



[Robina Foundation](#)

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PENNY HUNT

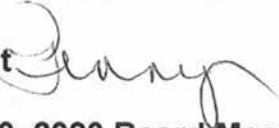
ROBINA FOUNDATION
Board Meeting
Conference Call

Thursday, February 20, 2020

11:00 a.m. to 1:00 p.m. (CST)

12:00 noon to 2:00 p.m. (EST)

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors
FROM: Penny Hunt 
RE: February 20, 2020 Board Meeting
Date: February 11, 2020

2020! Robina's final year is officially underway!

The agenda for the first meeting of our final year is quite different from previous agendas when discussions about grants and grant reports were often the centerpiece of the meeting. At this meeting our focus will be on the Foundation's finances and plans for "post-sunset" work.

Please pay particular attention to Mike Sullivan's 2019 4th Quarter Financial Report (Tab 3). You will note that Mike now estimates that \$374,621 will remain in December 2020, assuming payment of new grants totaling \$4.3 million for Dean's Innovation Funds at Yale School of Drama and the University of Minnesota Law School. This number will be further reduced by the amount we grant to the Minneapolis Foundation for post-termination work.

Tab 6 provides an update on the development of a partnership with the Minneapolis Foundation to facilitate the payment of post-termination expenses related to Robina's grants and expenses. I have been working with Angela Fogt of Faegre on documents for the partnership and have arranged for Angela to join us by phone to discuss the documents and how our work with the Minneapolis Foundation ties into the legal dissolution process, which is scheduled to begin at the May Board Meeting.

As always, let me know if you have questions regarding the agenda or the material in the Board Book in advance of the meeting.

Robina Foundation Board Meeting Agenda

Thursday, February 20, 2020

11:00 a.m. to 1:00 p.m. (CST)

12:00 Noon to 2:00 p.m. (EST)

Participant Dial-In Instructions:

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

TIME		TAB
11:00 a.m.	Welcome and Call to Order - Blatz	
11:05 a.m.	Minutes of November 21, 2019 – Short	1
11:10 a.m.	Executive Director's Report – Hunt	2
11:20 a.m.	Treasurer's Report – Lewis • Assets and Grants • 2019 4th Quarter Financial Report from Mike Sullivan • Pfingsten Update • 2020 Operating Budget - Action • Agreed Upon Procedures for 2019	3 4
11:40 a.m.	New Grants – All • Ideas/Options • Timing • Process	5
12 noon	Sunsetting - Hunt • Updated Timetable • Post-Sunset work with Minneapolis Foundation – All • Reduction of paper and electronic files	6
12:20 p.m.	Robina Outreach - Hunt • Mailing of Legacy Report • ACTEC Meeting • Robina Website • Miscellaneous Outreach	7
12:40 p.m.	Grantee Reports • Council on Foreign Relations ➤ James H. Binger Chair in Global Governance: Program and Endowed Reports ➤ Robina Franklin Williams Internship Fund: Program and Endowed Reports • Yale University ➤ Gilder Lehrman Center Annual Report - Final	8
12:55 p.m.	Board Meeting Dates	Back of Book
1:00 p.m.	Adjournment	

1

MINUTES
November 21, 2019

2

EXECUTIVE DIRECTOR'S REPORT

3

TREASURER'S REPORT

4

OPERATING BUDGET

5

NEW GRANTS

6

SUNSETTING

7

ROBINA OUTREACH

8

GRANTEE REPORTS



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

A meeting of the Board of Directors of the Robina Foundation, a Minnesota nonprofit corporation, was held on November 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 August 27, 2019, Annual Board Meeting

A motion was made and seconded to approve the Minutes of the August 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 information on the transfer of Aberdeen III and Aberdeen IV private equity funds to Yale University and questions concerning disposition of the Foundation's holding in Pflingsten Partners III. Board Members agreed that Hunt should follow up with Pflingsten Partners about the status of the fund and begin to discuss transfer of the asset to Yale if Pflingsten's efforts to sell the fund's last asset are delayed so that Robina no longer owns Pflingsten as of the end of 2020 Q3.

Foundation Finances

Sullivan Q3 Report

Board Members noted Sullivan's estimation that more than \$600,000 will be available in Q4 2020 after the payment of existing grant commitments, possible endowment grants for Dean's Innovation Funds at Yale School of Drama and the University of Minnesota Law School, and Foundation expenses in 2020. A portion of the available funds will be granted to the Minneapolis Foundation for post-termination expenses, with the balance available for additional grants. Board Members expressed interest in making a grant to the Minnesota Historical Society in connection with the archiving of Robina records and asked that the February agenda include a discussion of other opportunities.

