



[Robina Foundation](#)

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PENNY HUNT

ROBINA FOUNDATION
Annual Board Meeting

August 26 – August 28, 2019
Minneapolis, Minnesota

ROBINA FOUNDATION



A LEGACY REPORT



FOREWORD

August 1, 2019

James Binger created the Robina Foundation in 2004 shortly before his death, focusing its assets and efforts on four organizations that he had meaningful relationships with during his life and that he anticipated would be important for decades to come. He believed that funding partnerships with them would increase the organizations' 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 Binger'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 to achieve.

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 other aspects of the Robina experience. Ms. Marble captured these reflections in a Legacy Report. Members of the Robina Foundation Board of Directors believe that the ideas and insights contained in the report might interest donors and other philanthropic leaders.

Following 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 Robina Foundation's "Guiding Principles." It is our hope that Jim Binger's creative approach and meaningful legacy will be a catalyst for similar impactful giving now and into the future.

Kathleen Blatz, Chair
Robina Foundation

Mission Statement

The Robina Foundation, a Minnesota-based private grantmaking foundation, seeks to positively impact critical social issues by encouraging innovation and financially supporting transformative projects of its four institutional partners.

These partners, selected by the Foundation's founder, James H. Binger, are:

**Abbott Northwestern Hospital,
Minneapolis, MN;**

**The Council on Foreign Relations,
New York, NY;**

**University of Minnesota Law School,
Minneapolis, MN;**

**Yale University,
New Haven, CT.**

ROBINA FOUNDATION LEGACY REPORT

By Melinda Marble

The Robina Foundation Legacy Report 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 options 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 de-

CADES 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 death 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 father was a transformative leader of 3M and 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 on 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 bylaws 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 bylaws, 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 bylaws 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.

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 death, 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 the liaison trustee 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-matter 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 trustees 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.

* * *

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 grantees 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 grantee put it.

Others noted:

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

* * *

Being a designated entity is a very nice thing for the recipient. It's been great for me. It's allowed me to explore new areas. The freedom of not having to apply continuously, being given trust and room to roam, forcing me to wrestle with impact, have all been invaluable.

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

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

* * *

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

Two grantees commented on the lack of expertise and valuable subject-matter knowledge that specialist program officers bring to proposal review:

The trustees did not have the background to make these kinds of decisions...(Although) Robina helped us build something that is a real strength...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 a unique 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 think 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 grantees 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 Robina's support:

If Robina had not come along, we would have been able to generate some resources, probably less than

ten percent of what we have spent in the past ten years. There would be virtually no field-wide impact.

* * *

We would not ever have thought of doing this work without Robina. It's allowed us to re-imagine our models of care at a critical time. That's the way fee for service is, you scramble for every payment and you can't ever think about a big, seeded investment. There aren't the resources to collect data. This work would not even have gotten started.

* * *

As I began to understand more about fundraising, I began also to understand and appreciate what was distinctive about Robina. You gave adequate and long-term funding. You tended to trust people. There was a kind of trust and assurance (in the continuity of funding) that allowed us to create a much greater program.

A rich and satisfying board experience

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

The Foundation's past and current

trustees feel great satisfaction with the experience of service on the board. They believe 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 dialoguing. We didn't waste time, the lack of pushing us to resolve worked well. We were all very proud of the projects we funded and the outcomes.

* * *

We have been lucky to have chairs who cared what everyone thought, who managed various tensions and sensitivities well. In my tenure, they've been two people who, by personal or professional background, were skilled at managing conversations about complex subjects.

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

There are no shrinking violets. Everyone says what is on their mind. Everyone listens. These are genuine conversations, not everybody staking out positions. That is rarer than it should be. That has made it a lot of fun. People have different experiences, and we take advantage of their knowledge.

* * *

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

Board members also appreciate being compensated for their work and feel that practice has encouraged accountability and making Robina work a

priority. 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 encour-

age 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 goals of 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 Binger 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 organizations, 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.



ROBINA FOUNDATION

Total funded and committed grants as of December 2018:
\$160,580,436*

**Grants to Robina Foundation's four designated grantees
 as of December 31, 2018:**

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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: \$59,771,499

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 non-citizens 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 collect-

ed 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 has received \$1,158,380 in commitments for the Robina-matched scholarships. The matching gift program 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 were critical to the curricular and research objectives of the school.

Dean's Innovation Fund:

\$100,000: one grant: 2018

Robina's one-year grant seeks to determine the potential of a dedicated, flexible funding source available for the Dean to support and foster strategic opportunities that fall outside the school's annual budget.

Planning Grants:

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

Yale University

Total funded and committed grants: \$45,599,709

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, 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.

Dean's Innovation Fund (Yale School of Drama):

\$100,000: one grant: 2018

Robina's one-year grant seeks to determine the potential of a dedicated, flexible funding source available for the Dean to support and foster strategic opportunities that fall outside the school's annual budget.

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 Board of Directors may consider additional grants as part of the Foundation's "spenddown."

The Robina Foundation Legacy 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 2.5% of the Foundation's qualifying distributions.



ROBINA FOUNDATION

Guiding Principles for Robina Grantmaking

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

The Robina Foundation will:

- Work closely with Robina Grantees to hear their ideas and ensure a full partnership with them;
- Fund programs that fill an important niche with the possibility of substantial achievement, with particular emphasis on impacting people's lives rather than producing abstract ideas;
- Be willing to go through trial and error processes to get things right and be ready to persist despite criticism;
- Seek to influence the larger environment in which programs operate and increase the chances of impact and sustainability through partnerships with other funders and substantial matching funds raised by Robina Grantees;
- Invest in leadership of institutions and individuals;
- Strive to establish a Robina legacy of impact in areas of need.

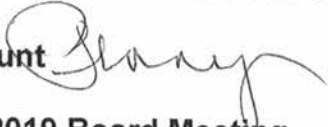
Programs involving several Robina Grantees are desirable but will not be required. In addition to programs that address the Foundation's Guiding Principles, the Robina Board is interested in programs, whether joint or individual, that:

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



Robina Foundation
80 South 8th Street, Suite 4900
Minneapolis, Minnesota 55402
612-333-2313

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Penny Hunt 
RE: August 2019 Board Meeting

As you can see, the Board Book is thinner than past books, but notwithstanding the size of the book, I can assure you that we will have important, interesting conversations about sunseting Robina, as well as valuable meetings with both Dean Bundy and Dean Jenkins to talk about Dean's Innovation Funds at Yale School of Drama and the University of Minnesota Law School.

I hope the agenda for the Board Meeting and the material in the book prepare you for the meeting, but please contact me before the meeting if you have questions or concerns.

ROBINA FOUNDATION BOARD OF DIRECTORS' ANNUAL MEETING
August 26-28, 2019

MONDAY, August 26

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 27

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. Hors d'oeuvres at Penny's Condo
200 Park Avenue South, #105

6:15 p.m. Dinner at Sea Change Restaurant
806 South 2nd Street, 55415, 612-225-6499

Lodging: Berresford - Minneapolis Club

WEDNESDAY, August 28

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 27, 2019

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 21, 2019 Board Meeting – Short – Action	1
8:10 a.m.	Executive Director's Report – Hunt	2
8:20 a.m.	Foundation Finances - Investment Consultant: Mike Sullivan ➤ Quarterly Report (2nd Quarter 2019) - Finance Issues ➤ Private Equity Funds <i>KB sign doc Resolution?</i>	3
9:15 a.m.	Yale School of Drama - Guest: James Bundy, Dean, Yale School of Drama - Dean's Innovation Fund Proposal and Update - Post Sunset Reporting (See Tab 7)	4
10:30 a.m.	Break	
10:45 a.m.	University of Minnesota Law School - Guest: Dean Garry Jenkins and Deepinder Mayell, Executive Director of the Binger Center for New Americans - Law School Update - Dean's Innovation Fund Proposal and Update - Binger Center for New Americans - Post Sunset Reporting (See Tab 7) <i>GJ received but no conversation</i>	5
12 noon	Lunch	
1:00 p.m.	Sunsetting Discussion - Sunsetting Timeline - Robina Office – Lease - Sunsetting Strategies – Closing our Books - Archiving Records - Website	6
2:00 p.m.	Post Sunsetting Reporting - Duration - Reports - Certification	7
4:30 p.m.	Adjournment	

Robina Foundation Board of Directors' Annual Meeting
Wednesday, August 28, 2019

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 Proposals - Action • University of Minnesota • Yale School of Drama	See Tabs 4 & 5
9:05 a.m.	Legacy Project Discussion • Legacy Project Report • Dissemination- ACTEC; Rockefeller <i>list from BD members</i>	Front Pocket
9:40 a.m.	Grantee Report • U of M: <i>Class Agent Fundraising Pilot Program</i> Annual Report	8
10:00 a.m.	Governance – Blatz • General Discussion • Board Member Compensation • Election of Officers and Board Members – Action • Conflict of Interest Policy/Board Member Disclosure – Action	9
11:00 a.m.	Other Business • Meeting Dates: 2019 - 2020 - Action • Executive Session	10
12 Noon	Adjournment	

1	MINUTES May 21, 2019
2	EXECUTIVE DIRECTOR'S REPORT
3	FOUNDATION FINANCES 2nd Quarter Report
4	YALE SCHOOL OF DRAMA
5	UNIVERSITY OF MINNESOTA LAW SCHOOL
6	SUNSETTING DISCUSSION
7	POST SUNSETTING REPORTING
8	GRANTEE REPORT UofM Class Agent Fundraising
9	GOVERNANCE
10	OTHER BUSINESS

**Robina Foundation
Meeting Minutes
May 21, 2019**

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on May 21, 2019, 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 27, 2019, Board Meeting

A motion was made and seconded to approve the Minutes of the February 27, 2019, Board Meeting included in the Board Book. That motion was approved unanimously.

Executive Director's Report

Hunt called Board Members' attention to several items in the Executive Director's Report in the Board Book, including input from Mike Sullivan, Robina's investment advisor, on the need for continual tracking of the Foundation's assets as operations wind down and the article Mike provided which describes the importance of tracking and reserving assets to meet unexpected expenses.

Treasurer's Report

Lewis noted that Sullivan's Q1 Financial Report does not contain surprising or new information and emphasized that at this point we don't need to change our investment plan. Changes can be made later as we approach Robina's "sunset" date. Hunt called Board Members' attention to updated information on Robina's "Final Plan" included in Sullivan's report, which estimates sufficient funds available at the time of termination to cover unexpected expenses. Blatz reminded Board Members that Sullivan will attend the Foundation's August meeting.

May Meetings with the Council on Foreign Relations and Yale

Although several questions remained after meetings at Yale, Board Members expressed satisfaction with meetings at the Council on Foreign Relations and Yale to discuss Robina's grants and plans for post-termination reporting, as well as with the Yale regarding transfer of the Foundation's private equity funds. Berresford emphasized how the meetings highlighted the high quality of the programs funded by the Foundation and the leaders of the programs. Several Board Members noted how pleased leadership at CFR is

with diversity efforts funded by Robina, notwithstanding earlier skepticism about their importance.

Following a discussion of meetings with CFR, Yale School of Drama and Yale Law School concerning post-sunset reporting and successor representatives, Board Members considered several options for the duration of reporting including a 10-year requirement. This issue will be discussed further at the August Board Meeting when the reporting schedule will be determined. Board Members agreed that each report will include a certification by the Robina Grantee's Chief Financial Officer or General Counsel concerning the use of the funds.

Board Members asked Hunt to draft a short form program report as well as a certification for review by Board Members prior to transmittal to CFR and Yale for comment.

Legacy Report Update

Hunt and Gilberg explained the sample report material included in the Board Book. Board Members suggested several changes to make the report more readable, stressing, in particular, that the font size and spacing are key to the readability of the pamphlet. Hunt and Gilberg agreed to work further with the designer and to have several options available for review at the August Board Meeting.

Hunt described efforts to disseminate Robina's report and the Foundation's lessons learned.

Grant Reports

Board Members agreed that the University of Minnesota Law School's annual report on the Public Interest Scholars and Bridge Fellowship Programs demonstrates the continued value of the two programs, noting in particular that another donor has enhanced options for students interested in public interest work by providing a residency program that includes employment for credit.

Other Business

Board Members' consideration of the agenda for the August Annual Meeting focused on plans for meetings with Deans Bundy and Jenkins and a follow-up discussion on post-sunset reporting and successor representatives.

Board Meeting Dates

Blatz asked Board Members to note on their calendars the proposed dates for a board meeting in August 2020.

Adjournment

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

Respectfully Submitted,

Marianne Short, Secretary

Date

ROBINA FOUNDATION
BOARD OF DIRECTORS MEETING
August 27, 2019
EXECUTIVE DIRECTOR'S REPORT

The period since the May 2019 Board Meeting has been interesting as we continue to understand and address issues related to Robina's sunset in December 2020. December 2020 may seem far away, but it's less than 1 ½ years from now, and I know the time will pass quickly!

Legacy Project

Legacy Report

Nancy and I worked with the designer of the Legacy Report booklet to finalize the design of the booklet and to assure that the Report is easily readable. Following final review of the text of the Report, I confirmed with Melinda Marble the acceptability of several changes to clarify parts of the Report. We hope that you like the final product as much as we do!

Dissemination of Lessons Learned

I continued discussions with Ann Burns of Gray Plant Law Firm and ACTEC on plans for a gathering to discuss Robina's work. Ann continues to be very interested in introducing Robina's work to the Minnesota ACTEC community and anticipates that a meeting in the fall will be scheduled.

Following a long conversation with Kathleen, Campden Research and Rockefeller Philanthropy Advisors decided to include a case study of the Robina Foundation in a report on attitudes in the family foundation sector/private foundation sector. Nancy provided pictures of Kathleen, Jim Binger and several Robina-supported programs to accompany the case study. We are not aware of when the report will be published.

I will continue to research other options.

Sunset Issues

Nancy and I met with Angela Fogt of Faegre Baker Daniels on August 15 to discuss various issues related to Robina's termination, in particular strategies for the payment of expenses and grants after December 30, 2020.

I spoke with Bill Roberts, former head of The Beldon Fund, a time-limited foundation, about these issues. (I knew Bill because he and a leader of Atlantic Philanthropies met with the Robina Board in 2010 to talk about creating a legacy for a time-limited foundation, among other things.) Bill and I discussed his experience shutting down The Beldon Fund.

At Bill's suggestion I spoke with Doug Seckinger, who is on the staff of the Tides Foundation, which managed some aspects of The Beldon Fund's termination, including payment of post-termination expenses and housing a donor-advised fund for grants after all expenses were paid.

Nancy and I met with Jean Adams, Senior Vice President, Strategy and Chief Operating Officer at the Minneapolis Foundation, to learn how the Minneapolis Foundation might provide the services Tides provided to The Beldon Fund.

I also contacted Mike Sullivan to learn his ideas about how best to handle Robina's termination. Mike suggested that I speak with Bill Berens at Dorsey & Whitney to learn about Dorsey Trust Company, a trust bank established and owned by Dorsey & Whitney. Per Mike, Dorsey Trust Company can provide the kinds of services Robina Foundation will need following termination.

Archiving Robina Records

* Nancy and I continue to go through Robina's Board Books and files to determine material that should be archived at the Minnesota History Center. Nancy is further along in the review process – I need to get to work! We'll bring a few items to the Board Meeting to get your input on what to keep and what to toss.

Meetings

* Lunch with Penny Wheeler: As suggested by Board Members, Nancy contacted Penny Wheeler's office to set up a luncheon with her. I wasn't able to attend the luncheon, but Kathleen and Marianne did. During the Board Meeting, they will discuss their conversation with Penny.

* Meeting with University of Minnesota President Joan Gabel: You will recall that Board Members suggested that we try to meet with President Gabel before the Annual Board Meeting. With the help of the University of Minnesota Foundation, Kathleen, Steve and I were able to meet with the new president on August 19. We will fill you in on details of our conversation during the Board Meeting.

Miscellaneous

Attached is a Wall Street Journal article on Lewis Cullman's philosophy of giving and the work of his time-limited foundation.

The Case for Giving Money Away Now

By Ray D. Madoff

When it came to investing, no one was smarter than Lewis B. Cullman, who died June 7 at 100. In 1964 he engineered the first leveraged buyout, enabling him to acquire Orkin Exterminating Co., a company worth \$62 million, with only \$1,000 cash. In 1977 he bought a small calendar company, expanded and rebranded it as At-A-Glance, and sold it for \$550 million.

Cullman then turned his attention to philanthropy. How does a smart investor act when his goal is to promote the long-term betterment of the world?

The usual answer is the perpetual private foundation, which allows donors to invest their capital and spend the income for charitable causes in perpetuity. The U.S. tax code encourages the creation of such foundations by giving full tax benefits to the donors and by requiring them to spend only 5% of their assets each year. If their investments earn a decent rate of return, the principal need never be spent on charity. The law even allows administrative expenses—including salaries paid to family members and

costs for trustee meetings in exotic locales—to count toward the 5% spending requirement.

More than 90% of private foundations are set up to last in perpetuity, but Lewis Cullman was never one to follow the crowd. Although he knew he could produce impressive financial returns by investing in Wall Street, he believed he'd achieve a

Lewis Cullman believed it was a more effective form of philanthropy than a perpetual foundation.

far better return for the public good by going all-in and investing his entire principal in charitable endeavors. So after he acquired his wealth, he set off to spend it all—more than \$500 million—while he was still alive.

Cullman and his then-wife, Dorothy (who died in 2009), endowed innovative programs at New York's most venerated institutions—among them education programs at the Museum of Modern Art, a fellow-

ship for writers and scholars at the New York Public Library and a research center for the molecular and genomic studies of plants at the New York Botanical Gardens. Cullman's greatest passion was Chess in the Schools, a program that has taught the game to more than 500,000 economically disadvantaged New York City public-school students and helped hundreds of them attend college.

Like Julius Rosenwald (1862-1932), Cullman also did everything he could to urge fellow philanthropists to fund charity in the present. He talked about how fun it is to give, wrote books and articles on the importance of current giving, and warned that funds in a perpetual private foundation were unlikely to be spent after a donor's death because professional trustees have a vested interest in preserving assets to preserve their jobs. His "spend now" philosophy was also embraced by Bill Gates and Warren Buffett.

Cullman urged lawmakers to change incentives so that more charitable resources would be spent up front. It rankled him that the government wasted money giving tax benefits for funds that never make it

to charity. As he wrote in his 2004 memoir: "I really don't get the tax laws that allow the wealthy to deduct the money they give to create private foundations yet never require those foundations to pay out the principal that earned the deduction. . . . To me that's just nuts: bad tax policy, bad social policy, and morally indefensible in the bargain. . . . Foundations should be required to spend down their assets, all of them, within 50 years of their founding."

Cullman succeeded in giving all of his money away during his life, but that doesn't mean his giving has stopped yielding benefits. Millions of people will continue to be touched by it: not just the direct beneficiaries, but all those whose lives will be improved by their work and personal growth. Like compound interest, these secondary beneficiaries will pass on the benefits to others, in an ever-expanding ripple. That's how smart money works—its impact keeps growing and growing. It's a lesson the rest of us—and Congress—would be wise to heed.

Ms. Madoff is a professor at the Boston College Law School.

