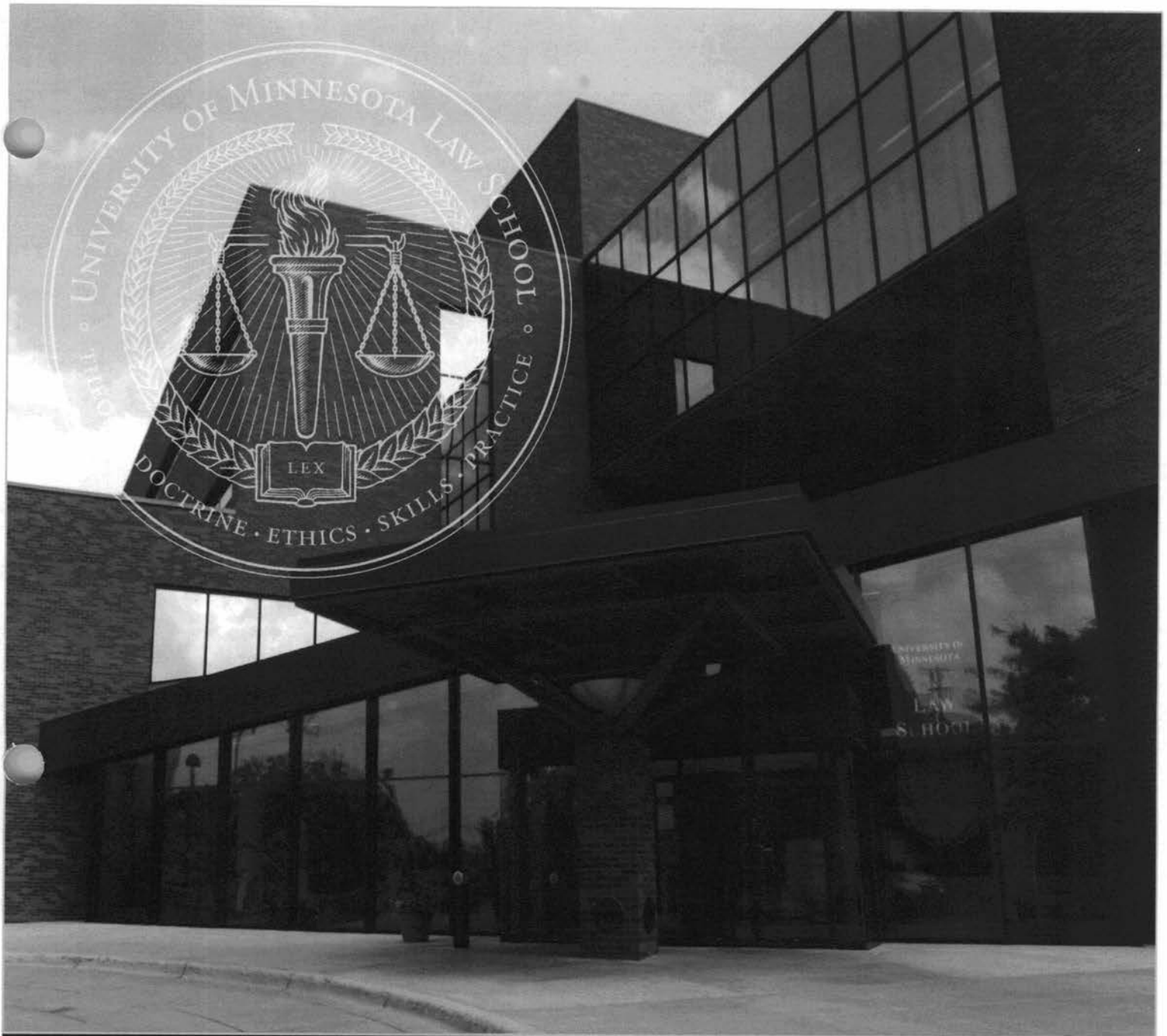
- Annual check-in (phone call) with Class Giving Officer
- Every summer, class agents from the previous FY will receive:
 - A note of appreciation signed by the Dean
 - A note of appreciation from Class Giving Officer highlighting their impact on the Law School
- Every year, two class agents will receive the Law School's Volunteer Award (*name tbd*)
 - Award will be given to a young alumnus (GOLD) and an alumnus who graduated 10+ years ago
 - Award recognizes an individual or couple who has demonstrated exceptional commitment and leadership in building philanthropic support
 - Award given out at meaningful event (e.g. Lockhart dinner)

Sample Class Agent Timeline

June / July	Class agent recruitment
August	Classmate selection for personalized outreach
September - October	Class letter review & personalized. Finalized by end of October
November	Outreach to classmates re: Give to the Max Day and Year End Giving
December	<i>Internal: prep reunion appeal letters</i>
January	Reunion appeal drops (late January/early Feb)
May - June	Outreach to classmates re: Fiscal Year End <i>Internal: prep recognition letters from Dean and Class Giving Officer</i>