2020 Operating Budget (Preliminary Draft)

Board Members asked Hunt and Gilberg to review budgeted amount for internet and telephone when preparing the budget for consideration at the February 2020 meeting.

Legacy Report

Board Members discussed several options for dissemination of Robina's Legacy Report and the lessons learned during the operation of the Foundation, focusing in particular on the possibility of reaching a national audience at a conference of a national philanthropic organization and on the Minneapolis ACTEC meeting hosted by Ann Burns at Gray Plant Mooty.

Sunsetting Issues

2020 Timeline: Hunt called Board Members to the detailed timeline prepared by Angela Fogt, which describes legal actions necessary to terminate the foundation.

Archiving: Hunt and Gilberg updated Board Members on efforts to review Robina's Board Books and files to prepare for the transfer of archival material to the Minnesota Historical Society and described the possible timing of the transfer.

Website: Board Members expressed satisfaction with the revised website, noting in particular that the Legacy Report and Bylaws are now available on the site.

Agreement with the Minneapolis Foundation for Post-Termination Work

Hunt updated Board Members on her work with Angela Fogt to develop a draft agreement with the Minneapolis Foundation and asked them to think about several issues to be discussed during the February Board Meeting:

- Compensation for two consultants who will review grant reports for three years following termination;
- Desired process for the distribution of reports and signing off following review;
- Distribution of funds remaining after payment of all expenses.

Board Members suggested that Hunt find out from the Minneapolis Foundation the minimum requirements for their involvement in this process.

Operations

Lease: Hunt and Gilberg described plans to terminate the Foundation's current lease of office space in the IDS Center effective June 30, 2020. Gilberg will continue to work in space adjacent to Robina's current office. This arrangement is very cost effective and will eliminate the need to move the operations of the Foundation.

Grant Reports

University of Minnesota Law School

Program and Endowment Reports for *James H. Binger Center for New Americans* and *James H. Binger Professorship in Clinical Law*

Board Members expressed satisfaction with the work of the Binger Center and the Binger Professorship and asked Hunt to follow up on several questions:

- Do students continue to reach out to immigrant neighborhoods to educate immigrants on their rights?
- What is the role of the numerous student clinic directors?
- How is the University of Minnesota Foundation's administrative fee calculated?
- How was the holder of the Binger Professorship in Clinical Law Selected?
- Why is the \$500,000 from the Permanent University Fund presented separately in the Professorship endowment report and not included with the Foundation's \$1,000,000 grant endowing the Professorship in Clinical Law?

Yale University Law School

Program and Endowment Reports for *Robina Human Rights Initiative* and *Binger Clinical Faculty Chair in Human Rights*

Board Members asked Hunt to check on how the \$1 million contributed to the endowment by the Law School is reflected in the endowment report and for information concerning the level of COAP funding provided during the year

Yale School of Drama

Program and Endowment Reports for *Binger Center for New Theatre*

Board Members determined that no follow up on the reports is needed.

Board Meeting Dates

After reviewing the schedule included in the Board Book, Board Members decided to change the November 2020 meeting date from November 24 to November 19. The meeting will take place from 1:00 pm to 3:00 pm CST.

Adjournment

There being no other business, the meeting was adjourned at 2:35 pm

Respectfully Submitted,

Marianne Short, Secretary

Date

**ROBINA FOUNDATION
BOARD OF DIRECTORS MEETING
February 20, 2020
EXECUTIVE DIRECTOR'S REPORT**

The agenda for the meeting and the material in the Board Book reflect the items I have been working on since the February Board Meeting, so this report will be brief!

Follow-up from November 2019 Meeting

Binger Center for New Americans

In the CNA report reviewed at the November meeting, Board Members noted that Ben Casper Sanchez was not named the inaugural James H. Binger Professor in Clinical Law. Dean Jenkins explained that the dean appoints holders of endowed chairs, who must be tenured professors. As a clinical professor, Ben is currently on the clinical tenure track which takes five years. Ben will be eligible for tenure in about three years when the faculty will vote on his tenure. Assuming Ben becomes tenured, the Dean could name him an endowed professor at that time.