Robina Foundation

Quarterly Financial Report 2Q 2019

*Prepared by Michael F. Sullivan, Ph.D.
Navassa Lane Consultants*

August 9, 2019

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Robina Foundation

Executive Summary

Mission Statement

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

Executive Summary

There are three sections in the 2Q 2019 report:

- ① Standard quarterly balance sheet and income statement with performance comparative. This is for actual activity through June 30, 2019 (2Q 2019).
- ② Maturity matching schedule of grants and investments. This is for activity through December 31, 2020 (4Q 2020).
- ③ Exit Model Scenarios
 - Current Plan
 - Adjusted Current Plan
 - * - Exit Model Devised by Board on Feb. 19, 2019 (referenced as Model J)

Available Funds

Based on all projected activity, excluding Model J, the amount of Balance or Uncommitted Funds on December 31, 2020 is \$5,376,745. If all grants are paid and all bonds sold early, and all financial activity ceases then the balance on September 30, 2020 is \$5,374,549, as follows:

Balance 12/31/20	\$5,376,745
Less 4Q Earnings	-\$69,575
Add 4Q Oper. Expenses	\$125,000
Less Bond Discount	-\$57,621
	<u>\$5,374,549</u>

*#s include Brook → YSD + UH M
not committed*

Executive Financial Summary - Assets

	2018	2018	2018	2018	2019	2019
	1Q	2Q	3Q	4Q	1Q	2Q
Cash	\$2,515,397	\$3,765,235	\$2,902,095	\$4,072,476	\$2,444,835	\$2,467,105
Fixed Income	\$9,079,493	\$7,754,623	\$7,055,170	\$5,776,409	\$5,512,533	\$5,411,182
Equities	\$544,665	\$508,471	\$493,690	\$435,882	\$392,668	\$297,553
Grand Total	\$12,139,555	\$12,028,329	\$10,450,955	\$10,284,767	\$8,350,036	\$5,708,735



Cash and Cash Equivalents	2Q 2019
Cash	\$2,467,105
PE Equity	\$297,553
Total Cash	\$2,764,658

Balance Sheet

	<u>2018</u>				<u>2019</u>	
	1Q	2Q	3Q	4Q	1Q	2Q
Beginning Balance:	\$12,637,410	\$12,139,555	\$12,028,329	\$10,450,955	\$10,284,767	\$8,300,036
Plus: Earnings	\$46,256	\$29,247	\$50,166	\$75,485	\$18,873	\$83,600
Less: Grants	(\$432,042)	\$0	(\$1,565,688)	(\$100,000)	(\$1,940,141)	(\$50,300)
Less: Operating Expenses	(\$101,249)	(\$131,986)	(\$165,203)	(\$134,406)	(\$57,354)	(\$130,042)
Less: Bank Expenses	(\$10,820.00)	(\$8,697)	(\$7,875)	(\$7,267)	(\$6,109)	(\$6,292)
Ending Balance:	\$12,139,555	\$12,028,329	\$10,450,955	\$10,284,767	\$8,300,036	\$8,297,602

Portfolio Return vs. Benchmark – through June 30, 2019 (2Q 2019)

	1 Year	3 Year	5 Year
Portfolio % return, annualized	3.56	2.24	1.10
Benchmark % return, annualized	2.30	2.40	1.31

Sources of Capital

	2018				2019	
	1Q	2Q	3Q	4Q	1Q	2Q
Asset Summary						
Cash						
Pending cash	\$0	\$0	\$0	\$0	\$0	\$0
US Bank Private Client MM	\$0	\$0	\$0	\$0	\$0	
US Bank MM	\$356,040	\$1,602,812	\$801,348	\$1,995,174	\$338,217	\$368,632
Vanguard MM	\$2,000,252	\$2,008,562	\$2,018,211	\$2,029,186	\$2,040,850	\$2,052,744
US Bank Cash	\$8,571	\$0	\$0	\$0	\$0	\$0
Robina Checking Account	\$150,534	\$153,861	\$82,536	\$48,115	\$65,767	\$45,729
Cash Total	\$2,515,397	\$3,765,235	\$2,902,095	\$4,072,475	\$2,444,835	\$2,467,105
Fixed Income						
Bonds						
Taxable US	\$5,943,260	\$4,618,015	\$3,920,565	\$3,526,044	\$3,245,554	\$3,882,413
Taxable Foreign Bonds	\$3,136,179	\$3,136,608	\$3,134,605	\$2,250,365	\$2,266,980	\$1,528,769
Fixed Income Total	\$9,079,493	\$7,754,623	\$7,055,170	\$5,776,409	\$5,512,533	\$5,411,182
Equities						
Hedge						
Pointer Offshore Ltd	\$0	\$0	\$0	\$0	\$0	\$0
Private Equity						
LP { Aberdeen Venture Partners III	\$143,065	\$111,055	\$122,655	\$76,050	\$76,050	\$52,320
LP { Aberdeen Venture Partners IV	\$293,724	\$289,540	\$263,149	\$282,283	\$229,604	\$159,347
LP { Pflingsten Partners III LP	\$107,876	\$107,876	\$107,876	\$77,550	\$87,014	\$85,886
Private Equity Total	\$544,665	\$508,471	\$493,690	\$435,883	\$392,668	\$297,553
Equities Total	\$544,665	\$508,471	\$493,690	\$435,883	\$392,668	\$297,553
Grand Total	\$12,139,555	\$12,028,329	\$10,450,955	\$10,284,767	\$8,350,036	\$8,175,840

Robina Grant Commitments

	Month to be Paid	2019	2020	Grand Total
Council on Foreign Relations		\$1,666,666		\$1,666,666
Endowed Chair in Global Governance	January	\$1,666,666		\$1,666,666
University of Minnesota Law School		\$1,568,188	\$1,050,688	\$2,718,876
Public Interest Scholars	July	\$1,076,688	\$809,188	\$1,885,876
Bridge Fellowship Program	July	\$150,000	\$150,000	\$300,000
Class Agent Pilot Program	August	\$91,500	\$91,500	\$183,000
Matching Program, Endowed Scholarships	Q1 (\$100K), Q2 (\$50K), Q3 (\$50K), Q4 (\$50K)	\$250,000		\$250,000
Yale University		\$173,475		\$273,475
Gilder Lehrman Center	February	\$173,475		\$173,475
Exponent Philanthropy	April	\$300	\$300	\$600
Grand Total		\$3,408,629	\$1,050,988	\$4,459,617

Grants by Quarter

	2019	2020
1Q	\$1,940,141	\$0
2Q	\$50,300	\$300
3Q	\$1,368,188	\$1,050,688
4Q	\$50,000	\$0
	\$3,408,629	\$1,050,988

Implementation of Maturity Matching Investment Strategy

September 30/2018 – December 31/2020

Maturity Matching Investment Strategy

Beginning Balance: 04/01/2019		\$8,300,036
	Minus: Operating Expenses & Bank Expenses	-\$886,334
?	Minus: Committed Grants	-\$2,519,476
	Plus: Bond Dividends and Income	\$482,519
Ending Balance: 12/31/2020		\$5,376,745

Note: 2019 is Actual Activity for 2Q and Projections for 3Q, and 4Q.

Expense Payment Schedule

Date	Amount	Description
3Q 2019	(125,000)	Quarterly Operating Expenses
4Q 2019	(125,000)	Quarterly Operating Expenses
1Q 2020	(125,000)	Quarterly Operating Expenses
2Q 2020	(125,000)	Quarterly Operating Expenses
3Q 2020	(125,000)	Quarterly Operating Expenses
4Q 2020	(125,000)	Quarterly Operating Expenses

Total:	\$750,000
2Q 2019 Actual	\$136,334
	\$886,334

Robina Grant Commitments

	Month to be Paid	2019	2020	Grand Total
Council on Foreign Relations		\$1,666,666		\$1,666,666
Endowed Chair in Global Governance	January	\$1,666,666		\$1,666,666
University of Minnesota Law School		\$1,568,188	\$1,050,688	\$2,718,876
Public Interest Scholars	July	\$1,076,688	\$809,188	\$1,885,876
Bridge Fellowship Program	July	\$150,000	\$150,000	\$300,000
Class Agent Pilot Program	August	\$91,500	\$91,500	\$183,000
Matching Program, Endowed Scholarships	Q1 (\$100K), Q2 (\$50K), Q3 (\$50K), Q4 (\$50K)	\$250,000		\$250,000
Yale University		\$173,475		\$273,475
Gilder Lehrman Center	February	\$173,475		\$173,475
Exponent Philanthropy	April	\$300	\$300	\$600
Grand Total		\$3,408,629	\$1,050,988	\$4,459,617

Grants by Quarter

	2019	2020
1Q	\$1,940,141	\$0
2Q	\$50,300	\$300
3Q	\$1,368,188	\$1,050,688
4Q	\$50,000	\$0
	\$3,408,629	\$1,050,988

Bond Dividend Income Schedule

Bond Dividend Income Schedule

Date	Dividend	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

Date	Dividend	Description
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	158,919	

Actual 2Q 2019 34,889
TOTAL 193,808

Q2 Bond Dividend Income Received

Date	Dividend	Description
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
	1,595	First Am Govt
Total	34,889	

Revenues

	Actual 2Q	2019 Projected 3Q-4Q	2020 Projected 1Q-4Q	Total
Income				
Bond Interest	\$34,889	\$63,019	\$95,900	\$289,708
PE Earnings (Estimated 30,000/Qtr)	\$36,457	\$60,000	\$120,000	\$216,457
Vanguard Interest Income @ 2%/annum (10,000/Qtr)	\$11,894	\$20,000	\$40,000	\$71,894
Other	\$361			
Total	\$83,600	\$143,019	\$255,900	\$482,519
Outstanding	\$0	\$143,019	\$255,900	\$398,919

Bond Principal Maturity Schedule

Date	Amount	Description
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 of NY Mello 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	\$5,398,000
2Q 2019	\$125,000
	\$5,523,000

2Q Bond Principal Income Received

Date	Amount	Description
6/15/2019	125,000	Bond Final Payment: Home Depot Inc

End of Quarter Fund Balances

2019	Actual		Projected		Total
	1Q	2Q	3Q	4Q	
Beginning Balance:	\$10,284,767	\$8,300,036	\$8,197,002	\$6,774,789	\$10,284,767
Plus Earnings:	\$18,873	\$83,600	\$70,975	\$72,044	\$245,492
Less:					
Grants	\$1,940,141	\$50,300	\$1,368,188	\$50,000	\$3,408,629
Operating and Banking Expenses	<u>\$63,463</u>	<u>\$136,334</u>	\$125,000	\$125,000	\$449,797
Ending Balance:	\$8,300,036	\$8,197,002	\$6,774,789	\$6,671,833	\$6,471,833

Actual

2020	Projected				Total
	1Q	2Q	3Q	4Q	
Beginning Balance:	\$6,471,833	\$6,405,302	\$6,350,733	\$5,732,170	\$5,376,745
Plus Earnings:	\$58,469	\$70,731	\$57,125	\$69,575	\$255,900
Less:					
Grants	\$0	\$300	\$1,050,688	\$0	\$1,050,988
Operating and Banking Expenses	\$125,000	\$125,000	\$125,000	\$125,000	\$500,000
Ending Balance:	\$6,405,302	\$6,350,733	\$5,732,170	\$5,176,745	\$5,376,745

\$5,176,745

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	\$10,284,767	\$6,671,833
Plus Revenues	\$6,822,930	\$8,418,009	\$2,077,836	-\$542,089	\$2,268,454	\$337,889	\$312,590	\$245,492	\$255,900
Less Expenses	-\$653,435	-\$701,623	-\$837,861	-\$839,767	-\$680,752	-\$544,432	-\$567,503	-\$449,797	-\$500,000
Less Grants Paid	-\$26,428,609	-\$13,152,126	-\$13,576,037	-\$13,245,756	-\$51,843,497	-\$5,069,097	-\$2,097,730	-\$3,408,629	-\$1,050,988
Year End Net Assets	\$100,568,259	\$95,132,519	\$82,796,457	\$68,168,845	\$17,913,050	\$12,637,410	\$10,284,767	\$6,671,833	\$5,376,745

4

5,176,745

	Total 2019-2020
Beginning Year Net Assets	\$10,284,767
Plus Revenues	\$501,392
Less Expenses	-\$949,797
Less Grants Paid	-\$4,459,617
Year End Net Assets	\$5,376,745

Note: 2019 is Actual activity for 1Q and 2Q, and projections for 3Q, and 4Q.

Cash Flow Schedule – 3Q-4Q 2019

	Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
2Q	Balance 6/30/2019			2,467,105
	7/31/2019	(150,000)	Grant: Bridge Fellowship Program	2,317,105
	7/31/2019	(1,076,688)	Grant: Public Interest Scholars	1,240,417
	8/9/2019	5,156	Bond Dividend: RaboBank MTN	1,245,573
	8/9/2019	750,000	Bond final Payment : RaboBank MTN	1,995,573
	8/14/2019	7,350	Bond Dividend: Berkshire Hathaway	2,002,923
	8/14/2019	700,000	Bond final Payment : Berkshire Hathaway	2,702,923
	3Q 2019	(125,000)	Quarterly operating expenses	2,577,923
	8/23/2019	3,549	Bond Dividend: Bank NY Mellon MTN	2,581,472
	8/24/2019	3,188	Bond Dividend: State Street Corp	2,584,660
	8/28/2019	1,344	Bond Dividend: Bank of NY Mello MTN	2,586,004
	8/31/2019	(91,500)	Grant: Class Agent Pilot Program	2,494,504
	9/7/2019	7,200	Bond Dividend: Burlington N Santa Fe	2,501,704
3Q	9/7/2019	3,188	Bond Dividend: Gilead Sciences Inc	2,504,892
	9/30/2019	(50,000)	Grant: Endowed Scholarships (U of MN)	2,454,892
	10/11/2019	4,700	Bond Dividend: Bank of Nova Scotia	2,459,592
	10/30/2019	5,625	Bond Dividend: Shell International	2,465,217
	11/5/2019	6,750	Bond Dividend: Aust NZ Banking MTN	2,471,967
	11/11/2019	6,125	Bond Dividend: PNC Bank NA MTN	2,478,092
	11/13/2019	1,156	Bond Dividend: Intel Corp	2,479,248
	4Q 2019	(125,000)	Quarterly operating expenses	2,354,248
	12/3/2019	1,313	Bond Dividend: Bank of Montreal MTN	2,355,561
	12/3/2019	125,000	Bond final Payment: Bank of Montreal MTN	2,480,561
	12/31/2019	(50,000)	Grant: Endowed Scholarships (U of MN)	2,430,561
	12/13/2019	6,375	Bond Dividend: Wells Fargo MTN	2,436,936

Cash Flow Schedule – 1Q-3Q 2020

	Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
4Q		Balance 12/31/2019		2,436,936
	1Q 2020	(125,000)	Quarterly Operating Expenses	2,311,936
	2/19/2020	3,549	Bond Dividend: Bank NY Mellon MTN	2,315,485
	2/20/2020	3,188	Bond Dividend: State Street Corp	2,318,673
	2/24/2020	1,344	Bond Dividend: Bank of NY Mello MTN	2,320,017
	2/24/2020	125,000	Bond final Payment: Bank of NY Mello MTN	2,445,017
	3/5/2020	7,200	Bond Dividend: Burlingtn N Santa Fe	2,452,217
1Q	3/5/2020	3,188	Bond Dividend: Gilead Sciences Inc	2,455,405
	4/8/2020	4,700	Bond Dividend: Bank of Nova Scotia	2,460,105
	4/27/2020	5,625	Bond Dividend: Shell International	2,465,730
	4/30/2020	(300)	Grant: Exponent Philanthropy	2,465,430
	5/3/2020	6,750	Bond Dividend: Aust NZ Banking MTN	2,472,180
	5/9/2020	6,125	Bond Dividend: PNC Bank NA MTN	2,478,305
	5/11/2020	1,156	Bond Dividend: Intel Corp	2,479,461
	5/11/2020	125,000	Bond final Payment: Intel Corp	2,604,461
	2Q 2020	(125,000)	Quarterly Operating Expenses	2,479,461
2Q	6/10/2020	6,375	Bond Dividend: Wells Fargo MTN	2,485,836
	7/31/2020	(150,000)	Grant: Bridge Fellowship Program	2,335,836
	7/31/2020	(809,188)	Grant: Center for New Americans	1,526,648
	3Q	(125,000)	Quarterly Operating Expenses	1,401,648
	8/17/2020	3,549	Bond Dividend: Bank NY Mellon MTN	1,405,197
	8/17/2020	273,000	Bond final Payment: Bank of NY Mello MTN	1,678,197
	8/18/2020	3,188	Bond Dividend: State Street Corp	1,681,385
	8/18/2020	250,000	Bond final Payment: State Street Corp	1,931,385
	8/31/2020	(91,500)	Grant: Class Agent Pilot Program	1,839,885
	9/1/2020	7,200	Bond Dividend: Burlingtn N Santa Fe	1,847,085
	9/1/2020	3,188	Bond Dividend: Gilead Sciences Inc	1,850,273
	9/1/2020	400,000	Bond final Payment: Burlingtn N Santa Fe	2,250,273
3Q	9/1/2020	250,000	Bond final Payment: Gilead Sciences Inc	2,500,273

Cash Flow Schedule – 4Q 2020

Date	Dividend or Grant/Expenses	Description	Cash and Cash Equivalents Balance
Balance 9/30/2020			2,500,273
10/7/2020	4,700	Bond Dividend: Bank of Nova Scotia	2,504,973
10/7/2020	400,000	Bond final Payment: Bank of Nova Scotia	2,904,973
10/26/2020	5,625	Bond Dividend: Shell International	2,910,598
10/26/2020	500,000	Bond final Payment: Shell International	3,410,598
11/1/2020	6,750	Bond Dividend: Aust NZ Banking MTN	3,417,348
11/1/2020	500,000	Bond final Payment: Aust NZ Banking MTN	3,917,348
11/5/2020	6,125	Bond Dividend: PNC Bank NA MTN	3,923,473
11/5/2020	500,000	Bond final payment: PNC Bank NA MTN	4,423,473
4Q 2020	(125,000)	Quarterly Operating Expenses	4,298,473
12/7/2020	6,375	Bond Dividend: Wells Fargo MTN	4,304,848
12/7/2020	500,000	Bond final payment Wells Fargo MTN	4,804,848

4Q

Exit Scenarios

Fund Exit Scenarios

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.

Plan	Description	End of Quarter Balance-2019			End of Quarter Balance-2020			
		2Q	3Q	4Q	1Q	2Q	3Q	4Q
Current Plan	Revenues: - All bonds held to maturity 2% cash return \$30,000/Qtr PE earnings Expenses: - All current grant commitments \$125,000/Qtr operating expenses	\$8,197,002	\$6,774,789	\$6,671,833	\$6,605,302	\$6,550,733	\$5,432,170	\$5,376,745
Adjusted Current Plan	Revenues: - All bonds held to maturity 2% cash return - Set aside PE asset value and accrue \$30,000/Qtr in earnings when we own PE Expenses: - All current grant commitments \$125,000/Qtr operating expenses	\$7,905,365	\$6,333,152	\$6,080,196	\$6,013,666	\$5,959,397	\$4,840,839	\$4,785,409
Final plan discussed by Board Feb. 19, 2019 Robina ends Sept. 30, 2020 J Dec. * * 2 *	Revenues: (?) - All bonds held to maturity, except 4Q 2020 2% cash return - Provide PE to Yale in 3Q 2019 - Earn \$30,000 in 1Q, 2Q, 3Q 2019 from PE - Sell, at discount, in 3Q 2020 bonds that mature in 4Q 2020 - Provide both Yale and MN \$100,000 in Dean Innovation Grants in 3Q 2019 - Establish endowment of \$4,300,000 in 3Q 2020 * Expenses: - All current grant commitments \$125,000/Qtr operating expenses	\$7,935,365	\$6,363,152	\$6,080,196	\$6,013,666	\$5,959,397	\$5,176,549	NA

Exit Scenarios

Fund Exit Scenarios

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.

Plan	Description	End of Quarter Balance-2019			End of Quarter Balance-2020			
		2Q	3Q	4Q	1Q	2Q	3Q	4Q
Current Plan	Revenues: - All bonds held to maturity 2% cash return \$30,000/Qtr PE earnings Expenses: - All current grant commitments \$125,000/Qtr operating expenses	\$8,197,002	\$6,774,789	\$6,671,833	\$6,605,302	\$6,550,733	\$5,432,170	\$5,376,745
Adjusted Current Plan	Revenues: - All bonds held to maturity 2% cash return - Set aside PE asset value and accrue \$30,000/Qtr in earnings when we own PE Expenses: - All current grant commitments \$125,000/Qtr operating expenses	\$7,905,365	\$6,333,152	\$6,080,196	\$6,013,666	\$5,959,397	\$4,840,839	\$4,785,409
Final plan discussed by Board Feb. 19, 2019 Robina ends Sept. 30, 2020	Revenues: - All bonds held to maturity, except 4Q 2020 2% cash return - Provide PE to Yale in 3Q 2019 - Earn \$30,000 in 1Q, 2Q, 3Q 2019 from PE - Sell, at discount, in 3Q 2020 bonds that mature in 4Q 2020 - Provide both Yale and MN \$100,000 in Dean Innovation Grants in 3Q 2019 - Establish endowment of \$4,300,000 in 3Q 2020 Expenses: - All current grant commitments \$125,000/Qtr operating expenses	\$7,935,365	\$6,363,152	\$6,080,196	\$6,013,666	\$5,959,397	\$5,374,549	NA

Olson J

Scenario J Extended

	Sept. 30, 2020	Dec. 31, 2020
Projected Balance based on Current Commitments/Bonds	5,374,549	5,376,745
Adjustments to end on 9/30 from 12/31 less 4Q earnings less Bond Discount to sell in 3Q plus 4Q operating expenses		-69,575 -57,621 +125,000
	5,374,549	←5,374,549
Less Endowments	-4,300,000	
Less Innovation Funds	-200,000	
Less PE Revenue in 4Q 2019 & 1Q to 4Q 2020	-150,000	
	\$724,549 Available Funds	

Subtract operating
expenses. \$125,000
~\$600,000

	ROBINA FOUNDATION GRANTS PAID/COMMITTED										For August 27-28, 2019 Board Meeting				
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	TOTAL
ANWH															
Care Guides	1,253,535	2,373,233	2,373,232												6,000,000
LifeCourse: Late Life Supportive Care + Additional Funding					2,356,696	4,245,492	4,334,266								10,936,454
LifeCourse:2015 Transition Phase/2016 Completion of Research Study								3,990,000	2,500,000	1,000,000					7,490,000
														ANWH Total	24,426,454
CFR															
IIGG	2,000,000	2,000,000	2,000,000	2,000,000	2,046,627	2,034,671	2,034,971	2,074,424	2,114,664						18,305,357
Online Video Project				419,750	276,805										696,555
Expanded Diversity Initiative				15,000	377,034	426,492	470,722	446,117	157,889						1,893,254
Humanity in Action (Undergraduate) Fellowship								247,878						HIA	247,878
Expanded Diversity Initiative - Additional Activities						837,344	858,278	141,263							1,836,885
Humanity in Action Diplomacy and Diversity Fellowship								600,720						HIA	600,720
Endowed Chair in Global Governance									1,666,667	1,666,667		1,666,666			5,000,000
Six Franklin Williams Internships									1,320,000						1,320,000
														CFR Total	29,900,649
U of M															
LaPPS	1,400,000	1,436,750	1,480,338	2,850,854	893,457										8,061,399
Institute of Criminal Law & Justice					847,190	1,494,134	1,750,900	1,771,752	1,639,451						7,503,427
Sentencing Law Program Enhancements (CL&CJ)						820,056	844,658	869,997	896,097	922,980					4,353,788
Scholarships					250,000	250,000	250,000	250,000	250,000						1,250,000
Scholarship Match Program											250,000	250,000			500,000
Public Interest Scholars					379,800	694,544	809,355	813,736	1,074,188	726,688	1,074,188	1,076,688	809,188		7,458,375
Bridge Fellowship Program									150,000	150,000	150,000	150,000	150,000		750,000
Center for New Americans						1,349,393	1,022,887	1,039,869	1,057,361						4,469,510
Class Agent Pilot Program									84,000	91,500	91,500	91,500	91,500		450,000
Endow James H. Binger Center for New Americans									23,500,000						23,500,000
Endow James H. Binger Professorship in Clinical Law									1,000,000						1,000,000
Dean's Innovation Fund											100,000				100,000
														U of M Total	59,396,499
YALE															
Yale Drama															
CNT	750,000	750,000	1,350,000	950,000	18,000,000					25,000					21,825,000
Dean's Innovation Fund											100,000				100,000
Yale Law															
Human Rig	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000						9,000,000
Endow Robina Human Rights Fellowship Initiative									10,000,000						10,000,000
Endow Binger Clinical Faculty Chair in Human Rights									3,000,000						3,000,000
Yale University															
Thomas M. Crosby, Jr. Scholarship							200,000								200,000
Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition									383,180	486,012	382,042	173,475			1,424,709
														Yale Total	45,549,709
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	2,147,730	3,408,329	1,050,688		159,273,311
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	10,284,767	6,671,833	5,376,745		
*Estimated by Mike Sullivan based upon the projected grant programs and using asset allocation and assumed return assumptions.															
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															\$600,000
Misc Grants: ArtPlace-\$500,000; Aspen Institute-\$130,575; Ctr for Victims of Torture-\$26,000; Tandem-\$25,000; Orthopaedic International Education-\$25,000; Exponent Philanthropy-\$1,150															\$707,725
															\$1,307,725
													27-Aug-19	TOTAL	\$160,581,036