Implementation Timeline

- FY19 – Appropriate classes who celebrated a milestone reunion in FY18
- FY20 – Appropriate classes who celebrated a milestone reunion in FY19
- FY21 – Appropriate classes who celebrated a milestone reunion in FY20
- FY22 – Appropriate classes who celebrated a milestone reunion in FY21
- FY23 – Appropriate classes who celebrated a milestone reunion in FY22
- FY24 – All graduated classes will have been implemented; future graduating classes will be added the year following their 1 Year Reunion



THE UNIVERSITY OF MINNESOTA LAW SCHOOL **REUNION COMMITTEE GUIDE | 2018**



Dear Reunion Volunteer,

Welcome to the Class of 1993 reunion committee! As a member of the University of Minnesota Law School's alumni community you are also one of the Law School's most powerful advocates, and our reunion program would not be as successful as it is without your commitment as a lead volunteer.

As a committee member, you play a key role in fostering a sense of community and camaraderie among your classmates, and in strengthening their connection to the Law School. Moreover, your efforts are invaluable in creating a successful reunion as you build excitement about attendance and inspire classmates to contribute to your Class Gift. Each time you write a letter or speak with a classmate, you add an element of personal warmth and individuality to the reunion and reunion gift process.

We hope that your efforts over the next few months allow you to reconnect with old friends and meet new ones throughout the reunion year as you celebrate your 25th reunion.

Thank you again for your time, energy and partnership in shaping the future of your Law School.

Sincerely,

Elissa Ecklund Chaffee
Director of Alumni Relations & Annual Giving

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REUNION COMMITTEE

MISSION/PURPOSE

Class reunion committees are formed of 5-10 alumni from each graduating class. As a committee member, you serve as a liaison between the Law School and your classmates. Your primary responsibility in this role will be to help classmates reconnect with the Law School and each other by encouraging them to 1) come back to celebrate their class reunion, and 2) support their alma mater by making a gift that is meaningful to them. Specific committee responsibilities are listed below:

COMMITTEE RESPONSIBILITIES

- **Plan** to attend Spring Alumni Weekend and your class reunion
- **Lead** by example and **demonstrate** your personal support for the Law School with a gift during your reunion year
- **Author** communications from the committee to the class
- **Participate** in 1-2 committee conference calls throughout the year
- **Contact** an assigned group of classmates about making their annual gift
- **Encourage** classmates to register for and attend Spring Alumni Weekend
- **Thank** classmates! Every gift deserves a personal thank you

ADVANCEMENT STAFF LIAISON

Your liaison from the University of Minnesota Law School Office of Advancement will be your partner as you plan your class reunion. In their role, they will:

- **Assist** with committee recruitment
- **Schedule** conference calls and provide agendas
- **Provide** class-specific information to help plan your reunion, fundraise and contact classmates
- **Share** regular updates on reunion attendance, gift and dollar goals.
- **Aid** in planning and carrying out the logistics of your class reunion event
- **Recognize** that your time is valuable and there are limitations on your availability given professional and family commitments

CONTACT YOUR ADVANCEMENT LIAISON:

Lizzy Beghelli, Class Giving Officer

612-624-0097 | beghelli@umn.edu

MEETINGS

Your reunion committee will convene a few times throughout your reunion year. Your Advancement liaison will participate and provide guidance and support, as well as updates on programming and fundraising initiatives. Committee meetings are held by conference call using a toll-free number.

REUNION PLANNING TIMELINE

MONTH	PLANNING STEPS
October - November	• Recruitment of reunion committee members • Initial reunion planning meeting • Save the Date invitations to all alumni (coordinated by Advancement staff)
November - December	• Reunion committee members will begin crafting communications and contacting assigned classmates to share reunion year news, invite them to attend Spring Alumni Weekend and personally solicit them for the class gift.
January	• Class letter mailed to classmates (authored by committee members; mailing coordinated by Advancement staff)
February	• Invitations to Spring Alumni Weekend mailed • Continued outreach to assigned classmates by committee members (February - April)
April	• Email invitation and class gift reminder • Spring Alumni Weekend and class reunion events
May - June	• Email to class with thank-you for attending and final reminder to contribute to class gift. Although your Class Gift is celebrated during Spring Alumni Weekend, counting doesn't end until June 30!

REUNION PLANNING

SPRING ALUMNI WEEKEND OVERVIEW

This year, Spring Alumni Weekend will be held April 20-22, 2018. The weekend boasts three days of events including receptions, CLEs and specific class reunions. This year will be particularly exciting as the Law School celebrates and launches in participation in *Driven: The University of Minnesota Campaign*. *Driven* is the University's first comprehensive fundraising campaign in more than a decade.

Below is a general schedule for 2018. Additional updated information can be found online at www.law.umn.edu/spring-alumni-weekend.

Friday	• All-Alumni Cocktail Reception • 50th Reunion Dinner • Class of 2017 Reunion
Saturday	• CLE Program • All-Alumni Luncheon • Class Reunions for the Classes of 1973, 1978, 1983, 1988, 1993, 1998, 2003, 2008, 2013
Sunday	• Brunch for alumni celebrating a reunion 50 years and greater



CLASS REUNION PLANNING

The Office of Advancement is committed to ensuring that your class reunion is a success and handles the bulk of the logistics for the weekend. As a volunteer, you help ensure that the celebration reflects the personality and expectations of your class. Below is a general outline of the planning process. Your Advancement liaison will go into more detail during planning meetings.

STEP 1: Set Reunion Goals

- Setting attendance and Class Gift goals based on previous attendance data is one way to increase attendance. Your Advancement liaison will guide you through the goal setting process.

STEP 2: Select and Confirm Locations

- Each class can choose from a variety of locations around the Twin Cities to host their reunion dinner. Your Advancement liaison has a list of popular venues for you to choose from.

STEP 3: Suggest Pricing

- All reunions need to “break even” financially. This is generally accomplished through event ticket prices.
- Party pricing is based on the total estimated cost of the party divided by the expected number of attendees. Event costs include facility rental fees, equipment rentals, food, beverage, service charges, staffing, clean-up and decorations.

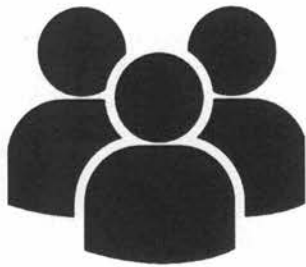
STEP 4: Finalize Details

- Reunions can include speakers, but we strongly encourage brief presentations in order to maximize classmate interactions.
- We suggest the reunion committee welcome their classmates at the start of the event and announce the success of their reunion campaign.
- The Dean makes an effort to attend as many reunion celebrations as possible.
- Any additional requests for a Law School leader or faculty member should be made through your Advancement liaison.

STEP 5: Outreach and Track Attendance

- In partnership with the Office of Advancement, reach out to classmates to encourage attendance at Spring Alumni Weekend and participation in your Class Gift.

CLASS PROFILE: class of 1993



250 living
classmates

55%

have made a donation in their
lifetime to the Law School

YOUR
LAST
REUNION



40 Classmates attended
your 20 year reunion

10%

10% made a gift to the
Law School in honor of your
20th reunion



\$5,170 was donated in
honor of your 20th reunion

CLASS GOALS

CLASS GOAL SETTING

REUNION ATTENDANCE GOAL

Your reunion attendance goal is the percentage of your class that returns to the Law School to attend Spring Alumni Weekend and your class reunion events.

CLASS GIFT PARTICIPATION GOAL

Your Class Gift participation goal is the percentage of your class that makes a gift of any amount to any area of the Law School during your reunion year — July 1, 2017 - June 30, 2018.

Your Class Profile includes information that will help you determine an inspiring, yet attainable, participation goal.

CLASS GIFT DOLLAR GOAL

Your Class Gift dollar goal is an aspirational amount you hope to collectively raise as a class. There are many factors to consider when setting a dollar goal for your Class Gift. Your Class Profile includes relevant information including past reunion giving histories and your classmates' individual giving history to inform and guide your goal.



WHY A CLASS GIFT?

Your class reunion is a wonderful opportunity to reconnect with classmates, visit favorite places on campus and hear what's new at the Law School. Moreover, reunions are an opportunity for your class to come together to show its support of the Law School and give back through a Class Gift. In making a gift in honor of your reunion, you and your classmates celebrate your dedication to the Law School by ensuring its reputation as a leader in legal education.

RAISING THE BAR

The celebratory nature of reunions often inspires alumni to make a "stretch" gift in honor of their reunion as they celebrate their Minnesota Law experience and invest in its future. The spirit of friendly competition also may inspire giving as milestone classes strive for the highest class giving participation rate or largest Class Gift.

CLASS GIFT

CLASS GIFT COUNTING

All gifts, pledges, company matching gifts and newly documented planned gifts between made July 1, 2017 and June 30, 2018 will be counted towards your Class Gift.