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
09/30/18	10,459,956	156,021,419	4,559,017
12/31/18	10,284,768	156,121,419	4,659,317
03/31/19	8,350,036	158,061,560	2,519,476
06/30/19	\$8,175,840	158,111,860	2,469,176(1)

(1) Includes the following commitments:

University of Minnesota Law School: \$1,885,876 (2019-2020) *Public Interest Scholars*; \$300,000 (2019-2020) for *Bridge Fellowship Program*; and \$183,000 (2019-2020) for *Class Agent Fundraising Pilot Program*; \$100,000 (2019) for *Endowed Scholarship Match Program*

Exponent Philanthropy: \$300 (\$300 Annual Donation) (2020)

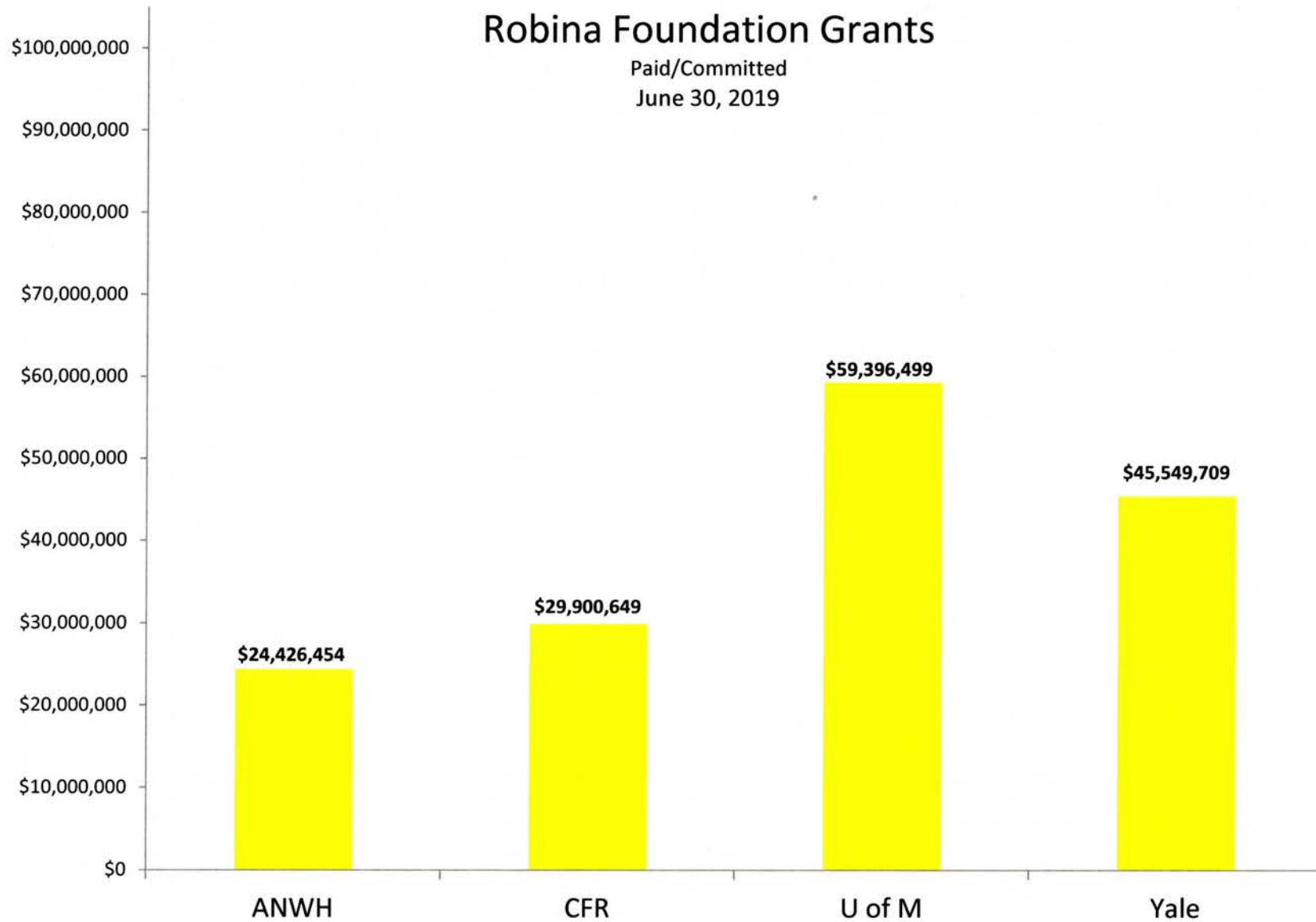
ROBINA FOUNDATION

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	\$82,536	48,116
USbank Investment	9,865,907	8,359,209	8,207,466
Vanguard	2,008,562	2,018,211	2,029,186
Total	\$12,028,330	\$10,459,956	\$10,284,768
Assets	03/31/19	06/30/19	
USbank Checking	\$65,767	45,729	
USbank Investment	6,243,419	6,077,367	
Vanguard	2,040,850	2,052,744	
Total	\$8,350,036	\$8,175,840	

Robina Foundation Grants

Paid/Committed
June 30, 2019



**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: equitable and inclusive access to training supported by robust financial aid; quality of instruction and production in New Haven; and 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.

* 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.

Still
true?

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.

August 5, 2019

Robina Foundation Board of Directors
4900 IDS Center
80 South 8th Street
Minneapolis, MN 55402

BY EMAIL

Dear Robina Foundation Board of Directors,

I write in anticipation of our meeting on August 27th to apprise you of the work you have made possible to date by establishing the Deans' Innovation Fund at Yale School of Drama.

In January, we solicited proposals from the faculty. A dozen of these arrived in February, and we chose to fund the three most promising ideas using the resources of the Innovation Fund. Several other proposals, smaller in scope and ambition, we funded for FY20 through the regular annual budgeting process.

It became clear to us that across the faculty as a whole, there were very different ideas about what constituted an innovation of consequence, but it was heartening to have so many proposals, coming from faculty at every stage of their careers. We credit the Innovation Fund and its submission process with promoting excitement and investment about new ways of programming across the School, and we anticipate that endowing the Innovation Fund would foster a creative culture supported by incentives and risk capital.

I am delighted to attach summaries of the three proposals, essentially as presented to the administration, and biographies of the faculty leaders who proposed them. You will see that we have not committed the entire \$200,000 as of yet: we anticipate contingent expenses will arise. I hope this will provide stimulating background for our conversation at the end of the month, which I am looking forward to, and I would be pleased to answer questions as they arise.

Gratefully yours,

James Bundy

Yale Theater Management Think Tank: \$50,000

Faculty Leader: Joan Channick

Timeline: FY20-22

The Think Tank will be a two-day gathering for approximately 75 people. The majority of attendees will be invited members of the Yale Theater Management learning community: a diverse spectrum of leaders in the arts sector, including alumni; Theater Management faculty; and Theater Management and Dramaturgy producing track students. The Deans and the Chairs of the Directing, Dramaturgy, Playwriting, Stage Management, and Technical Design & Production departments would also be welcome.

To avoid insularity, foster innovative thinking, and potentially inspire new forms of partnership, colleagues from unrelated fields that have faced or are facing challenges similar to ours will also be invited to participate. This interdisciplinary approach will encourage participants to learn from and with other fields, such as environmental science, economics, and public health. Ideally most of this expertise can be drawn from other Yale schools, institutes, and centers, offering no-cost access to leading practitioners and scholars in the arts, humanities, science, social science, and business, with whom we rarely, if ever, interact.

We also intend to invite several thought leaders from outside Yale who can provide unique perspectives, perhaps even contrarian views, with the potential to provoke new insights.

This convening will provide a cloistered opportunity to bring an honest and inquiring leadership perspective to major issues that cannot be solved by individual theaters or individual funders but must be addressed at the field level. Using industry analysis as the central conceptual framework, the Think Tank will produce a clear definition of the issues, identify potential measures to address them, and enhance the participants' influence on policy and practice.

The Think Tank will consist of open discussions, prepared talks, case study analyses, and networking events.

The focus of the inaugural Think Tank will be determined in discussion with prospective attendees and other thoughtful minds both within and from outside our field, as noted above. It will be important to engage our community in determining what issues seem most pressing to them as they contemplate the future of our field. Evolving leadership and organizational models, advancing equity and inclusion,

the relationship of theaters to their communities, theater as a means of social change, and artistic deficits are all potential topics.

Projected Outcomes

The proceedings will be documented in a manner that can be shared beyond the participants, through the Yale Theater Management Knowledge Base, the School of Drama website, and other avenues.

Participants will identify follow-up activities, next steps, a plan to measure progress, and an outline of the agenda for future such gatherings. Other outcomes of the Think Tank will include:

- The Think Tank will be an unprecedented opportunity to share the wealth of collective wisdom and experience held by members of the Yale Theater Management learning community. It will foster a sense that students, faculty, and alumni form a lifelong network of professional colleagues who, collectively as well as individually, advance the state of the theater field.
- Senior alumni will be introduced to current teaching methods, vocabulary, and tools being learned by current students, and recent graduates will refresh their knowledge.
- The Yale Theater Management Knowledge Base will be highlighted as a resource for other arts management training programs and for alumni and their organizations. More alumni will be open to having their organizations become the subject of case studies.
- Opportunities for mentorship relationships that continue beyond this gathering will be enhanced. Alumni will have a deeper sense of connection to the program and a more active presence in recommending prospective students and hiring recent graduates.
- By giving its graduates an opportunity to express themselves collectively, the School of Drama will open up a new way to assist them in enhancing their leadership influence over real-time issues of importance to the health of the field.

Joan Channick

Professor in the Practice of Theater Management and Chair, Theater Management

Joan Channick, Professor in the Practice of Theater Management, is Chair of the Theater Management Department. She served as Associate Dean of Yale School of Drama from 2009 to 2017. She worked previously as Managing Director of New Haven's Long Wharf Theatre and as Managing Director of Theatre Communications Group (TCG), a national service organization for the not-for-profit professional theater field, in which capacity she also served as Director of the U.S. Center of the International Theatre Institute. Other positions she has held include Associate Managing Director of Center Stage in Baltimore and Marketing Director of Yale Repertory Theatre. Preceding her theater career, she practiced securities litigation with the Boston law firm of Gaston Snow & Ely Bartlett.

Joan is Secretary of the Yale-China Association, Chair of the Yale Summer Cabaret Advisory Board, and sits on the Foundry Theatre board. She previously chaired the Yale Cabaret Board and has served on the boards of the National Corporate Theatre Fund, the League of Professional Theatre Women, the Literary Managers and Dramaturgs of the Americas, the American Theatre Exchange Initiative, the Ensemble Company for the Performing Arts, and Chase Brexton Health Services. She has also been a member of the U.S. National Commission for UNESCO, the International Theatre Institute executive council, and the League of Resident Theatres executive committee. She has written for *American Theatre* magazine and is the author of "The Changing Legal Environment for the Arts," a chapter in the book *The Art of Governance*, published by TCG. Joan taught for six years in Goucher College's arts administration program and has been a guest lecturer at the Central Academy of Drama in Beijing. She is a graduate of Harvard University, the University of Pennsylvania Law School, and Yale School of Drama.

Executive Leadership Council: \$100,000

Faculty Leader: Carmen Morgan Timeline: FY20-21

The programmatic vision of the Executive Leadership Council (ELC) is to support systemic, structural, and field-wide change by launching two cohorts of executive leaders in the non-profit arts sector. By providing equity-based tools and resources to executive leaders, the ELC will have an impact on the organizational culture within regional theaters and training institutions.

The motivation for ELC comes out of a growing need in the field to coordinate efforts among arts organizations working to advance equity-based strategies. Many organizations have stated values of equity, diversity, and inclusion, and are eager to find ways to deepen their commitment, while also maximizing the collective influence of their organizations.

We have noticed that some executives of organizations leading with values of equity, diversity, and inclusion, are often in a triple bind. First, they are expected to model these values and lead from an equity lens even if they do not have the skills and resources to do so. Second, because they have the most positional power within the organization, they can either support their organization's success with a strong analysis, or undermine organizational change efforts because they are unaware of key concepts and their privilege. Third, they have few avenues to receive candid feedback and support that is not encumbered by their positional power within the organization. ELC's goal will be to address the organizational and field-wide needs of executive leaders.

Scope of Work

Our goal is to launch the pilot cohort in FY 2019-2020, and a second cohort in FY 2020-2021.

Members of each Cohort will participate in at least two intensive 3-day training sessions that will take place in different regions of the country to ensure we are being equitable geographically, and not asking members to travel to the same (in some cases far-away) location every time. Cohort members will also participate in webinars, periodic Zoom video calls, peer learning teams, interactive discussion sessions with key organizational constituents (i.e. mid-level managers, Board members), receive a 360 degree assessment, and participate as members of a

Leadership for Equity Network. In between the in-person meeting, we will support cohorts in utilizing online communication tools, such as Slack and Google Suite. We will be building a base of executive leader alumni by hosting a convening in FY2020-21 that brings together Cohorts 1 and 2. This will connect and ground opportunities for ongoing support and collaboration.

We are taking an iterative approach to the program, so while we are clear on the timeline and scope outlined above, we will finalize the program design features after we complete our initial planning process with mid-level manager and board member focus groups.

Anticipated Outcomes

Through this strategic approach to movement-building in the arts sector, we anticipate the creation of a robust network of individual executive leaders who will share resources and work from a shared analysis and understanding of power, privilege, and oppression. Through the coordinated efforts of ELC, we envision increased capacity for organizational change and executive leadership accountability.

In more practical terms, we anticipate a long-term, rooted structure for the leaders in the cohorts to remain coordinated around strategic programs and efforts to dismantle oppressive systems and practices in the arts and culture sector. These efforts will take many forms but, at the heart of the work, will be the commitment to collectively leveraging the resources and influence of these individuals and their organizations to challenge the ways in which the arts sector works.

Carmen Morgan **Lecturer in Drama**

Carmen Morgan, Lecturer in Equity, Diversity and inclusion at Yale School of Drama, leads the following annual trainings for faculty, staff, students, and interns: *Beyond Diversity: Practicing Equity and Inclusion* (required for all first-year students, and all benefitted employees) and *Facilitation for Social Change* (optional training for students, faculty, and staff). Carmen is the Founder and Executive Director of artEquity, a national program that provides tools, resources, and training to support the intersections of art and activism. She is a national consultant leading conversations at the forefront of the field on equity, diversity and inclusion issues. She has provided leadership development, organizational planning and coaching for staff, executives, and boards for over 100 non-profit organizations, including Oregon Shakespeare Festival, Steppenwolf Theater (Chicago), CenterStage (Baltimore), New York Foundation for the Arts,

Americans for the Arts, National Endowment for the Arts, the Association for the Performing Arts Service Organization, League of American Orchestras, and Opera America.

For the past fifteen years, Carmen directed Leadership Development in Interethnic Relations (LDIR), a nationally recognized social justice program co-sponsored by Asian Americans Advancing Justice, the Central American Resource Center, and the Martin Luther King Dispute Resolution Center. Prior to her work with the LDIR program, Carmen was the Associate Regional Director for the American Friends Service Committee (AFSC), an international human rights organization, where she oversaw human rights work on the US/Mexico border; gay liberation and sovereignty education work in Hawai'i; and tenant rights and racial/economic justice work in California and Arizona.

Carmen is a founding member of the California Chapter of the National Association for Multicultural Education (NAME), a former Human Services Commissioner, and is currently on the Board of Directors for Black Women for Wellness, a community-based organization serving women in South Los Angeles. She has presented at numerous national conferences including the National Conference on Race and Ethnicity, National Association for Multicultural Education, Grantmakers in Health, Grantmakers for the Arts, Americans for the Arts, The California Endowment, and the Robert Wood Johnson Foundation, to name a few.

Summer Seminar in Technical Design and Production: \$30,000

Faculty Leaders: Shaminda Amarakoon/Anna Glover Timeline: FY20-22

The Technical Design and Production Department will offer seminars and symposiums (3 – 5 day sessions) geared toward alumni and other professionals in the field to help with training and professional development in the areas of technical theater, technical theater management, and health and safety.

* We've found that many alumni have a need for continued training after their time at Yale due to advancements in technology and standards of practice. However, our industry either doesn't have the right types of one-off classes out there, or make them affordable. In addition to our alumni, other professionals could also benefit from these courses, particularly those who would never consider the investment of a 3-year MFA degree.

During the seminars, we will host symposiums bringing together participants from different courses to have discussions centered on challenges facing the industry as a whole.

Further, we want to open these seminars and symposiums up to those from smaller organizations who typically can't afford to send their staff to advanced training sessions like this due to cost. We want to offer reduced rates or free sessions to these folks. In particular, I would want to target technical managers working at institutions of color that are often smaller, under staffed, and in need of economical access to this kind of training.

These courses would provide a great deal of exposure to our program which will then help with recruiting for the MFA and Intern programs.

We are starting with a pilot program this year – the Fall Protection Seminar, by Neil Mulligan. We've attached the current budget and flyer as well.

The Fall Protection class can only take 10 participants, limiting its income potential. It also has the AC line because of the UT stage. Other classes we could offer might take more participants and not require the AC rental – which would aid with income.

We are happy to provide you with more information if you'd like. Thank you for your interest in supporting this idea. We think it could have a tremendous impact

on our program and our field. Down the road, we imagine a Center for Theatre Technology at Yale School of Drama.

Shaminda Amarakoon

Associate Professor Adjunct of Technical Design and Production and Chair, Technical Design Production; Director of Production, Yale Repertory Theatre

Shaminda Amarakoon was recently appointed Chair of the Technical Design and Production Program and Director of Production for Yale School of Drama/Yale Repertory Theater. Before that, he was the production manager at Second Stage Theatre in New York, coordinating the execution of all design elements and consulting on the renovation of their new Broadway house, the Helen Hayes Theatre.

Prior to joining Second Stage, he worked for various Broadway, off-Broadway, and national tours through Tech Production Services, and then Lincoln Center Theater. Since 2013, he has been a Lecturer at Yale School of Drama, within the TD&P program, teaching production management. He has also worked as a carpenter, technical director, project manager, and in production management at Yale Repertory Theater, Merry-Go-Round Playhouse (Auburn, NY), Shakespeare Theater Company (Washington, DC), Center Theater Group (Los Angeles, CA), and Show Motion (Milford, CT).

Regional credits include: *Jersey Boys* (National and Asian Tours), *Rock of Ages* (Las Vegas), *Seminar* (Los Angeles). Off-Broadway credits include: *Notes from the Field* (starring Anna Deavere Smith, Second Stage), *Dada Woof Papa Hot* (Lincoln Center Theater), *Preludes* (Lincoln Center Theater). Broadway credits include *The Heiress*; *Ann*; *Lucky Boy* (starring Tom Hanks), *Rocky*, *The King and I*. He earned his BA at Alfred University and MFA at Yale School of Drama.

Anna Glover

Lecturer in Technical Design and Production and Director of Theater Safety and Occupational Health

Anna Glover has more than 12 years' experience working in two of the largest and most prestigious theater and arts organizations in the United Kingdom: London's Royal National Theatre (NT) and Southbank Centre. She served twice at the NT, first as Health and Safety Advisor from 2006-2008 and later as Head of Safety

Risk and Fire Management from 2013-2017. At Southbank Centre she was Health and Safety Specialist from 2008-2011 and Health and Safety Manager from 2011-2013.

Since moving to the US in 2016 she has qualified as a Certified Safety Professional (CSP) and maintained a robust consulting practice continuing to work with NT and with the Ambassador Theatre Group; London's Sadler's Wells Theatre; and New York's Lyric Theatre among others.

She is active at United States Institute for Theater Technology (USITT), serving as Director of International Programming on the Safety and Health Commission, and is a member of the Joint Advisory Committee for Entertainment.

Anna received her BA in English Literature from the University of Wales in 1997. She taught Risk Management to more than 200 students per year at London's Rose Bruford College of Theater and Performance from 2009-2015.

2018 Proposal

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

LAW SCHOOL

* 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.