Gifts can be made to any area of the Law School to fund initiatives such as scholarships, experiential learning, cutting-edge curriculum and faculty support. These gifts can include:

- **A one-time gift to the *Partners in Excellence* Annual Fund:** The Annual Fund provides financial resources to meet urgent needs and supports numerous decanal priorities including increased financial aid, diversity initiatives, the recruitment and retention of expert faculty, and meaningful student programming and organizations. We encourage alumni to give your best gift to an area that is meaningful to you personally. Every gift matters and will count towards your Class Gift.
- **Recurring gifts:** Monthly giving provides valuable support on a schedule that is manageable for your budget and busy lifestyle while ensuring ongoing, reliable funds for the Law School.
- **Five-year pledge:** A five-year pledge to the Law School is an easy way to make a gift in installments while still counting its full value towards a Class Gift.
- **Estate and planned gifts:** Planned gifts, such as bequests or a charitable trust, are a simple and impactful way to provide long-term support for the Law School and to advance its mission into the future.
- **Corporate matching gifts:** Many companies offer a matching gift program. If you work for a company that has a matching gifts program, you can double or even triple the amount of your gift, simply by completing a form with your employer.



MAXIMIZING YOUR IMPACT

As part of your class reunion committee, you are instrumental in leading fundraising efforts for your Class Gift. Below are several ways you can participate to help your class make its Class Gift goal.

- **Make your own gift to the Law School.** You can lead by example by making a personal, meaningful contribution to your Class Gift in honor of your reunion.
- **Classmate-to-Classmate fundraising.** Making phone calls, signing your name to letters and sending e-mails to your classmates are the most effective ways of reaching out to them. As a volunteer, you can connect with classmates in ways that general requests from the Law School cannot. A *Blackbaud* study shows that solicitations from peers are 300 times more effective than receiving the same solicitation from an organization.
- **Say thank-you.** Personally thanking classmates for their gifts by phone, e-mail and/or handwritten notes is an important way to acknowledge their participation and support. Your Advancement liaison can also provide you with Minnesota Law branded notecards if you would like.
- **Partner with your Advancement liaison.** Share the names of classmates who you believe are interested in learning more about how to make a major gift to the Law School now or through a bequest.

TIPS FOR TALKING ABOUT YOUR REUNION AND CLASS GIFT

- **Make your own gift first.** You'll feel more comfortable asking your classmates to join you in supporting the Law School when you have already made the commitment yourself.
- **Prepare and stay informed.** The more you know about the Law School's priorities, the easier it will be to talk about a gift. You can find talking points in the Resources section of this packet (page 13).
- **Be yourself and find common ground.** The more personal the communication, the easier it will be.
- **Be up front and purposeful.** Let them know right away why you are calling and come to the point as quickly as possible.
- **Stress participation.** Let them know that their gift, whatever the size, truly does matter.
- **Remain positive.** You will hear "no". Don't take it personally. Thank you classmate for their time and consideration and move on.

WHAT IF A CLASSMATE ASKS ME A QUESTION I AM UNABLE TO ANSWER?

If a classmate asks you a question that you are unable to answer or are not comfortable answering, please contact your Advancement liaison. They can help you answer the question or contact the donor directly. Remember, your Advancement liaison is your reunion partner; don't hesitate to ask for help.

COMMUNICATIONS TOOLS

The primary goal of the reunion committee is to reach out to every classmate to inform them about your reunion and to encourage them to participate in your Class Gift. The more outreach that occurs, the better the participation. The Office of Advancement will provide the materials and support needed for effective classmate-to-classmate contact. You will receive:

- Class List with contact information
- "Lost" List (contact information is missing or known to be inaccurate)
- Deceased List
- Up-to-date information on reunion events and periodic reunion giving and attendance totals
- Templates and suggested language for emails, letters and phone calls (See Resources; pages 14-15)
- Class Facebook and/or LinkedIn pages

Additionally, the Office of Advancement will coordinate print mailings on behalf of, and in conjunction with, reunion classes. These include a save the date postcard in early fall, an invitation in early spring and one printed fundraising appeal in fall/winter.



Committee Requirements

As outlined in the Committee position description, all committee members are asked to encourage the involvement of an assigned group of classmates in all aspects of reunion, including attendance at Spring Alumni Weekend and participation in the Class Gift.

Confidentiality Agreement

All reunion volunteers will be required to sign a confidentiality agreement prior to receiving the class lists. It is important to note that class lists contain confidential information and are to be used for reunion communication only. They may not be shared with anyone else who is not on the reunion committee. If alumni want to find contact information on classmates, they may use our exclusive [University of Minnesota LinkedIn group](#).

RESOURCES

LAW SCHOOL FUNDING PRIORITIES

The University of Minnesota Law School has a distinguished legacy, and is recognized for producing some of this country's most successful lawyer leaders. The school's world-class faculty, inventive curriculum and abundant experiential learning opportunities are several of the reasons it is regarded as a leader in legal education.