ROBINA FOUNDATION SUNSETTING TIMELINE

Assumption: Termination of Foundation: 12/31/20

<u>Activity</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>Responsible</u>	<u>Notes</u>
<u>Grants</u>							
Determine criteria for new grants, deadline for proposals and for decisions	X	X				Board	8/17 – Decision to consider proposals from U of M and YSD 8/18 – Decision re timing of grants to 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, payment, etc.		X	X			Board	8/18 – Consideration of proposals and determination of timing, use of illiquid assets 8/19 – Make decision re: grants and timing of payments?
Continue regular cycle of grant reports and grant payments per commitments	X	X	X	X		Gilberg	
Designate a post-dissolution point person to receive grant reports, address concerns, etc. Discuss with Grantees.			X	X(?)		Board	
Determine reporting requirements for endowment grants after Robina sunset. Discuss with Robina Grantees.			X	X(?)		Board, Hunt, Gilberg	
Document requirements in Agreements with Grantees.			X	X		Board, 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	X			Marble, Board	5/18 – Consideration of report with attachments 8/18 – Consideration of Foreward and change to Report
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. events, articles, etc.			X	X(?)		Hunt, Gilberg, Board	

<u>Finances</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>Responsible</u>	<u>Notes</u>
Implement/Monitor Sullivan Model D	X	X	X	X		Sullivan, Lewis, Hunt, 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		CLA	
Determine if additional audit or "agreed-upon procedures" is needed for 2020		X				Board, Gina	Ask Gina if an audit of Robina's final year is necessary. Per Gina, not needed.
Develop and revise operating budgets for final years, including reserve to pay final expenses/filing fees/accounting fees/legal expenses/post-closing costs	X	X	X	X		Gilberg, Hunt, Sullivan, Board	
Develop and implement plan to manage/pay post-closing costs and distribute remaining grant funds			X	X		Board, Hunt	
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		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			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	
Explore move to smaller office		X				Gilberg, Hunt,	Approved by IDS. Executed new lease (09/18) 06/1/19 – Start date of new lease
Move to smaller 4900 IDS office		X					
Extend lease per lease terms (May 2019)			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 & Statute of Limitations Issues			X	X		Board	
Cancel memberships and subscriptions			X			Gilberg	
Identify recipients of furniture and equipment; transfer as needed		X	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>
Develop and implement plan for post-termination website			X	X		Gilberg, Hunt	
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



650 IDS CENTER
80 SOUTH EIGHTH STREET
MINNEAPOLIS, MN 55402
612.376.8000 FAX: 612.376.0108



May 03, 2019

Robina Foundation
Penny Hunt
4956 IDS Center
80 South 8th Street
Minneapolis, MN 55402

RE: IDS Tower Office Fourth Amendment to Lease between BRI 1855 IDS CENTER, a Delaware limited liability company, and Robina Foundation, a Minnesota non-profit corporation.

Dear Ms. Hunt,

Enclosed for your record is one (1) fully executed original Fourth Amendment to Lease Agreement.

If you have any questions, please do not hesitate to contact me directly at (612) 376-8037.

Very Best Regards,

ACCESSO SERVICES, LLC
Managing Agent for
BRI 1855 IDS Center, LLC

A handwritten signature in cursive script that reads "Deb Kolar".

Deb Kolar, RPA
General Manager

DK/kb
Enclosure

FOURTH AMENDMENT TO LEASE
(4900 Association)

THIS AMENDMENT TO LEASE (this "**Amendment**") is made as of this 30th day of April, 2019, by and between **BRI 1855 IDS CENTER, LLC**, a Delaware corporation ("**Landlord**") and **ROBINA FOUNDATION**, a Minnesota non-profit corporation ("**Tenant**").

WITNESSETH:

WHEREAS, Landlord and Tenant are parties to that certain Lease dated as of April 13, 2009 (together with any amendments thereto, the "**Lease**") demising certain office space, as more particularly described therein, designated as Suite 4956 and consisting of approximately 275 rentable square feet (the "**Premises**") on the forty-ninth (49th) floor of the building commonly known as the IDS Tower located at 80 South Eighth Street in Minneapolis, Minnesota (the "**Building**"); and

WHEREAS, Landlord and Tenant desire to extend the term of the Lease and to make certain other changes to the Lease as provided herein.

NOW, THEREFORE, in consideration of the mutual covenants contained herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Landlord and Tenant hereby amend the Lease as follows:

1. **Recitals; Definitions.** The above recitals are incorporated by reference. All defined terms used herein shall have the same meanings ascribed to them in the Lease unless otherwise defined herein.

2. **Lease Term.** The Term of the Lease is hereby extended for a period of twenty-four (24) months, commencing on June 1, 2019 and ending May 31, 2021 (the "**Extension Period**"), unless sooner terminated in accordance with the terms and conditions of the Lease including, without limitation, pursuant to the provisions of Section 7 below. Except as expressly set forth herein, all terms and conditions contained in the Lease shall be applicable during the Extension Period.

3. **Annual Rent.** Annual Rent due under the Lease during the Extension Period shall be as follows:

Period	Annual Rent/RSF	Annual Rent	Monthly Installment
6/1/19 – 5/31/20	\$22.00	\$6,050.00	\$504.17
6/1/20 – 5/31/21	\$22.50	\$6,187.50	\$515.63

All such Annual Rent shall be payable pursuant to the terms of Article 3 of the Lease.

4. **Occupancy Costs and Other Charges.** During the Extension Period, Tenant shall pay Tenant's Proportionate Share of Direct Expenses with respect to the Premises in accordance with Article 4 of the Lease. As of the date of this Amendment, Landlord estimates that Direct Expenses for calendar year 2019 are \$16.35, but in no event shall such estimate serve to limit Tenant's payment obligations under the Lease with respect to Direct Expenses.

5. **Acceptance of Premises.** Tenant presently occupies the Premises and hereby accepts the same in their "as is" condition as of the date hereof.

6. **Continuation of and Amendment to Shared Area Provision.** Landlord and Tenant acknowledge and agree that the terms and provisions of the Lease with respect to the Shared Area remain in full force and effect during the Extension Period.

7. **Termination Rights.**

7.1 Tenant's Termination Rights. To the extent that the Lease expressly provides for the right of Tenant to terminate the Lease prior to the stated expiration date following a death or disability, such right shall continue through the Extension Period. In addition, so long as Tenant has paid all amounts owing under the Lease, is not in default under the Lease, and provides Landlord with written notice no later than February 28, 2020, Tenant may terminate the Lease as of June 30, 2020. To be effective, no later than fourteen (14) days following Tenant's notice of termination Tenant must pay to Landlord as liquidated damages for early termination an amount equal to two (2) multiplied by the installment of "gross" rent (i.e., Annual Rent and Direct Expenses) otherwise due and owing under the Lease on July 1, 2020.

7.2 Landlord's Termination Right. If tenants of five (5) or more of the spaces opening into the Shared Area terminate their leases and it appears in Landlord's sole discretion that there will not be sufficient replacement tenants to raise the occupancy level to eighty percent (80%) of the spaces opening into the Shared Area, then Landlord may terminate the leases of all Benefited Tenants upon no less than ninety (90) days prior written notice to the Benefited Tenants. If Landlord elects to terminate the leases of all Benefited Tenants pursuant to the provisions of this Section 7.2, no cancellation payment shall be due and payable by Tenant under Section 7.1.

7.3 Documentation. Within thirty (30) days of receipt from Landlord, Tenant shall execute and deliver such additional documentation as may be requested by Landlord to evidence the termination of the Lease pursuant to the provisions of either Section 7.1 or 7.2 above.

8. **Acknowledgement.** Except as expressly provided in Section 7 above with respect to Tenant's termination rights, Tenant hereby acknowledges that Tenant now has no extension, renewal, expansion, contraction or early termination rights or rights of first offer or refusal with respect to the Premises or any other space in the Building, or any rights to any abatement of Rent or other charges under the Lease, improvement allowance, leasehold improvements, or other work to the Premises or Shared Area, or any similar economic incentives that may have been provided Tenant in connection with entering into the Lease or previously amending the same. Any provision in the Lease that establishes or that might be interpreted to establish any of the foregoing rights is hereby deleted.

9. **Broker.** Tenant represents that Tenant has dealt with no broker in connection with this Amendment other than Jones Lang LaSalle, on behalf of Landlord. Tenant agrees that if any broker makes a claim for a commission based upon the actions of Tenant, Tenant shall indemnify, defend and hold Landlord harmless from any such claim.

10. **No Offer.** Submission of this instrument for examination or negotiation shall not bind Landlord, and no obligation on the part of Landlord shall arise until this instrument is signed and delivered by both Landlord and Tenant.

11. **Limitation of Landlord's Liability.** Landlord's obligations and liability with respect to this Amendment and the Lease shall be limited solely to Landlord's interest in the Building, as such interest is constituted from time to time, and neither Landlord nor any partner or member of Landlord, or any officer, director, shareholder, or partner or member of any partner or member of Landlord, shall have any individual or personal liability whatsoever with respect to this Amendment and the Lease.

THIS AMENDMENT is executed by the undersigned as of the date first above written.

LANDLORD:

BRI 1855 IDS CENTER, LLC, a Delaware limited liability company

By: Deborah Kolar

Name: Deborah Kolar

Title: Authorized Signatory

TENANT:

Robina Foundation, a Minnesota non-profit corporation

By: Penny Hunt

Name: Penny Hunt

Title: Executive Director

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors

FROM: Penny Hunt

RE: Sunsetting Strategies – Closing Our Books

Date: August 20, 2019

One of the sunsetting issues we have discussed frequently is how best to handle expenses that will or could arise after Robina's official termination. These could include lawyers' or accountants' fees, payment for review of reports or to maintain Robina's website. Some expenses can be pre-paid, but we have been advised that we should set aside funds for unforeseen expenses or those that can't be pre-paid. (At some point before Robina's termination, the Board will determine the amount to set aside. Funds available after the payment of all expenses can be provided as grants to Robina Grantees.)

Following is an update on information I have learned about several options.

1. The Minneapolis Foundation
The attached proposal outlines how Robina Foundation might work with the Minneapolis Foundation.
2. Dorsey & Whitney Trust Company
Mike Sullivan suggested that I learn more about how the Dorsey & Whitney Trust Company might provide the services Robina will need. I contacted Bridget Logstrom Koci, a Trusts & Estates attorney at Dorsey who is also on the board of the Trust Company. I hope to have information from Dorsey to provide at the meeting.
3. The Tides Foundation
At Bill Roberts' suggestion, I explored the possibility of working with the Tides Foundation to administer Robina's post-termination expenses and grants. Unfortunately, I learned that Tides is not currently specializing in foundation management as was the case at the time of the termination of The Beldon Fund. As a result, Tides can't provide services for the final distribution of Robina funds.

4. Rockefeller Philanthropic Advisors

The person I spoke with at the Tides Foundation suggested we speak with Rockefeller Philanthropic Advisors. Susan contacted Melissa Berman, RPA's CEO, to determine whether Rockefeller could assist Robina. Susan learned that while Rockefeller assists foundations shutting down, Robina's assets will not be large enough for work with Rockefeller. Nevertheless, Melissa would be happy to provide advice regarding shutting down if that would be helpful.

Discussion with Faegre Baker Daniels

In addition, Nancy and I met with Angela Fogt of FBD to discuss this among other topics. Angela is preparing a summary of our discussion, which will be available at the board meeting.

Nancy Gilberg

From: Adams, Jean <JAdams@mplsfoundation.org>
Sent: Monday, August 19, 2019 12:57 PM
To: Nancy Gilberg; Penny Hunt
Subject: RE: Proposal to the Robina Foundation
Attachments: Robina-Foundation_Proposal.pdf

Dear Penny and Nancy,

The Minneapolis Foundation is pleased to provide you with the attached proposal for helping you “sunset” the Robina Foundation. This proposal is based on just one conversation with you, so please consider it a starting place from which to make changes if needed (e.g. one question that I thought of after our lunch was who will be doing the final 990PF?). Once we get the details worked out I can refine the pricing as well. What I’ve included here is the “standard” price for a Specific Purpose Fund—which is the fund type we thought would work best here because of the combination of grants and expenses we would be paying out of the fund.

Please let me know if you need anything changed before you send to your board.

Thanks again for your trust in The Minneapolis Foundation. I look forward to working with you.

Jean

From: Nancy Gilberg <ngilberg@robinafoundation.org>
Sent: Monday, August 19, 2019 12:00 PM
To: Adams, Jean <JAdams@mplsfoundation.org>; Penny Hunt <pennhunt@gmail.com>
Subject: RE: Proposal to the Robina Foundation

Hi Jean,

Just checking to see if you possibly will have the proposal to us today? It’s not a rush but wanted to check with you!

Thanks,

Nancy

From: Adams, Jean <JAdams@mplsfoundation.org>
Sent: Thursday, August 15, 2019 10:53 AM
To: Penny Hunt <pennhunt@gmail.com>; Nancy Gilberg <ngilberg@robinafoundation.org>
Subject: Proposal to the Robina Foundation

Hello Penny and Nancy –

Just wanted you to know that I have drafted our proposal and submitted it to a couple of individuals within the foundation to review and to make sure I’m not forgetting anything. I hope to get to you EOB Friday or first thing Monday.

Thank you again!

Jean

Jean Adams
SVP Strategy and Chief Operating Officer
The Minneapolis Foundation



Proposal to the
ROBINA FOUNDATION



MINNEAPOLIS
FOUNDATION

Outline of Services Presented to the
ROBINA FOUNDATION

- 2 A Trusted Partner in Philanthropy
- 3 More Than A Century of Combined Accounting & Finance Experience
- 4 Recommendations and Proposed Timeline
- 5 Minneapolis Foundation Fee



More than 100 Years of
**COMMUNITY BUILDING &
CHARITABLE SERVICES**

Our Approach and Services

The Minneapolis Foundation is pleased to submit this proposal to assist the Robina Foundation with its final charitable distributions. We are honored to have this opportunity to serve an organization with such a long tradition of impactful local and global grantmaking and believe we can not only help the foundation complete its purpose, but also keep your legacy alive by making continuing to make your learnings available to the field.

A TRUSTED PARTNER IN PHILANTHROPY

The Minneapolis Foundation connects people, ideas, and resources to improve lives, locally and globally. Since 1915, the Foundation and its donors have invested more than \$1 billion in charitable resources to address critical issues and strengthen communities. Today, we manage over \$800 million in more than 1,400 funds that distribute \$70+ million a year to organizations near and far. Far more than a grantmaker, we are a giving community composed of thousands of donors, foundations, business partners, and civic institutions. Our number one priority is to carry out the intent of the donors that entrust us to safekeep their charitable dollars. We partner with this community in ways that include traditional grantmaking, advocacy, research, convenings, impact investing, and much more, to achieve results.

Philanthropic investments move through The Minneapolis Foundation in several ways. First, using our unrestricted assets, we invest in efforts to create OneMinneapolis – a stronger, more equitable community. Our competitive grantmaking focuses on three issues: education, economic vitality, and civic engagement. We invest in systemic approaches and evidence-based strategies to help our community realize its full potential.

Second, we support the giving of our fund holders, who support a myriad of organizations across all issue areas and locations. These donors have chosen to partner with us for several reasons: They seek to access our network and build connections with other change-makers. They look to us for advice to help them make informed charitable decisions, and for information about unique funding opportunities. They work with us to develop plans that align their giving with their values, and they learn from world-renowned speakers and local experts at our briefings and events. In sum, The Minneapolis Foundation offers donors both a vehicle for their giving as well as the resources to make it meaningful and effective.

The Minneapolis Foundation is also home to many private and corporate foundation partners, funder collaboratives, and community initiatives. Organizations like the Ciresi Walburn Foundation for Children, George Family



Foundation, and the General Mills Foundation, have leveraged our infrastructure and staff expertise to support their philanthropic activity. Our success rests on our commitment to customer service and to the individual needs of each of our donors and partners.

MORE THAN A CENTURY OF COMBINED ACCOUNTING AND FINANCE EXPERIENCE

By partnering with us, the Robina Foundation can feel confident turning over its final operations to our full-service back office support, including our exemplary finance and grants management teams.

Systems and Staff

The Minneapolis Foundation uses iPhiCore Enterprise ("iPhi"), a fully integrated charitable operations management platform that supports accounting and finance, investment management, and grants distribution management functions.

Every member of our staff, including our accountants and grant administrators, makes customer service and high professional standards their top priority. Our accounting team has tremendous depth of expertise preparing and maintaining budgets, managing treasury services such as cash management and accounts and grants payable, completing bank account and investment reconciliations, meeting capital calls, and accounting for gains and losses for all types of investments.



William Sternberg, Director of Business Development & Philanthropic Advisor

William (Bill) Sternberg joined the Foundation in 2002 and has served in a variety of capacities within the Philanthropic Services group. Currently, he is a Philanthropic Advisor. Bill leads the Foundation's strategy and outreach to attorneys, accountants, and financial advisors. In addition, he serves the charitable needs of entrepreneurs and their families. Prior to joining the Foundation, Bill spent 16 years in the financial services industry with Citicorp in New York and Los Angeles, and with Piper Jaffray in Minneapolis. Bill received his Bachelor of Science degree in entrepreneurship from Babson College. Bill currently serves on the board of Mission Animal Hospital, the first and only nonprofit full-service animal hospital in the nation. Bill recently concluded his service on the advisory board of LearningWorks, a unique public-private partnership between Minneapolis Public Schools and The Blake School.

Standards of Excellence

As a leader in philanthropy, The Minneapolis Foundation takes pride in adhering to industry best practices. We are required to be audited by an independent audit firm on an annual basis. This annual audit confirms the accuracy of our financials, and audit procedures include testing of our internal controls as well as evaluation of the appropriateness of accounting policies and the reasonableness of accounting estimates. Our audit firm for several years running, CliftonLarsonAllen, has conducted thorough annual financial audits and has reported no "significant deficiencies."

We are also proud to note that we have met the National Standards for U.S. Community Foundations every year since the standards were created in 2005. The National Standards for U.S. Community Foundations Accreditation Program certifies U.S. community foundations that meet and exceed federal and state law requirements in practice and by policy. The accreditation process is rigorous, and undertaking it demonstrates a community foundation's commitment to accountability and excellence to its donors, its community, policymakers, and the public.



Project Deliverables

Our understanding is that it is the Robina Foundation's intention to spend down its endowment nearly completely by December 2020. There will be, however, final steps that will need to be taken after December to complete the termination of the foundation. These would include:

- Paying final expenses of an audit, taxes (including excise and potential UBIT), and consultants.
- Making final grants with assets remaining after paying final expenses.

RECOMMENDATIONS AND PROPOSED TIMELINE

To achieve the goals of the Robina Foundation, we have drafted the following timeline, however, we understand this timeline may change as we plan the process in more detail in partnership with you:

By December 2020

- The Minneapolis Foundation establishes a Specific Purpose Fund named the Robina Foundation Fund (working name). A specific purpose fund allows The Minneapolis Foundation to pay grants and expenses related to the liquidation of the Robina Foundation. (See attached draft Declaration Establishing the Robina Foundation Fund)
- Sign Memorandum of Understanding (MOU) to formalize agreement on the disbursement of assets from this special purpose fund. (See attached draft Memorandum of Understanding)
- The Robina Foundation contributes an amount (estimated to be approximately \$150,000) to the Robina Foundation Fund.
- Notify IRS of Robina Foundation dissolution; this is a legal change that will terminate the Robina Foundation and transfer assets to The Minneapolis Foundation (?)

2021

- Maintain Robina Foundation website as currently designed (Q1-4)
- The Minneapolis Foundation enters into agreements with two individuals to monitor annual reports to four grantees. (Q1)
- Pay expenses connected to dissolution and foundation wrap up (e.g. final 990PF preparation, legal fees, consultant fees, etc.) (Q2)
- Conduct call with 2 consultants and Minneapolis Foundation staff to review endowment reports. (Q4) (?)

2022

- Terminate Robina Foundation website, transfer key learning publications to The Minneapolis Foundation website for the benefit of field learning. (Q1)
- Pay expenses (Q1-4)
- Conduct call with 2 consultants and Minneapolis Foundation staff to review endowment reports. (Q4)

2023

- Pay any final expenses and distribute remaining dollars to 4 charitable institutions for general operating support (Q2) (?)
- Conduct call with 2 consultants and Minneapolis Foundation staff to review endowment reports. (Q4)

MINNEAPOLIS FOUNDATION FEE

\$3000 if assets = \$150,000

Specific Purpose Funds are typically assessed a fee of 2% of assets contributed to the fund. Funds that are still operating one year after the last received gift will be assessed a 1% annual balance fee, in order to support the ongoing administration of the fund in the absence of continued financial support.



THE MINNEAPOLIS FOUNDATION

Declaration Establishing the Robina Foundation Fund

August _____, 2019

The Minneapolis Foundation, a Minnesota nonprofit corporation ("Foundation"), hereby establishes a separate fund of the Foundation which shall be known and designated as the Robina Foundation Fund ("Fund"). The Fund shall be held and distributed upon the following terms and conditions:

1. The initial funding of this Fund is from a charitable grant from the Robina Foundation. The Foundation may, in its discretion, accept additional contributions to the Fund from any individual, corporate or other sources.
2. The Fund shall be distributed as described in the attached Memorandum of Understanding, in such amounts as the Foundation determines, until the Fund is depleted.
3. The Foundation shall have control over the investment and reinvestment of the Fund. Assets of the Fund may be commingled for purposes of investment with other assets of the Foundation.
4. Consistent with its practice adopted from time to time with respect to other funds, the Foundation may from time to time charge a fee to the Fund to help defray the Foundation's operating expenses.
5. The Fund shall be subject to the following requirements imposed upon funds of the Foundation under the terms and provisions of the Foundation's Articles of Incorporation:

...The Board of Trustees shall have the power to modify or eliminate any restriction, condition, limitation or trust imposed with respect to any funds or property the title to which has become vested in this corporation if, in the sole judgment of the Board of Trustees, such restriction, condition, limitation or trust becomes unnecessary, incapable of fulfillment or inconsistent with the charitable needs of the of the community or area served by this corporation...

THE MINNEAPOLIS FOUNDATION

By: _____

R.T. Rybak, President and CEO

Dated: _____, 2019

Attachments: Specific Purpose Fund Memorandum of Understanding
Specific Purpose Fund Policies and Guidelines

**The Minneapolis Foundation
Robina Foundation Fund
Memorandum of Understanding**

August _____, 2019

The Minneapolis Foundation (the "Foundation") has established the Robina Foundation Fund (the "Fund") by Declaration executed August _____, 2019. The Fund shall be held and distributed per the terms of the Declaration.

The following represents the joint understanding of the Foundation and the Robina Foundation with respect to administration of the Fund and the procedure for requesting distributions of principal from the Fund.

Purpose

The purpose of the Robina Foundation Fund is to manage the liquidating distributions of the Robina Foundation, a private foundation sunsetting operations by December 31, 2020.

Administration

The Foundation has established the Fund to receive contributions for the charitable purpose of the Robina Foundation.

All contributions to and assets of the Fund are the property and responsibility of the Foundation, and the Foundation has the sole discretion over investment and disbursement decisions. The Foundation will use the assets of the Fund only for the purposes that have been designated by the Fund.

The Foundation agrees to receive and acknowledge all contributions to the Fund consistent with its gift acknowledgement procedures. As a component fund of the Foundation, the Fund will be included in the Foundation's annual audit and listed in its annual report among funds held by the Foundation. The Fund will be administered in accordance with the Foundation's Specific Purpose Fund Policies and Guidelines.

Timeline

This Memorandum of Understanding will be in effect from _____ and will expire on _____.

Investment

The Foundation will decide on the best option(s) for investing contributions to the Fund. In reaching its decision, the Foundation will take into consideration the Fund's cash flow projections. Net investment earnings (if any) will be accrued by the Fund.

Fees

Consistent with its practice adopted from time to time with respect to other funds, the Foundation may from time to time charge a fee to help defray the Foundation's operating expenses. Based upon the scope of work outlined in this MOU, the administrative fee will be \$_____ for the timeline stated.

Solicitations

It is not anticipated that the Robina Foundation will do any fundraising solicitation on behalf of the Fund, but if so, it shall abide by the Foundation's "Policies Regarding Public Fundraising for Component Funds."

Grants and Distributions

Distributions from the Fund may be in the form of grants to qualified charities or vendors in payment of expenses related to the charitable purposes of the Fund. To process a distribution from the Fund, the Foundation will require satisfactory documentation of proposed or completed work or activities in support of the charitable purposes of the Fund. Each distribution from the Fund shall be for at least \$250.00.

Distributions from the Fund may not be used for any political or lobbying activity or for any purpose other than the one specified in section 170(c)(2)(B) of the Internal Revenue Code of 1986 as amended.

The undersigned acknowledge having read this Memorandum of Understanding and agree to it provisions.

Robina Foundation

By: _____

Its: _____

Date: _____, 2019

The Minneapolis Foundation

By: _____

Its: _____

Date: _____, 2019

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Penny Hunt
RE: Post-Sunset Reporting
Date: August 20, 2019

To follow up on the Board's May discussions regarding post-sunset reporting, I prepared material describing reporting and certification of post-sunset reports, which I sent to CFR, YSD and YLS for preliminary feedback. Although I haven't spoken directly with Dean Jenkins or anyone else at the University of Minnesota Law School or the University of Minnesota Foundation, I have sent the material to Dean Jenkins, highlighting that this will be discussed during our meeting with him.

Attached are the four documents I sent to the Robina Grantees. Please note the following:

- The board needs to determine how long reports will be submitted to the designated successor representatives after the three years following Robina's termination when two Robina Board Members will receive reports. This was discussed during the May meeting, but no decision was made.
- CFR did not suggest any changes to our draft.
- YSD and YLS suggested an alternative person to certify reports, so the forms for YSD and YLS identify several options. There may be others.
- We will discuss the U of M form during our meeting with Dean Jenkins.

D R A F T
ROBINA FOUNDATION
Post-Termination Reporting
Robina Franklin Williams Internship Grant
Council on Foreign Relations

Content of Report

1. Description of key activities during the last twelve months, including any unanticipated results, lessons learned, and adjustments made to the programming of the *Robina Franklin Williams Internship Program*.
2. Status of the *Robina Franklin Williams Internship Fund*: market value, principal, and accumulated spendable amount.
3. Attachment to Report: Robina Foundation Grant and Endowment Agreement effective as of December 7, 2016.

Certification of Robina Franklin Williams Internship Grant Report

If no change in circumstances, please check the box below and sign the certification.
(Insert box)

The undersigned confirms receipt of the *Robina Franklin Williams Internship Grant* Report dated XXX and his/her determination that the report reflects adherence to the grant purpose set forth in Paragraph 2 of the attached Grant and Endowment Agreement and other provisions of the agreement and no change of circumstances since the last report.

Signed:

Chief Financial Officer or General Counsel of Council on Foreign Relations
Date: _____

Certification of Report in the event of a Change in Circumstances affecting the Robina Franklin Williams Internship Grant

The undersigned confirms receipt of the *Robina Franklin Williams Internship Grant* Report dated XXX and his/her determination that the Use of the Fund set forth in Paragraph 2 of the attached Grant and Endowment Agreement has been changed as follows for the reasons and pursuant to the process described in Paragraph 6 of the Agreement:

New Use of the *Robina Franklin Williams Internship Grant*: Beginning XXX, the *Robina Franklin Williams Internship Grant* will be used as follows:

Rationale: Description of the change in circumstances making it impractical, inexpedient or impossible to apply distributions from the Fund as originally intended.

Signed:

Chief Financial Officer or General Counsel of Council on Foreign Relations

Date: _____

Timing of Reports

Reports will be due in February of each year during the reporting period.

Submission of Reports

For xx years beginning January 1, 2021, reports should be sent to:

- Names and addresses of two Robina Board Members

From 20XX through 20XX, reports should be submitted to the successor representative designated in writing by the designated Robina Board Members. (head of the department overseeing CFR Franklin Williams Interns)

DRAFT
ROBINA FOUNDATION
Post-Termination Reporting
Robina Human Rights Initiative Endowment Fund
Yale Law School

Content of Report

1. Description of key activities during the last twelve months, including any unanticipated results, lessons learned, and adjustments made to the programming of the *Robina Human Rights Initiative*.
2. Status of the *Robina Human Rights Initiative Endowment Fund*: market value, principal, and accumulated spendable amount.
3. Attachment to Report: Robina Foundation Grant and Endowment Agreement effective as of XXXX.

Certification of Robina Human Rights Initiative Endowment Report

If no change in circumstances, please check the box below and sign the certification.
(Insert box)

The undersigned confirms receipt of the *Robina Human Rights Initiative Endowment Fund* Report dated XXX and his/her determination that the report reflects adherence to the grant purpose set forth in Paragraph 2 of the attached Grant and Endowment Agreement and other provisions of the agreement and no change of circumstances since the last report.

Signed: _____

Options:

Robina suggestion: Yale CFO or General Counsel

YLS suggestion: ~~YLS Dean or Associate Dean for Finance~~
Provost

Date: _____

Certification of Report in the event of a Change in Circumstances affecting the Robina Human Rights Initiative Endowment

The undersigned confirms receipt of the *Robina Human Rights Initiative Endowment Fund* Report dated XXX and his/her determination that the Use of the Fund set forth in Paragraph 2 of the attached Grant and Endowment Agreement has been changed as follows for the reasons and pursuant to the process described in Paragraph 6 of the Agreement:

New Use of the *Robina Human Rights Initiative Endowment*: Beginning XXX, the *Robina Human Rights Initiative Endowment Fund* will be used as follows:

Rationale: Description of the change in circumstances making it impractical, inexpedient or impossible to apply distributions from the Fund as originally intended.

Signed: _____

Options:

Robina suggestion: Yale CFO or General Counsel

YLS suggestion: ~~YLS Dean or Associate Dean for Finance~~

Provost

Date: _____

Timing of Reports

Reports will be due in November of each year during the reporting period.

Submission of Reports

For xx years beginning January 1, 2021, reports should be sent to:

- Names and addresses of two Robina Board Members

From 20XX through 20XX, reports should be submitted to the successor representative designated in writing by the designated Robina Board Members.

Preferred Yale Successor Representative: Vice President for Alumni Affairs and Development (discussed at May Robina Board Meeting)

D R A F T
ROBINA FOUNDATION
Post-Termination Reporting
The Binger Center for New Theatre
Yale School of Drama

Content of Report

1. Description of key activities during the last twelve months, including any unanticipated results, lessons learned, and adjustments made to the programming of *The Binger Center for New Theatre*.
2. Status of *The Binger Center for New Theater Endowment Fund*: market value, principal, and accumulated spendable amount.
3. Attachment to Report: Indenture Documenting the Endowment and Current Use Gift from the Robina Foundation dated April 2012 and the Amendment to the Indenture dated April 15, 2015.

Certification of *The Binger Center for New Theatre* Report

If no change in circumstances, please check the box below and sign the certification.
(Insert box)

The undersigned confirms receipt of *The Binger Center for New Theatre* Report dated XXX and his/her determination that the report reflects adherence to the use of endowment income set forth in the attached Indenture and other provisions of the Indenture and Amendment and that no change of circumstances has occurred since the last report.

Signed: _____

Date: _____

Options:

Robina suggestion: Yale CFO or General Counsel

YSD suggestion: ~~YSD Dean or Associate Dean for Finance~~
Provost

Certification of Report in the event of a Change in Circumstances affecting *The Binger Center for New Theatre*

The undersigned confirms receipt of *The Binger Center for New Theatre* Report dated XXX and his/her determination that the use of endowment income has been changed as follows for the reasons and pursuant to the process described in the "Fund Administration" provision in the Indenture:

New Use of *The Binger Center for New Theatre* Grant: Beginning XXX, *The Binger Center for New Theatre* Grant will be used as follows:

Rationale: Description of the change in circumstances making it impractical, inexpedient or impossible to apply distributions from the Fund as originally intended.

Signed: _____

Date: _____

Options:

Robina suggestion: Yale CFO or General Counsel

YSD suggestion: ~~YSD Dean or Associate Dean for Finance~~

Provost

Timing of Reports

Reports will be due in November of each year during the reporting period.

Submission of Reports

For xx years beginning January 1, 2021, reports should be sent to:

- Names and addresses of two Robina Board Members

From 20XX through 20XX, reports should be submitted to the successor representative designated in writing by the designated Robina Board Members.

Preferred Yale Successor Representative: Vice President for Alumni Affairs and Development (discussed at May Robina Board Meeting)

DRAFT
ROBINA FOUNDATION
Post-Termination Reporting
James H. Binger Center for New Americans
University of Minnesota Law School

Content of Report

1. Description of key activities during the last twelve months, including any unanticipated results, lessons learned, and adjustments made to the programming of the *James H. Binger Center for New Americans*.
2. Status of the *James H. Binger Center for New Americans Fund*: market value, principal, and accumulated spendable amount.
3. Attachment to Report: Robina Foundation Fund Agreement effective as of October 13, 2016.

Certification of *James H. Binger Center for New Americans* Report

If no change in circumstances, please check the box below and sign the certification.
(Insert box)

The undersigned confirms receipt of the *James H. Binger Center for New Americans* Report dated XXX and his/her determination that the report reflects adherence to the "Fund Purpose" set forth in the attached Fund Agreement and other provisions of the agreement and that no change of circumstances has occurred since the last report.

Signed:

Chief Financial Officer or General Counsel of the University of Minnesota
Date: _____

Certification of Report in the event of a Change in Circumstances affecting the *James H. Binger Center for New Americans*

The undersigned confirms receipt of the *James H. Binger Center for New Americans* Report dated XXXX and his/her determination that the Fund Purpose set forth in the attached Fund Agreement has been changed as follows for the stated reasons and pursuant to the process described in the Fund Agreement:

New Use of the *James H. Binger Center for New Americans Fund*: Beginning XXX, the *James H. Binger Center for New Americans Fund* will be used as follows:

Rationale: Description of the change in circumstances making it impractical, inexpedient or impossible to apply distributions from the Fund as originally intended.

Signed:

Chief Financial Officer or General Counsel of the University of Minnesota
Date: _____

Timing of Reports

Reports will be due in November of each year during the reporting period.

Submission of Reports

For xx years beginning January 1, 2021, reports will be sent to:

- Names and addresses of two Robina Board Members

From 20XX through 20XX, reports will be submitted to the successor representative designated in writing by the designated Robina Board Members. (Robina proposes to designate the University of Minnesota Provost as the successor trustee.)

University of Minnesota Law School

Production Summary

	2017	2018	2019
Annual Fund	\$987,711	\$1,072,609	\$1,144,958
Reunion Giving	\$225,000	\$1,509,608	\$2,090,408

- Reunion Giving is comprised of gifts to both the Law School Annual Fund and endowed funds, therefore there is an overlap between those lines.

	2017	2018	2019
Cumulative Campaign Total at Fiscal Year End	\$68,686,040	\$74,380,196	\$80,638,622



CLASS GIVING FUNDRAISING PILOT PROGRAM 2019 REPORT TO THE ROBINA FOUNDATION

GOALS AND OBJECTIVES

Private donor support is more important than ever for the fiscal health of the University of Minnesota Law School due to declining state support and the rising costs of providing a world-class legal education. While the Law School has a committed alumni donor base, our peer schools benefit from higher alumni giving participation and dollars raised. A new, focused approach to deepen alumni engagement and increase alumni giving is essential to ensure the Law School maintains its place as a leader in legal education.

Alumni are our greatest advocates and can play a valuable role in keeping fellow alumni connected and engaged with the Law School. Their ability to create a sense of community among classmates serves as a critical communication link between alumni and their alma mater. The Reunion and Class Giving efforts at the Law School were born out of the recognition of the untapped potential of alumni volunteers and continue to build on these concepts.

The University of Minnesota Law School is fortunate to have the Robina Foundation's support in building a stronger culture of philanthropy and engagement through the implementation of a robust alumni volunteer solicitation program.

SUMMARY OF ACTIVITY

This year, the Law School built on and refined our successful reunion giving program and student philanthropy initiatives launched last year. This year, we started a class-agent program with the FY18 Reunion classes and created the Student Philanthropy Board. And, after two successful years in her role, Elizabeth (Lizzy) Beghelli was promoted from Class Giving Officer to Assistant Director of Annual Giving in June 2019. In her new role, Lizzy will continue to manage reunion giving efforts, and will now guide all annual fund efforts, working to incorporate class-based giving into the Law School's broader strategy. We have also hired a new Annual Giving Officer – to begin August 2019 – to assist Lizzy in her work.

REUNION GIVING PROGRAM

Last year's introduction of a reunion class giving program was a resounding success. This year, we focused on refining and expanding the program by engaging, exciting, and educating a new

cohort of reunion alumni. In identifying, recruiting, and training alumni volunteers, creating a post-50th alumni society, using new giving tools, and expand alumni involvement in promoting Reunion Cup competition, we achieved record results.

Volunteer recruitment and training: We worked with colleagues from the University of Minnesota Foundation (UMF) to identify top reunion committee volunteers through the creation of a law loyalty score that identified previous engagement based on event participation and giving. We invited these alumni to serve on their reunion committees first and Advancement staff further engaged the alumni in conversations regarding their own reunion gift. UMF partners also helped to determine realistic, yet aspirational, class gift and participation goals based on previous giving and class giving capacity.

Golden Society: To promote continued connection with the Law School after the 50th reunion, we created the *Golden Society*, a group alumni join at their 50th reunion. Specially designed lapel pins were given out during our Spring Alumni Weekend Sunday brunch, which was renamed the Golden Society Brunch, and we recruited a volunteer committee of Golden Society alumni to encourage fellow classmates to come back and give back. This year's brunch featured a lively conversation with current law students asking questions of a panel of jurists—Hon. Pamela Alexander '77, Hon. David Doty '61, and Hon. James Rosenbaum '69. Nearly 60 guests attended this year's brunch, with alumni from the classes of 1959-1969.

Tools and Trainings: To assist reunion volunteers in their efforts to connect with classmates, we created several tools and trainings. Based on volunteer feedback, we created an online reunion pledge form, making it easier for alumni to commit to a multi-year leadership annual gift. We updated our volunteer handbook, setting earlier timelines for committee recruitment and tasks, and included additional Law School staff on initial committee calls. These changes resulted in class letters going out earlier, allowing more time for outreach and faster decision-making for class events.

Reunion Cups for attendance, participation, and gift were popular again this year. They inspired an alum to film his own video, challenging all Minnesota Law alumni to “step it up” and “come back and give back” (z.umn.edu/1969challenge). We sent this video to all reunion classes and featured it on our website and in our alumni e-newsletter.

Results: Reunion giving efforts produced a second year of tremendous results. **Production—including all major, planned, and annual gifts from alumni celebrating a reunion—increased by 38% for a total of \$2.088M (compared to \$1.5M in FY18).** This number includes eight major gifts of \$100,000+ and over 90 alumni who gave at the Lockhart Club Leadership Annual Giving Society level (gifts of \$2,000+).

Alumni participation in this year's reunion class giving campaign increased by 20%, for an overall alumni participation rate of 19.7% (compared to 16.3% in FY18). Nearly 70% of alumni who made a reunion gift increased their giving as compared to their giving in FY18, and 41.7% of alumni who made a reunion gift this year had not been a Law School donor the year before.

CLASS AGENT PROGRAM

Benchmarking demonstrated that an ongoing class agent program could serve as an engagement tool in non-reunion years to help maintain giving and continue to build class community. We started this year with the classes who had just celebrated a milestone reunion in FY18.

Using previous engagement and philanthropy markers, we strategically invited alumni to help with this effort. Alumni from six different classes volunteered to serve as class agents for their respective classes: 1973, 1988, 2003, 2008, 2013, and 2017.

Class agents receive a quarterly update email with interesting, timely news from the Law School that they can share with their networks. They authored a letter in February mailed to their classmates (and followed with an email message) that encouraged continued involvement and support of their alma mater. Post reunion classes without a designated class agent received a personalized letter authored by a co-chair of the Alumni & Student Engagement Committee.

To maintain a consistent presence with our alumni, class agents also acted as ambassadors for other fundraising and engagement activities throughout the year including the Law School's Fall Social, calendar year-end and fiscal year-end giving campaigns, and Spring Alumni Weekend.

Results: In total, gift production—including all major, planned, and annual gifts—from this group of alumni was \$392,245. This was a significant increase over their collective giving in FY17 (the year prior to their FY18 reunion) of \$288,625. Of the 398 alumni who gave as part of their reunion in FY18, 232 renewed their giving to the Law School in FY19.

Additional positive giving results show that 132 alumni in this cohort increased their giving in FY19 from FY18. This includes 69 new donors in FY19 who did not give in their reunion year, and 190 alumni whose giving increased from FY17 (pre-reunion year) to FY19 (post-reunion year). This growth is particularly exciting and we work to ensure our messages about the importance and value of support is being heard and absorbed by our alumni.

STUDENT ENGAGEMENT AND PHILANTHROPY

We continue to focus on developing a culture of philanthropy among students, building on the success of last year by refining existing programs and adding a unique new initiative.

Once again, the Office of Advancement was involved in new student orientation. We sponsored a coffee and donut break for students and Annual Giving and Alumni Relations staff spoke with several student groups, including LLMs¹ and orientation peer leaders, about our office and the importance of philanthropy at the Law School. Each student received a padfolio with a note from our office welcoming them and sharing information about student and alumni engagement activities.

¹ LLM students are foreign-trained lawyers from other countries who come to study US law and earn a degree. In FY 2018-19, we had 37 students from 18 countries.

We also held our third annual Gopher Gratitude Day to celebrate the impact of donor support at the Law School. Students wrote over 300 thank you notes to donors, which we use strategically to steward first-time donors and also FY19 renewals from FY18 reunion alumni who had made their first gift through the previous year's reunion efforts. In addition, we hosted a photo booth with props and thank you signs, giving us great images to use in communications to donors throughout the year.

Launching the Student Philanthropy Board: New this year, the Student Philanthropy Board (SPB) is an opportunity for students to gain practical board experience, learn about and promote the importance of philanthropy, design and manage a fundraising campaign, and network with alumni and friends of the Law School. It is staffed by the Advancement office and the members are all students. It has co-chairs and representatives from each of the classes and LLM or non-J.D. law programs. A detailed description of the board, its objectives, and the roster is included in this report [Attachment I]. The group is the first of its kind at the University of Minnesota and among peer law schools.

We selected students for the board through an application process. An announcement was made to students at the start of the year, explaining the board and encouraging applications. The caliber of applicants and interest from students was so high that we increased our original membership number from 10 to 13, and had full representation from JD students in their first, second, and third years as well as an LLM student. The application process confirmed that our students care about gaining additional skills that will allow them to use their top-notch legal education to benefit their wider community. As one student wrote in their application:

"When I entered law school, I set a goal for myself. That goal was not academic or professional centered, but instead related to philanthropic pursuits. Throughout my life, I have been committed to being an active volunteer within my community and that is not something I wanted to lose when entering law school, no matter how hectic my schedule became....I feel the Student Philanthropy Board could be an amazing opportunity to help engage more law students in philanthropic pursuits that will not only help them further their professional goals, but also work toward making the law school and the surrounding community that much stronger. It will provide an opportunity to share with alumni all the great work the students and the law school are doing to become lawyer leaders. Serving on the Student Philanthropy Board would be an incredible experience and give me an opportunity to share my love of philanthropic work with my peers, faculty, staff, and a broad network of alumni."

Throughout the year, Lizzy worked with co-chairs Julia Wolfe, 3L and Gina Tonn, 2L to organize three meetings. Each meeting had an educational component with an alumni guest speaker and planning for student philanthropy events. Meeting topics included:

- **Fall:** *Philanthropy 101 and the need for philanthropy at the Law School.* Guest speaker: Mike Nilan '79, Board of Advisors member and Chair of the Development Committee.

- **Winter: Campaigns and Crowdfunding.** Guest speaker: Brandon Blakely '18, Chair of the 2018 Class Gift Campaign.
- **Spring: Giving back as an alumnus/a.** Guest speaker: Mike Skogland '01, member of the Alumni & Student Engagement Committee and Partners at Work agent.

SPB members assisted in planning and staffing student Give to the Max Day events, helping to raise nearly \$30,000 for the Law School's 25 legal aid clinics. Students created and shared posts about the importance of clinics, Give to the Max Day, and about their own donations. Over a third of current students participated in the day's activities. SPB members also assisted with Gopher Gratitude Day and the co-chairs presented to both the Development Committee and the full Board of Advisors about the work of the SPB.

The largest project the SPB worked on was the Graduating Class Gift. Like last year, students focused on meeting a participation goal and recruiting students to become members of Lockhart GOLD (Graduates of the Last Decade) Society—the Law School's leadership annual giving society. Matching funds offered by the Student & Alumni Engagement Committee, Dean Garry W. Jenkins, and local law firm Jones Day were incentives for reaching participation rate milestones. All milestones (at 20%, 50%, and 55%) were met. Participation was tracked through a new plexiglass "M" sculpture. Each time someone donated, they got to drop in a ball, visually demonstrating how each gift, combined with others, makes a difference.