The generosity of friends and alumni has and continues to be instrumental in the School's success. Donor support funds important initiatives that impact every area of the Law School as we build on an already notable legacy. As the Law School builds on its position as an elite public law school, Dean Gary Jenkins has set forth the following funding priorities:

- **Attract the best and brightest students and ensure that they are able to attend the Law School,** regardless of their means, through increased student support and fellowships. The ability to offer competitive scholarships and post-graduate support increases our competitiveness to attract the most promising students and provide them with the training and resources to become lawyer leaders.
- **Increase diversity among faculty and our student body** to more accurately reflect the multicultural world we live and work in. A diverse community enriches students' academic experience as they learn to engage with others whose opinions and customs are different than their own. This exposure lays the foundation for a global perspective, and builds the social abilities students will need to interact productively with individuals of various nationalities and backgrounds when they enter the workforce.
- **Develop a curriculum rich in real world opportunities** which are vital for our students to become the problem solving leaders our legal, business, and non-profit fields demand. By continually innovating our distinguished clinical education program, and through creation of new programs we will instill the analytical, interpersonal and advocacy skills that make our graduates ready to serve and lead.
- **Support and retain an outstanding faculty.** The exceptional faculty at the Law School bring real world experience, leading research and a commitment to teaching into the classroom. They not only instruct and mentor our students, but shape the landscape of American and international law through their research and efforts outside the classroom. Providing our faculty with the resources necessary to do their best work ensures that we are able to recruit and retain the world's most distinguished scholars.

The *Partners in Excellence* Annual Fund

Many of the Law School's funding priorities are supported through the *Partners in Excellence* Annual Fund. The Annual Fund provides immediate support to the Law School's annual operating budget. It represents not just a handful of large gifts, but leverages the power of literally thousands of gifts of all sizes. Funds are distributed to areas such as student scholarships, post-graduate fellowships, career services, faculty support and curricular development. The collective giving of our alumni and friends to the Annual Fund makes a real difference, providing a crucial bridge between tuition revenue and the actual cost of running the school.

SAMPLE CLASS GIFT PHONE CALL SCRIPT

Hello. This is <Your Name> from the the University of Minnesota Law School Class of <Year>. How are you doing tonight?

I am a part of the <XX>th reunion committee and I am calling some of our classmates to make sure you have heard about Spring Alumni Weekend which is April 20-22. Do you plan on attending?

To register or for questions:

- Website: www.law.umn.edu/spring-alumni-weekend
- Phone: 612-626-8539
- Email: lawalum@umn.edu

Also, I wanted to let you know about our Class Gift. We are striving to have ___% of the class participate and raise \$_____ in honor of our ___ reunion. All gifts count in our class's total and you can make your best gift to the area that means the most to you.

If they would like to make a gift, or have questions:

- Online: give.umn.edu/lawschool
- Phone: 612-626-8539
- Mail a check: (Make checks payable to the University of Minnesota Foundation, designating the Law School in the note area).

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

- The online registration form will include a place to make a gift
- They can also contact (Advancement Liaison) directly: email & phone

Thank you so much for your time. Again, if you have any questions, please contact <Advancement Liaison>. I hope to see you for our ___ reunion in April!

SAMPLE CLASS GIFT VOICEMAIL MESSAGE

Hello <Name>,

This is <Your Name> from the the University of Minnesota Law School Class of <Year>. I am a part of the <XX>th reunion committee and I am calling to invite you to attend our ___ reunion this spring. Spring Alumni Weekend is April 20-22 and we are trying to get as many of our classmates as possible to attend and to support our class's reunion giving total by making a gift to support the Law School. For more information, you can reach me at (your phone) or you can visit law.umn.edu/alumni or call the Office of Advancement at 612-626-8539. I hope to see you in April!

SAMPLE CLASS GIFT LETTER OR E-MAIL

Hello <NAME>,

It's hard to believe that ___ years have passed since we graduated from the University of Minnesota Law School! I am serving on our reunion committee this year and am reaching out to encourage you to come back to campus April 20-22, 2018 to celebrate our ___ reunion. The weekend is filled with a wide variety of events including:

- An All-Alumni Cocktail Reception on Friday evening
- A CLE and All-Alumni Luncheon on Saturday
- Our Class Party on Saturday night

We are hoping to have a great turnout from our class, and I hope you will join us. Registration will begin in the spring, so mark your calendars! For more information or questions you can visit www.law.umn.edu/spring-alumni-weekend, call 612-626-8539 or email lawalum@umn.edu.

Also, we are asking each member of our class to make a gift to our XXth Class Gift to support the Law School. We are striving to have ___% of our class make their best gift to the Law School. All gifts are important and make a difference, and you can designate your gift to the area that means the most to you.

You can make a gift online at give.umn.edu/lawschool. For questions or more information, you can call 612-626-8539 or email lawalum@umn.edu.

I hope to see you at our reunion in April. Let me know if you have any questions, and be sure to pass on the message to any of our classmates.