To be more inclusive, the Student Philanthropy Board renamed the campaign the "2019 Class Gift" instead of the "3L Class Gift," opening it up to LLM, dual-degree, and transfer students. In particular, a concerted effort was made to engage and encourage LLM participation in the Class Gift. The SPB hosted a special lunch to launch the Class Gift specifically for LLMs and shared the importance of their participation and ties to the Law School as future alumni.

These efforts were tremendously successful and resulted in another record-breaking year for graduating class gift.

2019 Class Gift Results:

- **55% participation rate** (up from last year's record-breaking 51%)
- **\$7,961 raised** – \$4,036 from students and an additional \$3,925 in matching funds
- **49 students joined Lockhart Club GOLD** with a gift of \$60+
- **76% participation by LLMs** (up from 0% in previous years)

DEVELOPING THE INFRASTRUCTURE

The Law School's alumni volunteer programs, while common at other schools, is new to the University of Minnesota Law School. Consequently, it has been important for us to leverage partnerships across the University to gain access to key data and to build the infrastructure necessary to sustain the program. Our team is working in collaboration with the University of

Minnesota Foundation to create new online giving tools, including an online pledge form and to establish best practices regarding sharing alumni data with volunteers.

The Law School's success has captured the attention of other schools across campus and they are turning to us for advice and resources. Lizzy has presented to several groups across campus, met individually with colleagues, and served on task forces focusing on alumni volunteer programming. **This spring, after consulting with the Law School, the Carlson School of Management hired an Associate Director of Reunion Programs with the intention of launching a similar reunion program.**

FUNDRAISING IMPACT

With the support of the Robina Foundation, the Law School has succeeded in increasing private donor support through student and alumni engagement and building a culture of philanthropy. In addition to the achievements of the reunion, class agent, and student giving initiatives, the Law School Annual Fund set records this year. **The Law School raised \$1,144,958—the highest amount in history, and only the fourth time the Annual Fund has exceeded one million dollars.** There was also a sizeable increase in leadership level donors, going from 316 members in FY18 to 357 members in FY19.

This included 17 new Fraser Society (\$10,000+) and Binger Circle (\$25,000+) members, and an additional 28 Lockhart GOLD members (prorated membership ranging from \$120 - \$1,200 based on years since graduation).

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

INCOME AND EXPENSES

In this second year, the Law School utilized the second payment of \$91,500 from the Robina Foundation, made in August 2017.

During the period July 1, 2018 - June 30, 2019, the Law School spent \$89,104 against the \$91,500. A brief overview is included below, with a detailed list included [*Attachment 2*].

There are three areas set out in the grant:

Class Giving Officer:	Budget: \$75,000	Actual: \$78,104
	Used for the salary, benefits, and professional development for Elizabeth Beghelli's position.	
Programmatic:	Budget: \$9,000	Actual: \$5,541
	Used for newly created Golden Society; stewardship for reunion volunteers and class agents; graduating class gift tracking and Student Philanthropy Board meetings	

Communications: Budget: \$7,500 Actual: \$5,459
Used for the design, production, and postage on reunion class-based and class agent 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 Three: Fiscal Year 2020

- Evaluate successes of last year's reunion giving, class agent, and student philanthropy programs. Use quantitative and qualitative data, including financial results, volunteer feedback, industry best-practices, and national trends to review and modify the 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 Four: Fiscal Year 2021

- Continue to evaluate successes of prior year's reunion giving, class agent, and student philanthropy programs. Use quantitative and qualitative data, including financial results, volunteer feedback, industry best-practices, and national trends to review and modify the program as needed.
- Recruit volunteers in upcoming reunion classes to prepare for the 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.

Payments stop in 2020



JOIN THE UNIVERSITY OF MINNESOTA LAW SCHOOL STUDENT PHILANTHROPY BOARD

ABOUT: The University of Minnesota Law School's Student Philanthropy Board (SPB) plays an important role in building the culture of philanthropy at the Law School among students, faculty, staff, and alumni. The SPB provides current law students the opportunity to gain practical board experience, to learn about and promote the importance of philanthropy, design and manage a fundraising campaign, and to build connections with Law School alumni and donors.



WHAT DOES THE SPB DO?

- Participate in and encourage student involvement in programs that foster a lasting awareness and appreciation of philanthropy at the Law School including Gopher Gratitude Day and Give to the Max Day
- Plan, manage, and solicit peers for gifts to the Law School as part of the 3L Class Gift Campaign
- Network with donors and alumni at special events and deepen alumni connections with the Law School
- Collaborate with the Office of Advancement to develop additional ideas to promote a culture of philanthropy among students and new alumni



WHO IS THE IDEAL MEMBER?

- Has fundraising/non-profit experience or is interested in philanthropy
- Organized, with time management and project management skills
- Strong communication skills and comfortable interacting with peers, alumni, and donors
- Able to attend 3 meetings during the 2018-2019 academic year and select Law School events
- Passionate about the Law School and committed to its success as a leader in legal education



WHO MAKES UP THE SPB?

- 2 Co-Chairs
- 3 students from the Class of 2019 (3Ls)
- 3 students from the Class of 2020 (2Ls)
- 4 students from the Class of 2021 (1Ls)
- 1 LLM or non J.D. students

The SPB should reflect and represent the diversity of the Law School student body and will be staffed by a liaison from the Office of Advancement



WHAT SKILLS DO SPB MEMBERS GAIN?

Fundraising	●	●	●	●	●
Public Speaking	●	●	●	●	
Board Experience	●	●	●	●	●
Marketing	●	●	●		
Networking	●	●	●	●	
Leadership	●	●	●	●	●



INTERESTED?

Apply online at z.umn.edu/LawSPB or contact Lizzy Beghelli in the Office of Advancement at beghelli@umn.edu for more information



Law School Philanthropy Board 2018 - 2019

Co-Chairs



Julia Wolfe (3L)



Gina Tonn (2L)

3L Representatives



Lauren Graff



Fatjon Kaja



Ian Taylor

2L Representatives



Alexa Gamble



Kenzie Gerber



Katie Miller



Anayo Umeh

LLM

1L Representatives



Cooper Christiancy



Casey Epstein



Jenna Hensel



Hannah Park

**University of Minnesota Law School - Class Giving Fundraising Pilot Program
2019 Annual Report to the Robina Foundation - Attachment 2**

SALARY, BENEFITS & PROFESSIONAL DEVELOPMENT

Cost	Description
\$ 78,104	Elizabeth Beghelli - salary and fringe benefits
\$ 78,104	Subtotal

COMMUNICATIONS

Cost	Description
\$ 3,049	Printing - Reunion class-based mailings for 11 classes
\$ 358	Postage - Reunion class-based mailings for 11 classes
\$ 1,672	Printing - Class Agent class-based mailings for 11 classes
\$ 380	Postage - Class Agent class-based mailings for 11 classes
\$ 5,459	Subtotal

PROGRAMMATIC

Cost	Description
\$ 201	Reunion Committee Member Stewardship (postage to mail thank you gift)
\$ 1,114	50th Reunion Class Stewardship (Photos and mailing frames - several years purchased at once)
\$ 1,125	Golden Society Lapel Pins (several years purchased at once)
\$ 765	Class Agent Stewardship (gift items- several years purchased at once)
\$ 1,030	Permanent Class Gift Tracking Sculpture + Foam Balls
\$ 221	Graduating Class Gift Kick Off Lunch with LLM Students
\$ 833	Student Philanthropy Board Meetings & Meals (3x/year)
\$ 252	Adobe Create Suite Technology License (used to produce volunteer materials)
\$ 5,541	Subtotal
\$ 89,104	Total spent in FY18

2018

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 sunseting 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 sunseting 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.

ROBINA FOUNDATION

DIRECTORS AND OFFICERS August 28, 2019

BOARD OF DIRECTORS - Action

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 – 12/31/20	Extension
Kathleen Blatz	9/1/11 – 8/31/14 (2)	9/1/14 – 8/31/17	9/1/17 – 12/31/20	
Steve Lewis	10/1/13 – 8/31/16	9/1/16 – 8/31/19	9/1/19 – 12/31/20	
Marianne Short	10/1/13 – 8/31/16	9/1/16 – 8/31/19	9/1/19 – 12/31/20	

(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

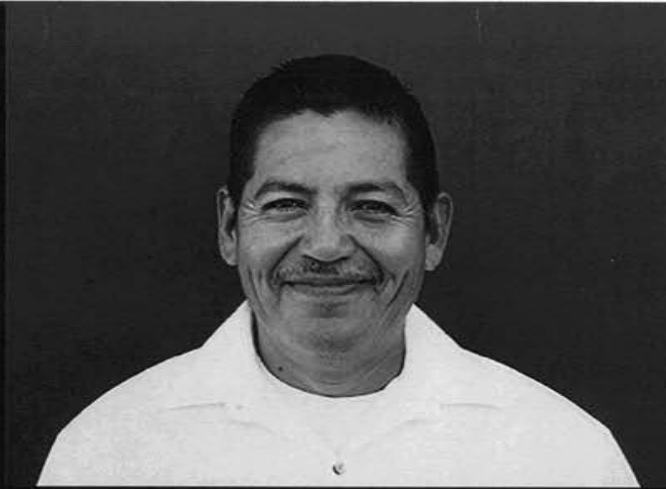
- Chair – Kathleen Blatz (Term: 9/1/16 – 8/31/19)
- Vice Chair – Susan Berresford (Term: 9/1/17 – 8/31/20)
- Treasurer – Steve Lewis (Term: 9/1/18 – 8/31/19)
- Secretary – Marianne Short (Term: 9/1/17 – 8/31/20)
- Executive Director – Penny Hunt

ELECTION OF OFFICER – Action

- Chair – Kathleen Blatz (Term: 9/1/19 – 12/31/20)
- Vice Chair – Susan Berresford (Term: 9/1/19 – 12/31/20)
- Treasurer – Steve Lewis (Term: 9/1/19 – 12/31/20)
- Secretary – Marianne Short (Term: 9/1/19 – 12/31/20)
- Executive Director – Penny Hunt

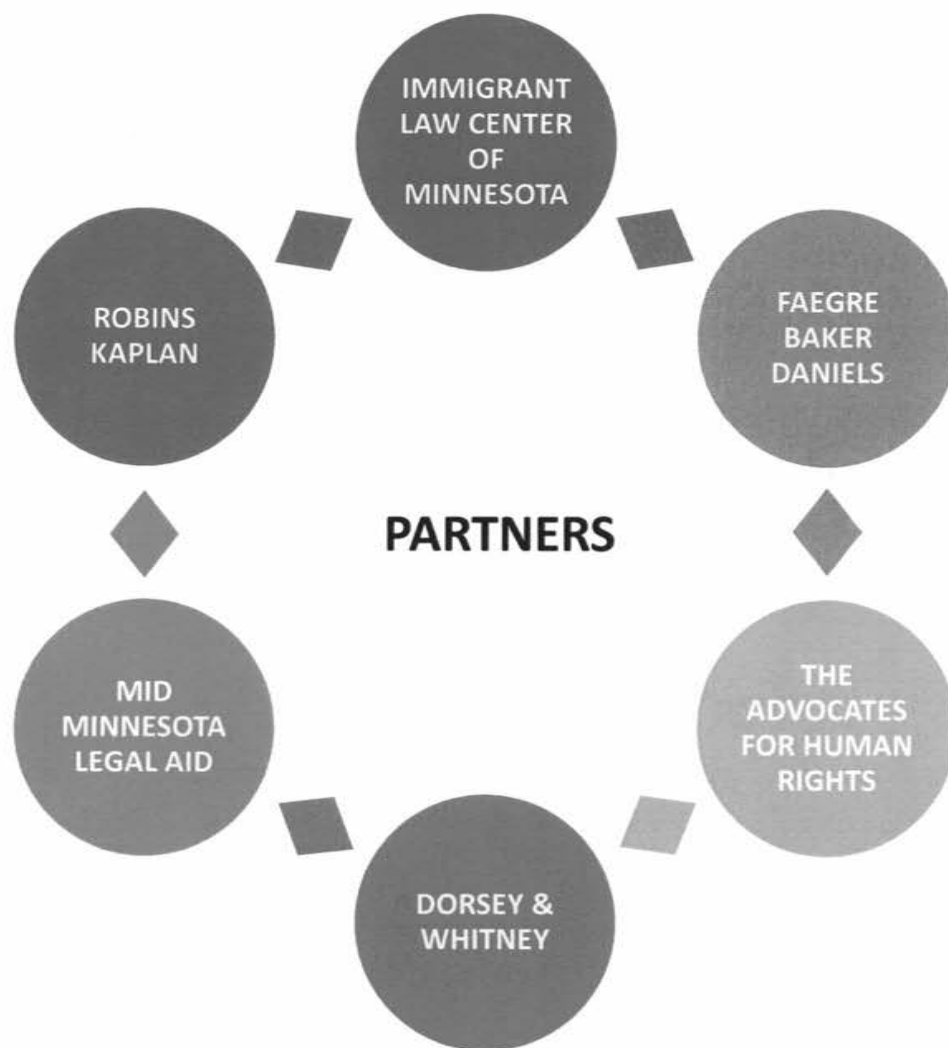
A resolution passed at the 2013 Annual Meeting limits Board Members to four (4) terms of three years each.

Annual Reports from U of M
CNA and Law School
aug 2019



JAMES H. BINGER CENTER FOR NEW AMERICANS

University of Minnesota Law School



Pro bono support

1,280 hours
\$626,578

Binger Center Total

\$3.26 million

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

University of Minnesota Law School

Calendar for Year 2019 (United States)

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

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

Robina Foundation 2019 Board Meeting Dates

DATE (2019)	PLACE/TIME
February 27, 2019 (Wednesday) Conference Call	10:00 a.m. to 12 Noon (CST)
Visits to CFR and Yale May 7-9, 2019 Lodging May 7 – The Lotos Club (NYC) May 8 – The Study (New Haven)	Wednesday, May 8, 2019 Council on Foreign Relations (New York City) Thursday, May 9, 2019 Yale Law School and Yale School of Drama
May 21, 2019 (Tuesday) Conference Call	1:30 p.m. to 3:30 p.m. (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)

Calendar for Year 2020 (United States)

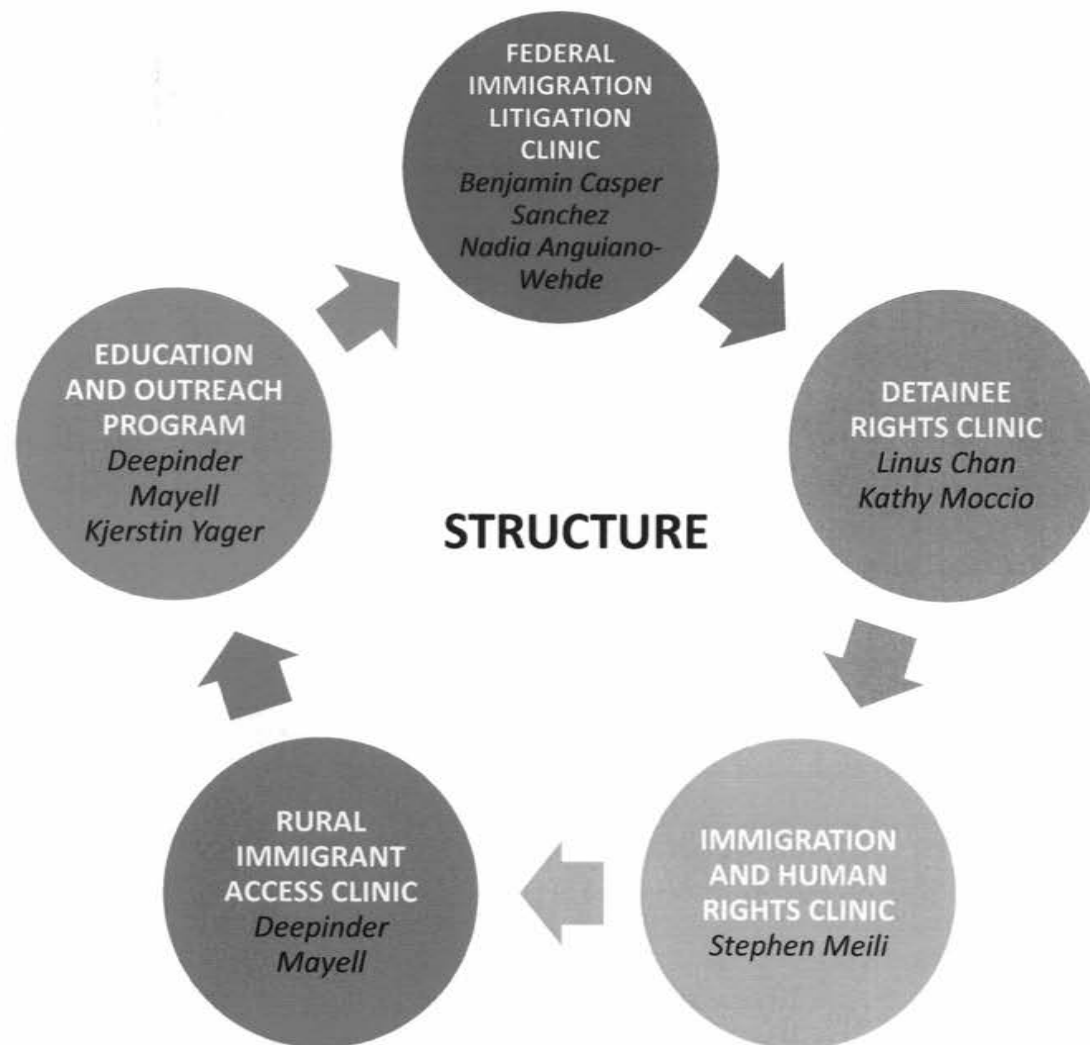
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Holidays:

Jan 1	New Year's Day	Jul 3	'Independence Day' observed	Nov 11	Veterans Day
Jan 20	Martin Luther King Jr. Day	Jul 4	Independence Day	Nov 26	Thanksgiving Day
Feb 17	Presidents' Day (Most regions)	Sep 7	Labor Day	Dec 25	Christmas Day
May 25	Memorial Day	Oct 12	Columbus Day (Most regions)		

Robina Foundation 2020 Board Meeting Dates

DATE (2020)	PLACE/TIME
February 20, 2020 (Thursday) Conference Call	11:00 a.m. to 1:00 p.m. (CST) 12:00 Noon to 2:00 p.m. (EST)
May 21, 2020 (Thursday) Conference Call	11:00 a.m. to 1:00 p.m. (CST) 12:00 Noon to 2:00 p.m. (EST)
August 24-26, 2020 (Mon, Tues, Wed) Annual Meeting Minneapolis, Minnesota	Minneapolis, MN Monday, August 24 – 6:00 p.m. Dinner Tuesday, August 25 – 8:00 a.m. to 5:00 p.m. Tuesday, August 25 – 6:00 p.m. Dinner Wednesday, August 26 – 8:00 a.m. to 12 noon
November 24, 2020 (Tuesday) Conference Call	10:00 a.m. to 12:00 noon (CST) 11:00 a.m. to 1:00 p.m. (EST)



46 students enrolled in clinics and externships

14 student directors

Nearly **1,400** total participants

CENTER GROWTH

8/23/2019

Access clinic: a win-win for Minnesota's rural immigrants and U of M law students | MinnPost

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Access clinic: a win-win for Minnesota's rural immigrants and U of M law students

By Andy Steiner | 03/18/2019



Students and volunteers from 2018, when it was a volunteer program, from left, Benjamin Gronowski, Yingsi He, Zakaria Almuftic, Chelsea Bodin, Tae Eun Ahn, and Deepender Majori, executive director of the James H. Binger Center for New Americans. Courtesy of the Binger Center

<https://www.minnpost.com/new-americans-greater-minnesota/2019/03/access-clinic-a-win-win-for-minnesotas-rural-immigrants-and-u-of-m-law-students/> 1/8

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**CENTER FOR
NEW AMERICANS**

8/23/2019

Pop-up law clinics to serve rural immigrants | WPR News



MPRNEWS

70° MSP Q

Pop-up law clinics to serve rural immigrants

Riham Feshir February 12, 2019 3:47 p.m.



Thousands of protesters make their way down the streets of downtown Minneapolis during a march protesting federal immigration policies in June 2018. Lacey Young | MPR News 2018

Share story

A new pop-up law clinic will soon set up at community centers, libraries and church basements in rural communities around the state.

ON AIR 0:00

Almanac LIVE from the Minnesota State Fair with

Open In Popout

<https://www.mprnews.org/story/2019/02/12/Pop-up-law-clinics-to-serve-rural-immigrants>

1/5

University of Minnesota Law School

NATIONAL IMPACT SPOTLIGHT

SIXTH CIRCUIT

**JASSO ARANGURE V.
WHITAKER**

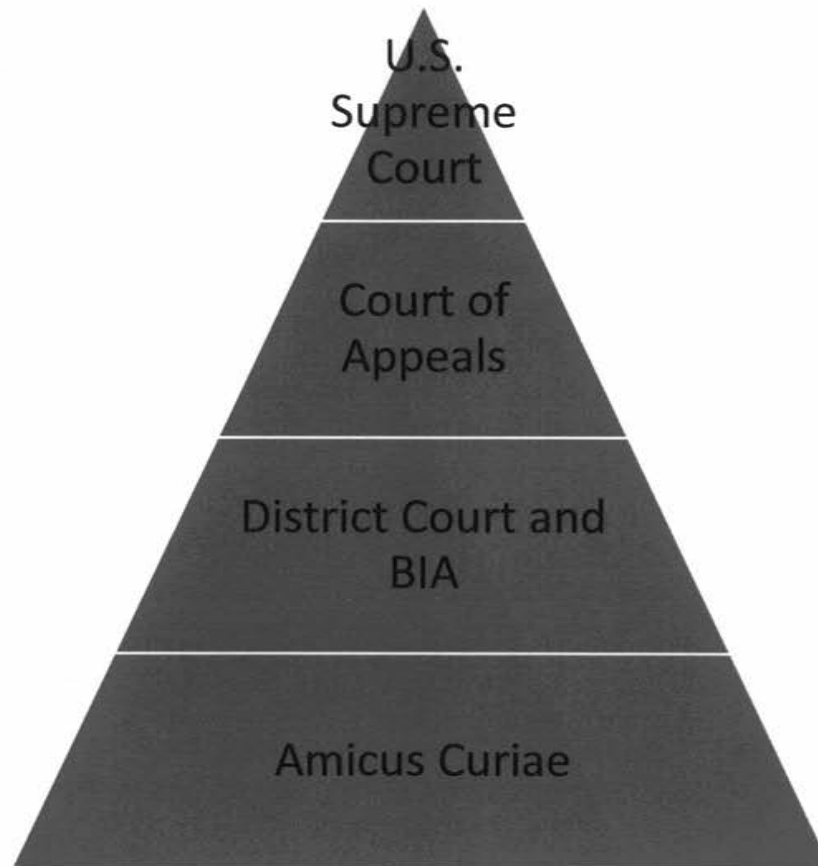
- Protected the rule of law and ensured *res judicata* for thousands of immigrants
- Multi-layered and complex preparation

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



University of Minnesota Law School

FEDERAL IMPACT LITIGATION



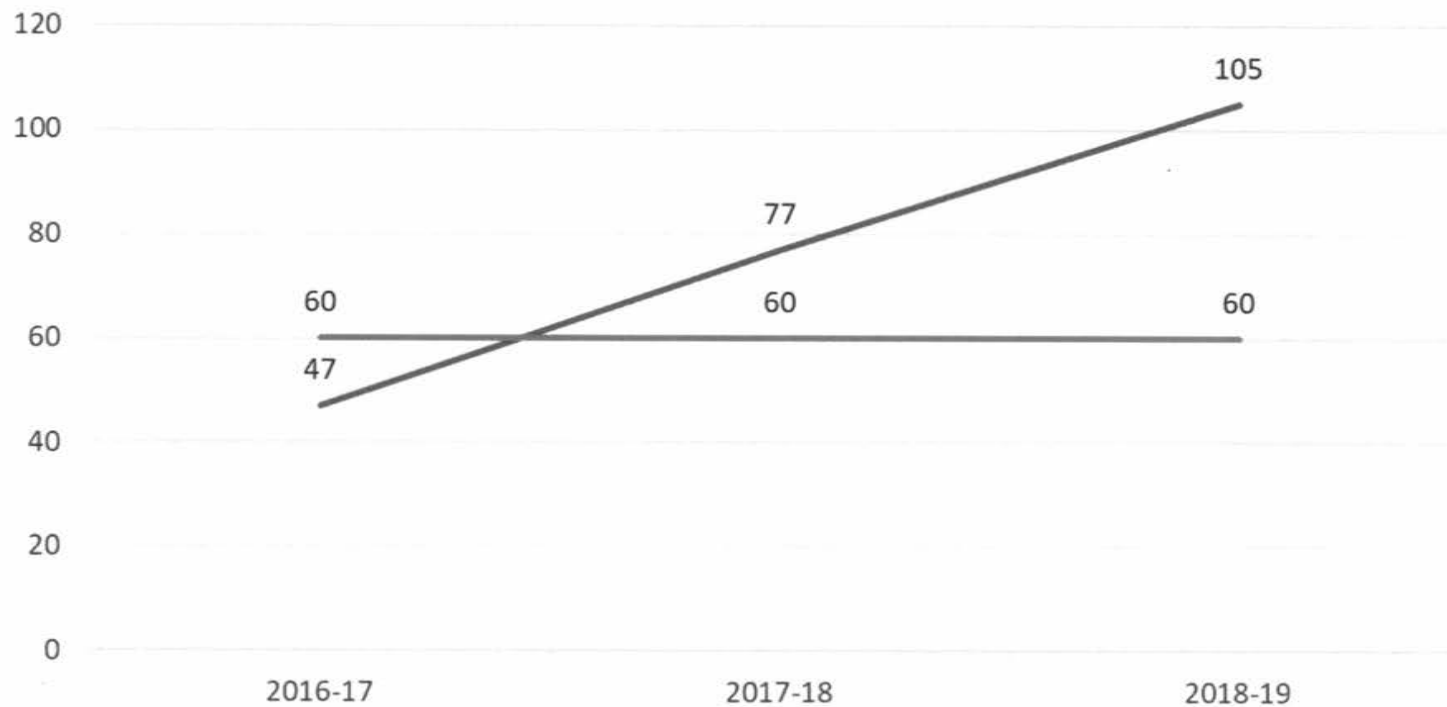
*38 litigation matters, 62%
success rate*

- 2 cases at U.S. Supreme Court
- 12 petitions at U.S. Court of Appeals
- 8 at filings U.S. District Courts
- 6 at the Board of Immigration Appeals
- 10 amicus curiae briefs



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Immigrant Detainees Represented by BCNA and partners
for Full Representation in Bloomington Immigration Court



BCNA Faculty and Staff



Ben Casper-Sanchez
Faculty Director
Director, Federal
Immigration
Litigation Clinic



Linus Chan
Director,
Detainee
Rights Clinic



Steve Meili
Director,
Immigration
and Human
Rights Clinic



Deepinder Mayell
Executive
Director
Director,
Education
and Outreach



Kjerstin Yager
Program
Coordinator,
Education
and Outreach



Liz Coffield
Administrative
Coordinator



Kathy Moccio
Visiting
Assistant
Clinical
Professor



Nadia Anguiano-Wehde
Immigration
Advocacy
Fellow

Lorena Anderson
Administrative
Coordinator
Starting 8/26/19

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

University of Minnesota Law School

INVESTING IN LAW STUDENTS



Nadia Anguiano-Wehde '17

Binger Center Immigration
Advocacy Fellow



Paul Dimick '19

Equal Justice Fellow
American Civil Liberties Union
Minnesota

UPCOMING YEAR



Law School



Anguiano-Wehde ('17) Named to 'National Jurist' List of Outstanding Law Students

March 15, 2017

The National Jurist has named Nadia Anguiano-Wehde ('17) as one of its "Law Students of the Year." The magazine asked more than 200 law schools for "stories of their most devoted students with unparalleled attitudes" and selected 25 individuals from among the nominees, based on such factors as leadership, focus, and commitment to justice. Anguiano-Wehde is the top honoree (of five) in the Midwest region. Last year, then-Law School student Rajin Olson ('16) was similarly recognized.

A Brooklynite who moved to the U.S. at age 10 from Mexico, Anguiano-Wehde began volunteering with immigrant communities when she was working as a mechanical engineer at IBM in Rochester, Minn. After four years at IBM, she changed careers and enrolled at the Law School.

During two years working at the school's Federal Immigration Litigation Clinic, she led a pair of litigation teams, including one that represented a Latin American child fighting for asylum. "Nadia's work for this client was unsurpassed in terms of her determination, skill, and compassion," wrote Laura Thomas, clinic director. "She dedicated more hours to this one client than are required of our clinic students during an entire academic year."

During the 2016 winter break, Anguiano-Wehde didn't relax. Instead, she organized a trip with other law students and a supervising attorney to the U.S. Department of Homeland Security's detention center in Dilley, Texas. There, she logged 15-hour days leading Spanish-language legal rights presentations and, wrote Thomas, "developing crucial client declarations for use in immigration court hearings."

"I cannot overstate the impact that the Binger Center for New Americans has had on my legal education," said Anguiano-Wehde. "I'll forever be indebted to Professor Ben Casper Sanchez ('97) for teaching me how to be a lawyer and really fight for clients who've entrusted you with an immensely important part of their lives."



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Law Students, Alums on Frontlines of Aiding Asylum Seekers

March 29, 2019

Minnesota Law students and alumni have been on the frontlines of protecting the rights of asylum seekers in a challenging political climate.

While a number of legal actions have been brought against various aspects of the “zero tolerance” immigration policy, some of the most poignant stories have come from asylum seekers. Some are locked in jail-like detention facilities under harsh physical conditions; some are trapped at the border waiting endlessly for a chance for a hearing; and some have already been returned to the lands that they fled without a ever having had a hearing.

The following are four of the many stories of Minnesota Law students and alumni pitching in to assist them and to change the policies preventing their claims from being heard.

3L Paul Dimick: Gone to Guatemala

Last December, when most of his fellow law students were locked in the library studying for final exams, 3L Paul Dimick was on a plane bound for Guatemala.

Dimick’s odyssey began a few weeks earlier when Ben Casper Sanchez ’97, faculty director of the James H. Binger Center for New Americans, received an urgent plea from Al Otro Lado, a nonprofit legal services group. Facing an imminent deadline in the class-action litigation, the group desperately needed someone on the ground in Guatemala to gather declarations from parents who had been removed from the United States and whose children remained in U.S. detention centers. Casper Sanchez passed the request along to Dimick, a student attorney in the Binger Center’s Federal Immigration Litigation Clinic who, prior to law school, had served two years as a Peace Corps volunteer in Guatemala.

On Dec. 5, Dimick embarked on a 10-day-long trip to Guatemala. Just six days earlier, he had argued a key immigration issue before the U.S. Court of Appeals for the Sixth Circuit. (See ["Students Argue, Win Immigration Appeal before Sixth Circuit \(/news/2019-01-30-students-argue-win-immigration-appeal-sixth-circuit\)."](#)) After the long flight to Guatemala City, he caught another flight to a regional airport, followed by a two-hour car trip to meet with a waiting group of parents.

Dimick's combined knowledge of the law and the local language (K'iche') allowed him to work through the declarations in a way that effectively brought forth the parents' claims. Their stories were in many respects similar: U.S. immigration

officials had afforded them little to no due process. In many cases, they had been convinced to sign away their procedural rights in the hopes of keeping their children from being returned to Guatemala, where criminal gang activity posed an immediate danger to them.

The declarations that Dimick helped prepare documented:

- ♦ the basis of the migrants' asylum claims,
- ♦ how they had crossed the border and wound up in detention,
- ♦ how they were treated while detained,
- ♦ whether they had been afforded a hearing, and the
- ♦ manner of their removal back to Guatemala.

Dimick says that with the exception of the child-separation policy (discontinued last year after a public outcry), Americans remain largely unaware of the due-process violations and ill-treatment that migrants experienced at the border and while in detention. Many were asked to surrender police reports and other valuable documentation demonstrating the credible fear that they needed to establish their asylum claims. The detention center cells they were housed in were kept at such low, uncomfortable temperatures that they were referred to as "hieleras," or iceboxes.



3L Paul Dimick reconnected with his host family from his Peace Corps days when he went to Guatemala to assist asylum seekers in a class action case.

Dimick says his Binger Center training served him well during this experience. He had drafted declarations in a previous asylum case that he had been involved with through the center, and therefore felt confident going through the process.

"I think one of the biggest things I learned at the Binger Center was figuring what types of questions I have to ask to get the information that I need, and how to phrase those questions in a way that will allow the person to feel comfortable sharing," he observes. "Having worked with cases in federal court made me better able to understand what the goals of the litigation were and then to tailor the declarations to further those goals as much as possible."

While the practical experience of working on these claims was valuable, that wasn't what Dimick found the most memorable. "It was the parents' love of their children," he says. "They would do anything to keep their children safe in the United States, but also want to be reunited with them. They deserve the opportunity to have their claims heard."

1L Camila Pacheco-Fores: Trapped in Tijuana

Working through the Law School's Asylum Law Project, Camila Pacheco-Fores and three other 1Ls went to Tijuana for five days in January to volunteer with *Al Otro Lado*, providing legal assistance and information to migrants with potential asylum claims.

Each day, the migrants would line up in the plaza by a pedestrian bridge leading to San Diego to get numbers on a list. *Al Otro Lado* volunteers assist the migrants in the plaza, whose numbers may or may not be called by the U.S. government that day.



From left to right: 1Ls Camila Pacheco-Fores, Cooper Christy, Jessica Szuminski, and Amanda Tesarek in Tijuana

"I went two days, and what struck me was the difference between the days," Pacheco-Fores says. "On the first, there was tension in the air, but we had plenty of time to talk to people called that day (about 40). In these conversations, we tried to prepare migrants for the worst-case scenario— detention in a hielera for days, a credible fear interview (the first step in asylum) with a hostile

asylum officer, potential family separation, and indefinite detention. On the second day, however, much fewer people were allowed through (less than half), and those folks were essentially corralled like animals immediately to the vans. It was much more chaotic."

In the afternoons, Al Otro Lado provided a know-your-rights workshop and individual consultations with migrants.

"As a law student volunteer, each day I conducted several individual consultations with migrants under the supervision of the volunteer immigration attorneys," says Pacheco-Fores. "I also went offsite to a local youth shelter two mornings to conduct intake interviews with unaccompanied minors. "Unfortunately, many of these minors felt stranded and isolated in Tijuana, unable to leave the shelter because of safety concerns and not yet able to present themselves at the border to seek asylum in the United States."

Pacheco-Fores says she found the experience infuriating because she witnessed so many vulnerable people seeking safety and protection exposed to more potential violence and hardship for no legitimate reason. However, she also says she "took away a sense of amazement at the fortitude of people young and old who were making the journey, and the volunteers and staff who were constantly trying to find creative ways to deal with the chaos and help migrants move forward."

Pacheco-Fores hopes to return this spring and summer to Tijuana to volunteer again.

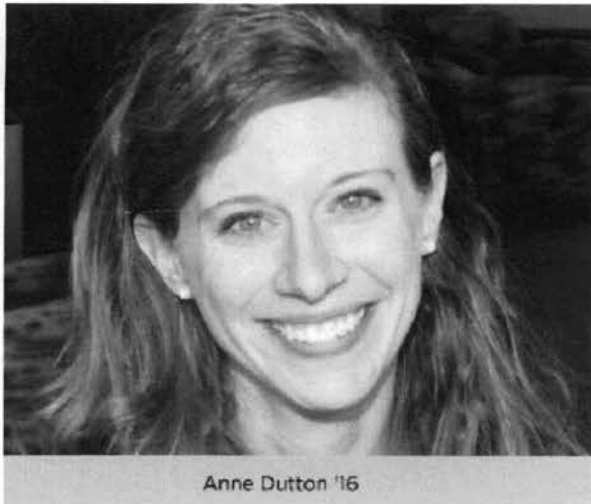
Anne Dutton '16: Helping the Children

Anne Dutton '16 is an Equal Justice Works Emerson Fellow at the Center for Refugee and Gender Studies. She represents children in immigration courts that deny asylum at rates significantly above the national average (e.g., Atlanta and Charlotte). Her work includes litigating claims impacting children on appeal to the Board of Immigration Appeals and the federal courts of appeals. She also provides training and technical assistance to other attorneys representing asylumseekers.

Last June, when then-Attorney General Jeff Sessions used a case handled by the CRGS (*Matter of A-B*) as a vehicle to attempt to limit asylum protections for women and others fleeing persecution at the hands of nonstate actors, Dutton's project shifted to cover *A-B*- response work, including representing Ms. A.B. in her case on remand before the immigration judge. (Ms. A.B. fled El Salvador to seek protection in the United States after her physically abusive ex-husband and his associates threatened her life).

In another CRGS case, *Grace v. Whitaker*, the D.C. District Court last December issued a decision and injunction permanently blocking portions of *Matter of A-B* from being used in credible fear processes, including its general rule against domestic violence or gang violence. "Getting the decision from the court was an amazing feeling," says Dutton. "It was such a necessary shot of optimism that these harmful policies can and will be struck down."

Dutton also says the training that she received as a student attorney in the Binger Center has been pivotal in carrying out her immigration work.



Anne Dutton '16

Rebecca Cassler '16: At the Center of Immigration Litigation

Rebecca Cassler '16 is a Law Fellow at the Southern Poverty Law Center's Immigrant Justice Project. The IJP does impact litigation to strengthen the civil and human rights of noncitizens in the immigration enforcement system and in daily life—at work, at school, and in public places. The SPLC also runs the Southeast Immigrant Freedom Initiative, which provides direct legal services to people in immigration jails in the southeastern United States.

"Many of our SIFI clients are asylum seekers who are detained in inhumane facilities while they are in the process of applying for asylum, without access to appropriate medical and mental health care, food and basic necessities, legal help, or their families and communities," says Cassler.

Cassler's job has included work on *Al Otro Lado v. Nielsen*, the lawsuit challenging the widespread denials of access to the asylum process for people who come to ports of entry on the U.S.-Mexico border.

Cassler's work connects directly with what Camila Pacheco-Fores experienced in Mexico. "The backlog of asylum seekers waiting right now in Tijuana was wholly caused by the government's desire to restrict access to the asylum process," Cassler says.

Cassler's work on the Nielsen case has included gathering evidence, drafting federal court filings, and helping to decide strategy.

Cassler points to her time working at the Binger Center's Federal Immigration Litigation Clinic as the foundation of her work today.



Rebecca Cassler '16

"The experiences I gained, including filing and arguing a habeas action in federal district court, preparing a defensive asylum case, and mooted Circuit Court and U.S. Supreme Court immigration appeals, were excellent preparation for my job," she says. "The Federal Immigration Litigation Clinic also instilled in me an awareness of the traumas that asylum seekers and refugees have faced, which is essential to working with this client population."

— By Mark A. Cohen

♦ (<https://www.law.umn.edu/NODE/30716>)More News ([/news](#))

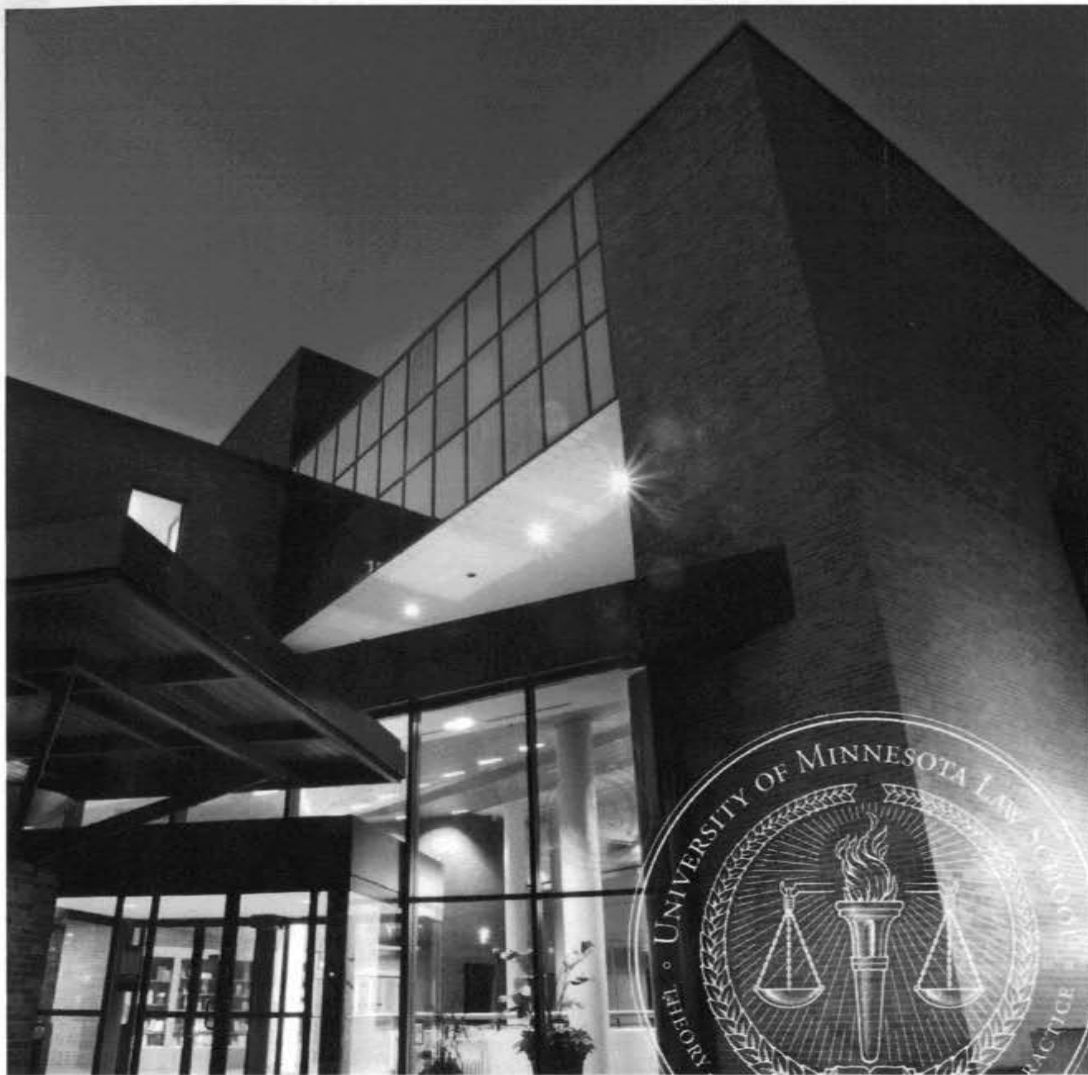
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Report and Request to the Robina Foundation