Thank You,
<Your Name>

SAMPLE THANK YOU LETTER OR E-MAIL

Dear (NAME),

It was wonderful to reconnect with you and talk about the University of Minnesota Law School. Thank you for your very generous response to my message regarding our reunion campaign. We are truly grateful for your pledge of _____. Your gift to your alma mater will ensure that the very best students continue to attend the Law School, regardless of their financial capacity or restraints. [or Your gift to _____ will strengthen Minnesota's resources to support _____.] You will receive confirmation of your gift and thanks from the University as well.

I look forward to seeing you at Spring Alumni Weekend in April [or sometime soon].

FREQUENTLY ASKED QUESTIONS

This is the first year I'm hearing about a Class Gift. Why?

Class giving to commemorate a reunion year has always been a part of the Law School's annual Spring Alumni Weekend, and is an important tradition here at Minnesota and among peer institutions.

In the past, we have not had an official program that recognizes and counts reunion class gifts. We are excited to launch a formal program that will encourage alumni to support their Law School and recognize each class' gift and participation this year and in the future.

What is my Class Gift and where do the funds go?

A reunion gift is a way to commemorate your time at the Law School and demonstrate your continued commitment to its excellence. Gifts can be made to any area of the Law School to fund initiatives such as scholarships, experiential learning, programmatic support and faculty support. These gifts can include:

- **One-time gift:** There are numerous ways to show your support of the Law School. We encourage you to give your best gift to an area that is meaningful to you personally. Every gift matters and will count towards your Class Gift.
- **Recurring gifts:** Monthly giving provides valuable support on a schedule that is manageable for your budget and busy lifestyle while ensuring ongoing, reliable funds for the Law School.
- **Five-year pledge:** A five-year pledge to the Law School allows you to make your gift in installments while still counting the full value of your gift towards your Class Gift.
- **Estate and planned gifts:** Planned gifts, such as bequests or charitable trust are a simple and impactful way to provide long-term support for the Law School and to advance its mission beyond your lifetime. For additional information please visit <https://www.law.umn.edu/give/planned-giving> or contact David Jensen at djlensen@umn.edu
- **Corporate matching gifts:** By making use of your company's [matching gift](#), you could effectively double, or perhaps even triple your class Gift.

All gifts, pledges, company matching gifts and newly documented planned gifts between made July 1, 2017 and June 30, 2018, will be counted as towards your Class Gift.

Why does the Law School need donor support from alumni?

Your support helps the law school fulfill its mission of educating exceptional students from all backgrounds and preparing them to be lawyer leaders through cutting-edge experiential learning opportunities and retaining exceptional faculty. Donations from alumni like you provide a crucial bridge between tuition revenue and the actual cost of running the school, and directly affects students, faculty and numerous programs across the Law School. In contributing to your Class Gift, you influence the value of your Minnesota Law degree and help ensure its place as one of the nation's most distinguished and respected law schools.

Do I still make my annual gift to the *Partners In Excellence* Annual Fund during a reunion year?

Yes! The *Partners in Excellence* Annual Fund provides essential resources for the Law School's annual operating budget. If you already make an annual gift each year, a special larger-than-usual annual contribution is an excellent way to celebrate your reunion. Also note that a gift to the Law School's Annual Fund at leadership levels of \$2,000 or more per year (or a monthly pledge of \$167) qualifies you for membership of our Lockhart Club giving society.

I've heard about the University-wide *Driven* campaign. Is the Law School participating?

The University of Minnesota is currently in a comprehensive fundraising campaign, *Driven: The University of Minnesota Campaign*. The Law School will be participating, and will launch its campaign during Spring Alumni Weekend, April 20-22, 2018. We hope you will join us to celebrate and learn more!

How do I make a gift?

1. **Online.** give.umn.edu/lawschool
2. **Giving by check.** Make checks payable to the University of Minnesota Foundation, designating the Law School in the note area. Mail to:

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

3. **Additional gifts** like gifts of stocks and other securities, wire transfers, and gifts in kind. Visit [here](#) for more information.

**University of Minnesota Law School - Class Giving Fundraising Pilot Program
2018 Annual Report to the Robina Foundation - Attachment 3**

SALARY, BENEFITS & PROFESSIONAL DEVELOPMENT

Cost	Description
\$ 66,700	Elizabeth Beghelli - salary and benefits
\$ 739	Annual Giving and Alumni Relations Law School Annual Conference, Ann Arbor, MI (travel, hotel, registration)
\$ 295	Class Agent Webinar Registration
\$ 67,734	Subtotal

COMMUNICATIONS

Cost	Description
\$ 4,261	Printing - Class-based mailings for 11 different classes
\$ 859	Production - 3,101 mailed pieces
\$ 622	Postage - 3,101 mailed pieces
\$ 5,742	Subtotal

PROGRAMMATIC

Cost	Description
\$ 4,822	Reunion Committee Member Stewardship (gift items - several years purchased at once)
\$ 102	50th Reunion Class Stewardship (Photos and and mailing frames)
\$ 1,598	Reunion Cup Trophies (Cups, signage and promotion, display)
\$ 278	Class Gift Tracking Sculpture
\$ 153	3L Class Gift Committee Stewardship (Gift items and lunch)
\$ 73	3L Class Gift Celebration (cookies for winning section)
\$ 100	Adobe Create Suite Technology License (used to produce volunteer materials)
\$ 7,127	Subtotal

\$ 80,603 Total spent in FY18



LifeCourseSM
Listen. Honor. Guide.

August 20, 2018

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

Dear Kathleen,

Thank you for the opportunity to update The Robina Foundation Board on the progress of LifeCourse at Allina Health. We continue to be deeply grateful for the positive impact made possible through the legacy of James Binger and the board's investment of time and financial resources encouraging innovation at Allina Health.

As the elderly population continues to grow, the need to provide more supportive care increases. Our focus at Allina is to grow better at supporting the person's journey through the later stages of life. We seek to connect with the whole experience both the medical and non-medical needs. We are actively rallying our people to be responsive and supportive of the individual not just as a patient but as a whole person. With initiatives like LifeCourse, we have strengthened our ability to engage in the individual's journey rallying community connections and resources to better support the precious time left.

At Allina, we are focused on bridging to the new world of coordinated whole person care that will receive market rewards. Our entry into offering Medicare Advantage through the Allina Health Aetna plans aligns the need for gap closure with the ability to deliver better whole person care. We look forward to the day when market incentives and payers consistently support achieving financial sustainability for delivering care that matters.

In our current strategic plan, Allina is focusing on care that honors the mind, body, spirit and community—care that encompasses the whole person—with a clear statement of "Together, We Make It Possible." Allina puts human relationships at the center and pursues all dimensions of health to produce better outcomes at a lower cost. With rising premiums and co-pays, and the uncertain future of health care reform, our responsibility to those we serve is to deliver superior value at the most affordable cost. In fact, LifeCourse not only improves patient care, but has an 8:1 ROI based on reducing expensive and unwanted inpatient care.

These themes are intertwined with the deep learning and impact made possible through The Robina Foundation grants. In the enclosed LifeCourse update, more specifics are outlined about the shared learning, implementation, and outcomes that continue to advance our mission and work.

Allina is expanding on the learning and investment from LifeCourse into whole person care through our Accountable Health Communities initiative funded, in part, by the Centers of Medicare and Medicaid Services. The model is based on emerging evidence, similar to our LifeCourse care guide research, that addressing health-related social needs through enhanced clinical-community linkages to improve health outcomes and reduce costs.¹

We see the work made possible through The Robina Foundation support as a cornerstone of transformative change that is advancing whole person care to more people more often than ever before. Kathleen, as the fall approaches I'd request the opportunity to sit down with you to talk about given what you've learned through The Robina Foundation and your Blue Cross Blue Shield service.

Sincerely,



Penny Wheeler, M.D.
President & Chief Executive Officer
Allina Health

P.S.

Kathleen,

Related to meaningful and purposeful work and lives,

I have now read "Falling upward" and loved it!

I look forward to discussing that, as well as the LifeCourse initiative, when we see each other!

cc: Penny Hunt

¹ <https://innovation.cms.gov/initiatives/ahcm/>



LifeCourse™
Listen. Honor. Guide.

With support from The Robina Foundation, Abbott Northwestern Hospital and Allina Health designed, tested and implemented a new care model, in the health system and two senior care facilities. Patients with Alzheimer's, Stage III and IV cancer, and heart failure and their families participated in the initiative, which is delivered by a community health worker (called a care guide) in partnership with existing healthcare teams. The study and implemented program, uses a whole person approach, focused on improving the quality of life of patients and the reduction of costly and unnecessary/unwanted hospitalizations. Research results showed a savings of \$959 per person per month, improved quality of life and care experience, reduced hospital use, and increased hospice length of stay. Following the successful study, Allina Health has implemented LifeCourse across the organization and has shared the LifeCourse model of care with other organizations.

- ~~Melinda Marble~~ for The Robina Foundation Legacy Report

From the
Grants List

The Legacy Report highlights the \$959 (per member per month) savings which resulted in an 8:1 Return on Investment (ROI). The ability to capture real value through improved relationship (human caring), quality of care, and financial outcomes fuels the expansion. LifeCourse is integral to advancing our late life support compelled by the opportunity to impact the lives of patients and their families, and the measurable outcomes of improved quality of life and reduced hospitalizations.

One of the strengths of LifeCourse is that we have a well-defined intervention. Our care guide visit structure is based on the whole person care approach embedded in the National Consensus Project for Quality Palliative Care. As the care guide develops an authentic relationship with the patient, they cover progressively more sensitive topics, such as spiritual, legacy, and end of life.