**Presented by
Dean Garry W. Jenkins**

August 27, 2019

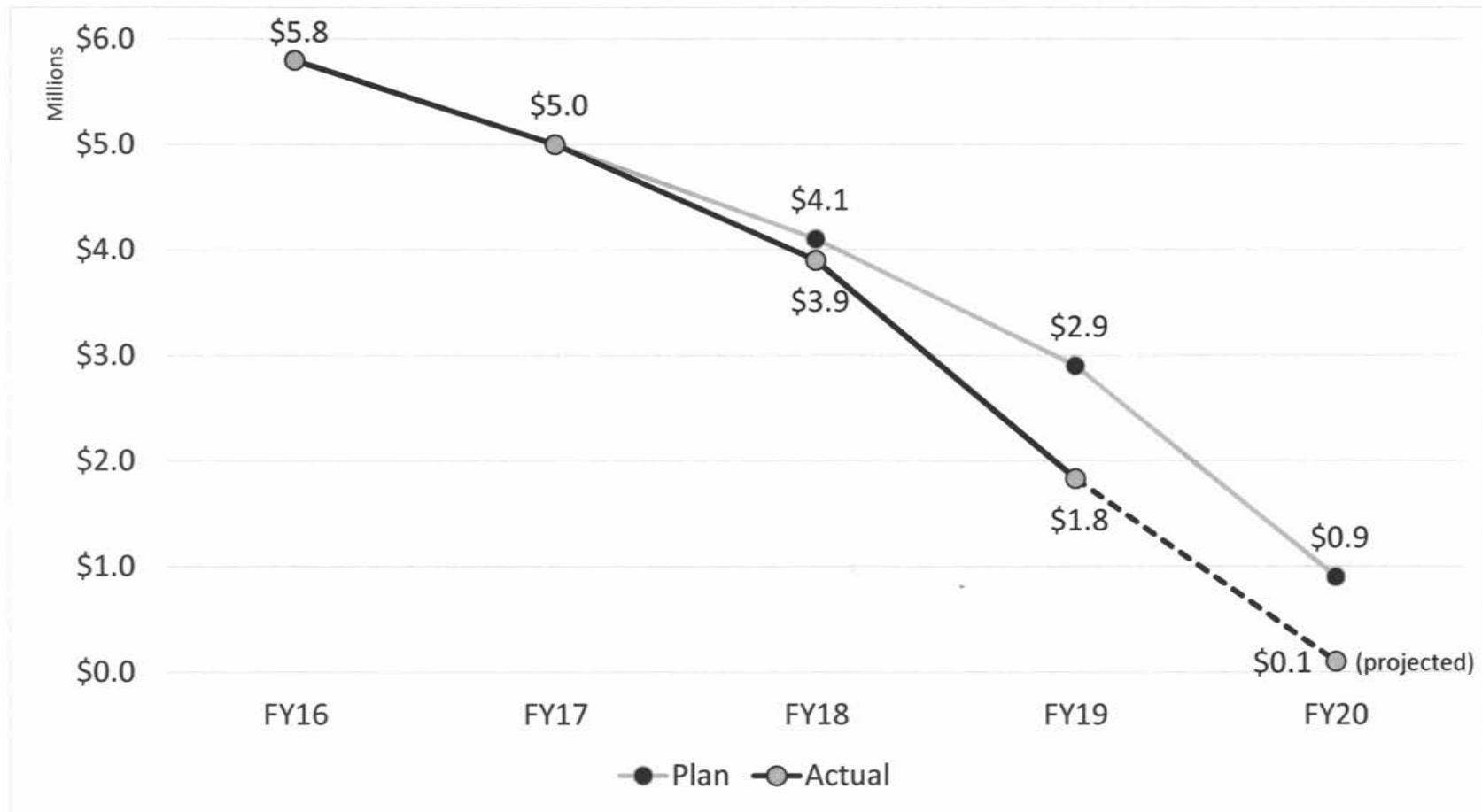
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President Joan T.A. Gabel

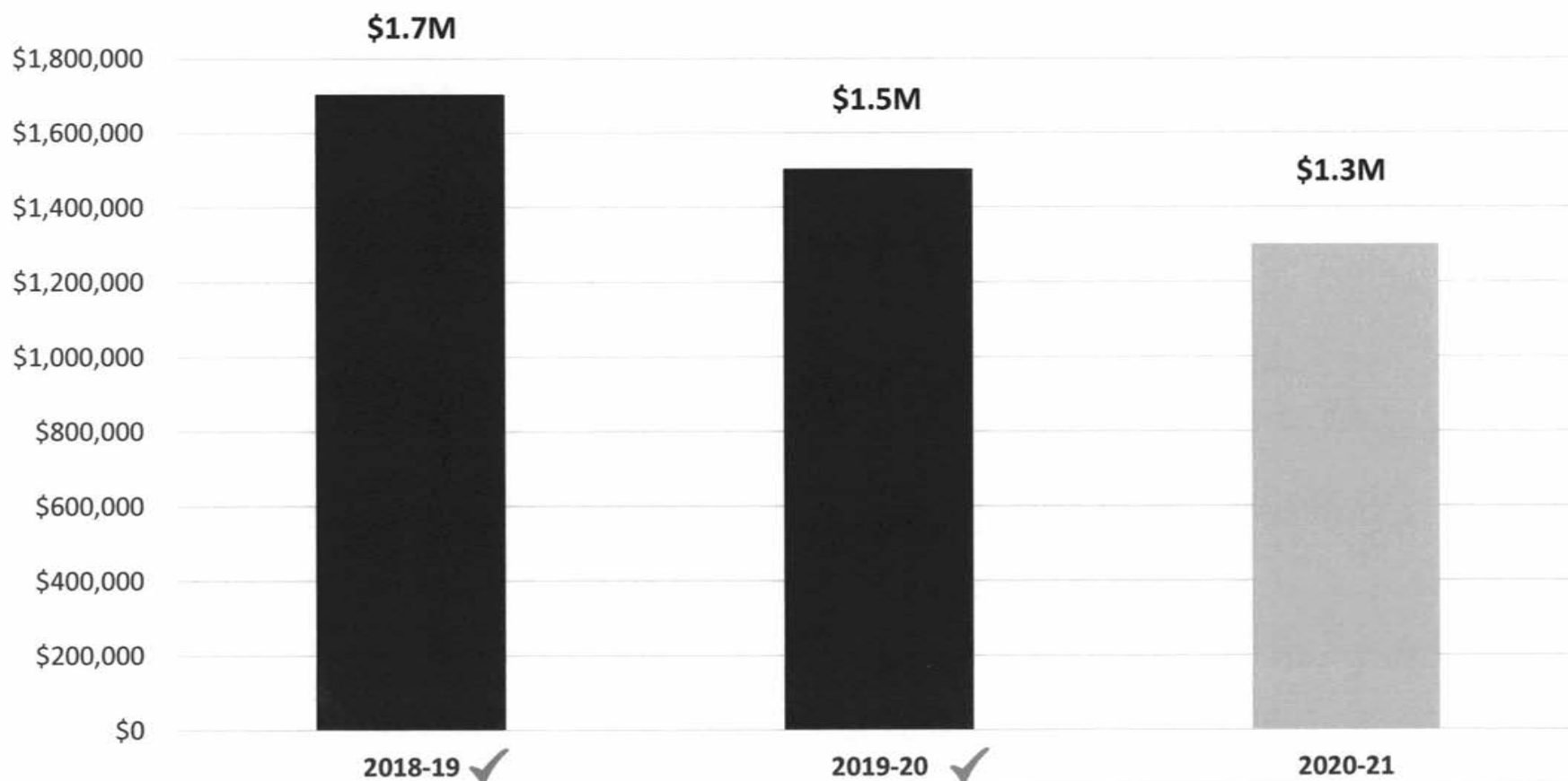
- Former provost of the University of South Carolina
- Former dean of the University of Missouri College of Business
- B.A., Haverford College; J.D., University of Georgia



Progress Toward Eliminating Structural Imbalance



Additional Recurring Support (Board of Regents/University Plan)



Philanthropic Momentum

Annual Fund and Reunion Giving



FY19: Over \$1.114M in Annual Fund Giving

- Highest amount raised in Law School history (second year in a row)

Reunion Giving Program – Year 2

- Nearly \$2.1M in new gifts and pledges
- Production up 38% from FY18 | Participation up to 20%

Law School Campaign

Nearly \$81M raised toward \$80M goal

- 102% of goal reached
- 1st Twin Cities academic unit to reach goal
- Focus now on student support & faculty excellence

FY19 Total Production – Over Goal



Driven to Lead Challenge

Sponsored by the Robina Foundation

**CHALLENGE
ACCEPTED**

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



10 of 10 matches claimed (by March 2019)



Pledges totaling \$1,130,000 in endowed scholarships + \$78,000 to annual fund

Driven.

The Campaign for the
University of Minnesota Law School

Admissions Surge



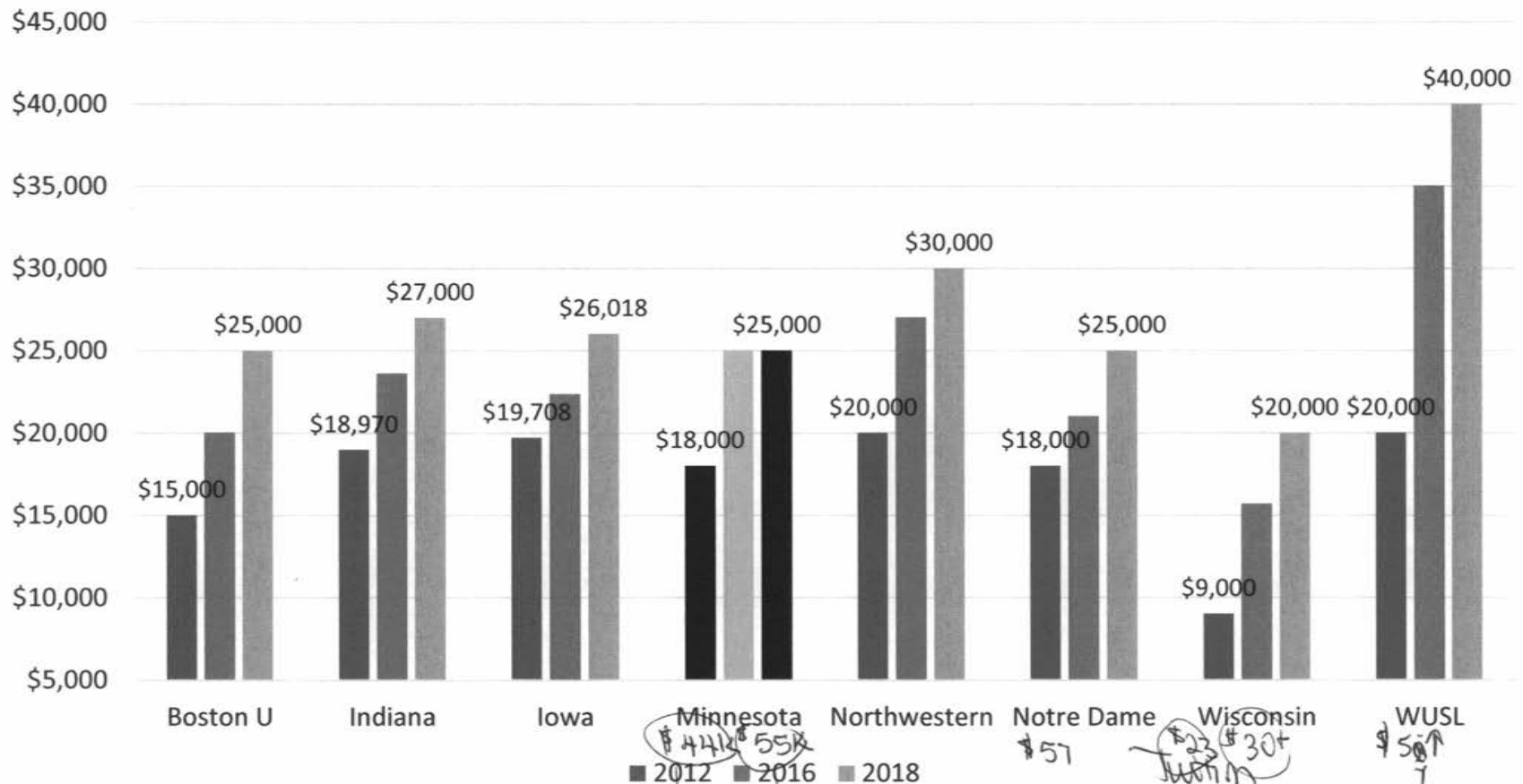
Applications

8.7% at Law School
vs.
-2.7% for Region & -1.5% in US

Enrollment

- ✓ 242¹ students--Largest class in 6 years (7% over target)
- ✓ Median LSAT +1 (to 165 or 92nd percentile)
- ✓ Diversity reaches 17%
- ✓ Optimizing financial aid awards

Competitive Landscape



■ 2012 ■ 2016 ■ 2018

In-state
Out-of-state

Median financial aid

Strong Employment

93%

EMPLOYMENT RATE

(fulltime long term
employment and
graduate studies)

*Up from
75%*

WHERE OUR GRADUATES GO
CLASSES OF 2016, 2017, AND 2018



51

2018 GRADS IN
JUDICIAL CLERKSHIPS

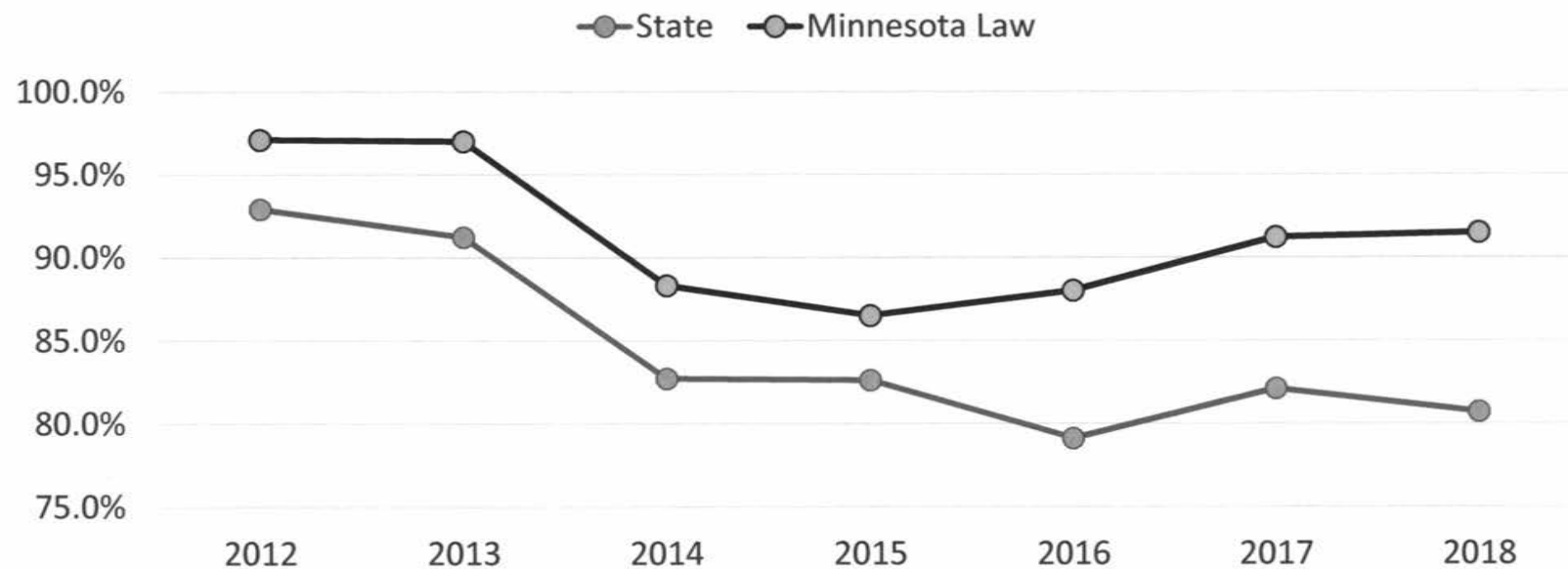
New Initiatives

- Remote Semester Program
- New interview program in Houston (joining Chicago, NY, DC, and the Bay Area)

91.5% Bar Passage
(MN, first time takers)



Bar Results (MN July First Time Pass Rates)



State	92.9%	91.2%	82.7%	82.6%	79.1%	82.1%	80.7%
UMN	97.1%	97.0%	88.3%	86.5%	88.0%	91.2%	91.5%

National Prominence

Top 20 for 16th Time in 20 years

#6 Public Law School



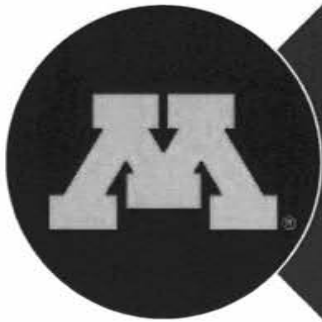
**the
National Jurist**

Nationally Ranked In:

- Business Law
- Clinical Program
- Criminal Law
- Environmental Law
- Family Law
- Health Law
- Human Rights
- Intellectual Property
- International Law
- Legal Technology
- Tax Law
- Trial Advocacy

Faculty Accomplishments

University Awards



Stanley V. Kinyon Teaching Awards (Moriearty, Ni Aolain, Mulrooney)

Celebrating 50 Years of Teaching (Morrison)

Global Recognition



Lifetime Achievement Award from European Association of Law and Economics (Parisi)

Elected as an Honorary Member of the Royal Irish Academy (Ni Aolain)

Nationally Recognized



#20 Rated in Academic Peer Reputation Survey

#21 Among Law Schools in 2018 Scholarly Impact

#5 Among Public Law Schools in Number of Top Cited Scholars

Conferences



4th International Conference on Taxpayer Rights

New Business Scholarship

Humanity in War: An International Humanitarian Law Workshop

New Faculty

For the first time in over five years, The Law School has added two new tenure-track faculty members.



Maria Ponomarenko, former Deputy Director of the Policing Project at NYU School of Law

Teaching: Criminal Procedure, Legislation and Regulation, and Constitutional Law



Alan Rozenshtein, former attorney with U.S. Department of Justice, National Security Division & Visiting Assistant Professor at the Law School since 2017

Teaching: Legislation and Regulation, Criminal Procedure, Constitutional Law, and National Security

ROBINA INSTITUTE
OF CRIMINAL LAW AND CRIMINAL JUSTICE

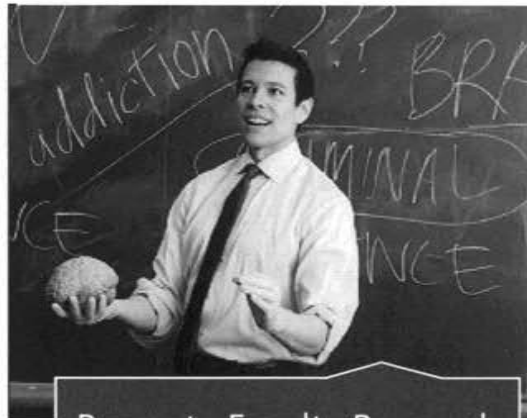
UNIVERSITY OF MINNESOTA

Focus on pursuing operational funding to permanently sustain the work of the Institute

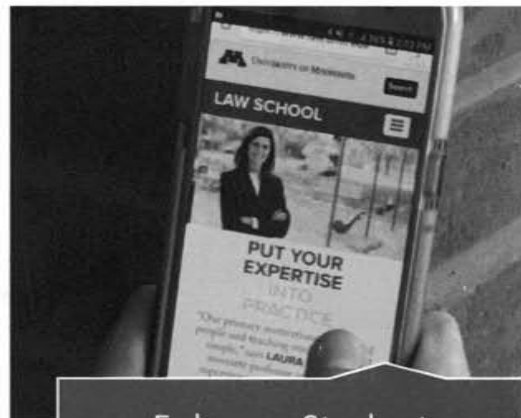
- **Awarded new \$840K grant** from Arnold Ventures to study the assignment of supervision conditions
- **Awarded new \$200K grant** from to study probation revocations
- Interdisciplinary work with UMN Grand Challenges for Identifying and Addressing Disparities in the Criminal Justice and Health Care Systems
- Recently applied for an additional \$1.2M in grants
- Governed by a faculty board



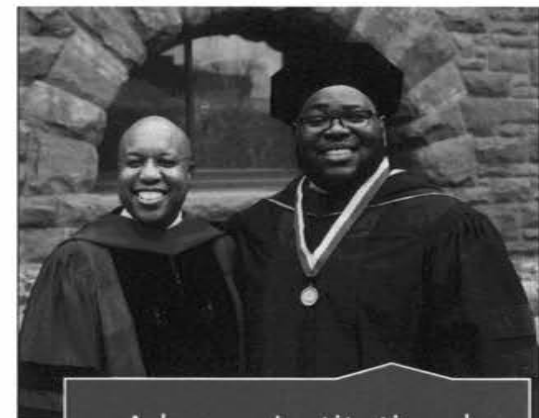
Kelly Mitchell
Executive Director & Chair of
the Minnesota Sentencing
Guidelines Commission



Promote Faculty Research
and Engagement



Enhance Student
Experiences



Advance Institutional
Goals

Grant #1

Family Research



Measuring the Impact of Incarceration
on Families and Communities



**Improve support & outcomes for children in child protective
services during parental incarceration**



Professor Perry Moriearty. Specializes juvenile justice,
criminal justice and race and the law.

Partners: University of Minnesota (Dept of Pediatrics, Dept of Sociology,
School of Social Work), Robina Institute of Criminal Law and Criminal Justice,
Minnesota Department of Corrections, Mitchell Hamline School of Law, the
Hennepin County child welfare system

Grant #1

\$100,000



Measuring the Impact of Incarceration
on Families and Communities

Funding Use:

- Data collection and coding
- Cross disciplinary engagement – technical & analytical support
- Conference planning & report distribution

Research Process:

- Obtained a successful order from the Minnesota Supreme Court
- Now gathering data from CHIPS actions, the Dep't of Corrections, and the Dep't of Education

Policy Report – Spring 2020

- Identify long-term correctional & educational outcomes
- Policy recommendations

Conference – Fall 2020

- Discuss results & recommendations
- Identify changes needed
- Convene policymakers, jurists, practitioners, & scholars

[grantmakers]

Grant #2

Enhance Student Experiences



Harnessing the Power of Mobile Computing
to Increase Student Engagement

Develop a mobile campus communication tool to better connect students with necessary resources & advising tools

- Technology partner selected
- Launch - Spring 2020

Includes:

- Orientation Tools
- Course Registration
- Law School Events & Resources
- Campus Community
- Course Communication
- Academic & Career Advising
- Law School Communication



Support emerging opportunities & ideas

Launch strategic initiatives & academic programs

\$100,000 to support Grant #2

\$2M to endow the Dean's Innovation Fund