LifeCourse-trained care guides are instrumental in four strategic initiatives at Allina Health:

- (1) **Serious Illness Conversations**, drawing from Atul Gawande and best practices in palliative care
- (2) **Senior Health—Complex Care for Seniors**, providing house-calls to older adults
- (3) **Population Health—Advanced Care Management**, supporting Medicare Advantage patients
- (4) **Accountable Health Communities**, addressing social determinants of health by connecting patients with community resources¹

In 2018, LifeCourse continues its integration into existing Allina Health systems and processes. The LifeCourse care guide role adds a new dimension to existing care teams. Current locations where LifeCourse is offered include:

- **5 Hospitals:** Abbott Northwestern, Buffalo, Mercy/Unity, St. Francis, United
- **3 Specialty Clinics:** Givens Brain Tumor Center, Minneapolis Heart Institute, MN Oncology
- **3 Specialty Services:** Advanced Care Team, Complex Care for Seniors, Palliative Care

¹ <https://innovation.cms.gov/initiatives/ahcm/>

Gaps in the care continuum leave patients underserved, often resulting in the unnecessary use of more intense levels of service. The current medical model struggles with providing whole person care to the patient experiencing advancing illness, often leaving social, mental health, and environmental concerns unaddressed. LifeCourse builds close collaboration and coordination among patients, family members, providers, and social services to improve outcomes in the months and years upstream of hospice and end of life. A comparison of LifeCourse to other supportive care shows the following:

Other Supportive Care Programs

- Time limited, many are 30-90 days and focused on a point in time such as post-hospitalization
- Typically condition related, i.e. heart failure, cancer
- Medically focused on improving specific outcome measures
- RN or SW as primary contact
- Contact is primarily telephonic
- Supports a medical model of care requiring clinical training

LifeCourse

- Longitudinal relationship, offering support through the last several years of life
- Continuum-based approach that follows the patient across settings
- Balances medical and nonmedical focus, to promote a whole person approach
- Trained community healthcare workers, called care guides, as primary contact
- Visits are in-person
- Supports a generalist approach to palliative care that does not require specialty training

The results of the 4-year research study measuring patients and families enrolled in LifeCourse compared to usual care continues to be our guiding evidence. We are thankful for the impact that the Robina Foundation funded study demonstrated and for the opportunity to “listen, honor, and guide” patients and families as they navigate advanced illness.

Outcomes



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



fewer ED visits



fewer inpatient days



fewer ICU stays

MEDIAN
HOSPICE
LENGTH
OF STAY

with LifeCourse: 28 days

with usual care: 17 days

\$959 PMPM savings

8:1 return on investment

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Susan Berresford
RE: Board Compensation
Date: August 28, 2018

In FY 2014, the Board set Board Members' annual retainer at \$30,000 based on an estimate of time allocated to work, travel, board meetings, grantee visits and informal consultations, and comparison with the level of compensation of similar sized foundations that compensated trustees with cash. Robina did not provide a matching grant entitlement or special grant capacity, as some other foundations do instead of cash, or in addition to cash. Each year since then, the Board has confirmed that the retainer set in 2014 continued to be appropriate.

The question of compensation going forward rests on what we will expect of the trustees over the last years Robina is in active operation.

In FY 2019 and maybe FY 2020, the Board will be making Robina's final major grants, developing and implementing a dissemination strategy for our legacy report, planning and participating in events to memorialize and share the Robina experience, possibly attending grantee events, developing an approach to archiving Robina materials, determining where various grantee reports will be lodged and considered, and reviewing a number of financial and legal documents that will be required before the final stages of sunsetting are complete.

Given that a great deal of this is likely to take place in 2019, continuation of the current compensation level seems to me to be appropriate for 2019. We want the trustees' full attention and participation in these activities, some of which are different from but equally important as what we did in earlier years.

Until we know more about the pace of the sunsetting process and what we can accomplish in 2019, levels for 2020 are hard to predict. We should return to this near the end of FY 2019.

ROBINA FOUNDATION

DIRECTORS AND OFFICERS August 29, 2018

BOARD OF DIRECTORS

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

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

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

CURRENT OFFICERS and EXECUTIVE DIRECTOR

- Chair – Kathleen Blatz (Term: 9/1/16 – 8/31/19)
- Vice Chair – Susan Berresford (Term: 9/1/17 – 8/31/20)
- Treasurer – Steve Lewis (Term: 9/1/15 – 8/31/18)
- Secretary – Marianne Short (Term: 9/1/17 – 8/31/20)
- Executive Director – Penny Hunt

ELECTION OF OFFICER – Action

- Treasurer – Steve Lewis (Term: 9/1/18 – 8/31/19)

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