During the discussion of the CNA report, Board Members expressed interest in the status of outreach to the immigrant community in Minneapolis and the number of student directors involved in the CNA. At my request, Deepinder Mayell, Executive Director of the CNA, provided the following information:

Outreach in Minneapolis

Over the last two years the landscape of advocacy players in Minneapolis has evolved. Similar to many cities across the US, there has been a concerted effort from local governments to address issues facing immigrants. On the municipal level, the City of Minneapolis created the Office of Immigrant and Refugee Affairs which is well situated to offer generalized information to city residents. I personally work closely with city staff as they develop strategies and events to support immigrants. As a result, the Center has conducted less "know your rights" style trainings in Minneapolis. Center faculty and staff often speak at events in Minneapolis and the Center continues to organize and host those sessions in suburban and rural areas where resources are scarce. That said, I'd like to highlight a unique and vital role the Center plays in outreach for the Twin Cities. Specifically, the Center has regularly played the role as a convener and facilitator of a handful of critical community response networks. Participants include legal aid organizations, community organizations, immigrant rights groups and local government officials. The Center works closely with these formal and informal partners to help develop strategies and delegate tasks and resources.

Student Directors

The student director model at the University of Minnesota Law Clinics allows selected students to enroll in an additional year in a leadership role. The BCNA's three yearlong clinics utilize student directors and the Federal Immigration Litigation Clinic particularly maximizes the student director model because of the complexity and duration of appellate litigation.

The Center considers a high number of student directors as an indicator of success for the following reasons:

- 1- It shows a deep level of commitment and interest from Center students in the area of complex federal immigration litigation and detained representation.
- 2- Student directors receive two years of advanced immigration skills training and represent an additional layer of educational growth which is a unique academic offering nationally.
- 3- Student directors enter the workforce with more skills and are often placed in competitive immigration advocacy organizations across the country where they can immediately begin to utilize their training and impact the immigration system.
- 4- Student directors fuel BCNA's innovative and dynamic learning environment and bring continuity, camaraderie and a strong sense of community to BCNA students and alumni.

Agreed Upon Procedures vs Audit

Board Members asked for assurance that the Foundation need not undergo an audit prior to dissolution. To answer that question, Angela Fogt sent me an email stating the following:

"I spoke with Gina Kastel and we both agree that Agreed Upon Procedures should be fine for 2019. We originally recommended a full audit because it was the more conservative approach, and we thought there would be more financial activity in the Foundation's final years. You have done a great job winding down the Foundation's grantmaking activity, and there is no legal need to conduct a full-blown audit. If the Board and CLA are comfortable with Agreed Upon Procedures, then I would proceed accordingly."

Miscellaneous

MinnPost article on work of the Minnesota Sentencing Guidelines Commission

The commission is chaired by Kelly Mitchell, Executive Director of the Robina Institute on Criminal Law and Criminal Justice.

MINNPOST

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STATE GOVERNMENT

Sentencing guidelines commission votes to impose five-year limit on probation in Minnesota

By [Peter Callaghan](#) | 01/10/2020



MinnPost photo by Peter Callaghan

Minnesota Commissioner of Corrections Paul Schnell asked that his proposal be changed to allow judges to depart from the five-year probation either with less time or more if they can state acceptable reasons.

The Minnesota Sentencing Guidelines Commission has done what the state Legislature was unable to do. On an 8-3 vote Thursday, it placed a limit of five years on the length of probation for people convicted of crimes.

The decision comes in response to concerns raised by advocates — and some in the criminal justice system — who say Minnesota's lengthy probation terms do little to enhance public safety or keep those convicted of crimes from reoffending. The state has the nation's fifth highest percentage of residents on community supervision: 2,450 out of every 100,000 adults. And while 82 percent of current probation terms are five years or less, another 13 percent on felons received probation terms of up to 10 years, while the rest are sentenced to probation terms of 15-to-40 years.



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	2008	2009	2010	2011	2012	ROBINA FOUNDATION GRANTS PAID/COMMITTED				2017	For February 20, 2020 Board Meeting				2021	TOTAL
						2013	2014	2015	2016		2018	2019	2020			
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							HIA	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	200,000	50,000			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				200,000
															U of M Total	59,496,499
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				200,000
Aberdeen Funds III and IV (valued by Yale at \$234,101)												171,018				171,018
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	45,820,727
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	3,729,347	1,100,688			159,644,329
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	6,092,709	4,674,621			
*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
													31-Dec-19	TOTAL		\$160,952,054

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
09/30/19	\$6,573,919	\$159,680,048	\$1,100,988
12/31/19	\$6,299,842	\$159,851,066	\$1,100,988(1)

(1) Includes the following commitments:

University of Minnesota Law School: \$1,885,876 (2019-2020) for *Public Interest Scholars*; \$300,000 (2019-2020) for *Bridge Fellowship Program*; and \$183,000 (2019-2020) for *Class Agent Fundraising Pilot Program*; \$250,000 (2019-2020) for *Endowed Scholarship Match Program*; \$100,000 (2019) for *Dean's Innovation Fund*; \$100,000 (2019) for Yale School of Drama; Exponent Philanthropy: \$300 (\$300 Annual Donation) (2020)

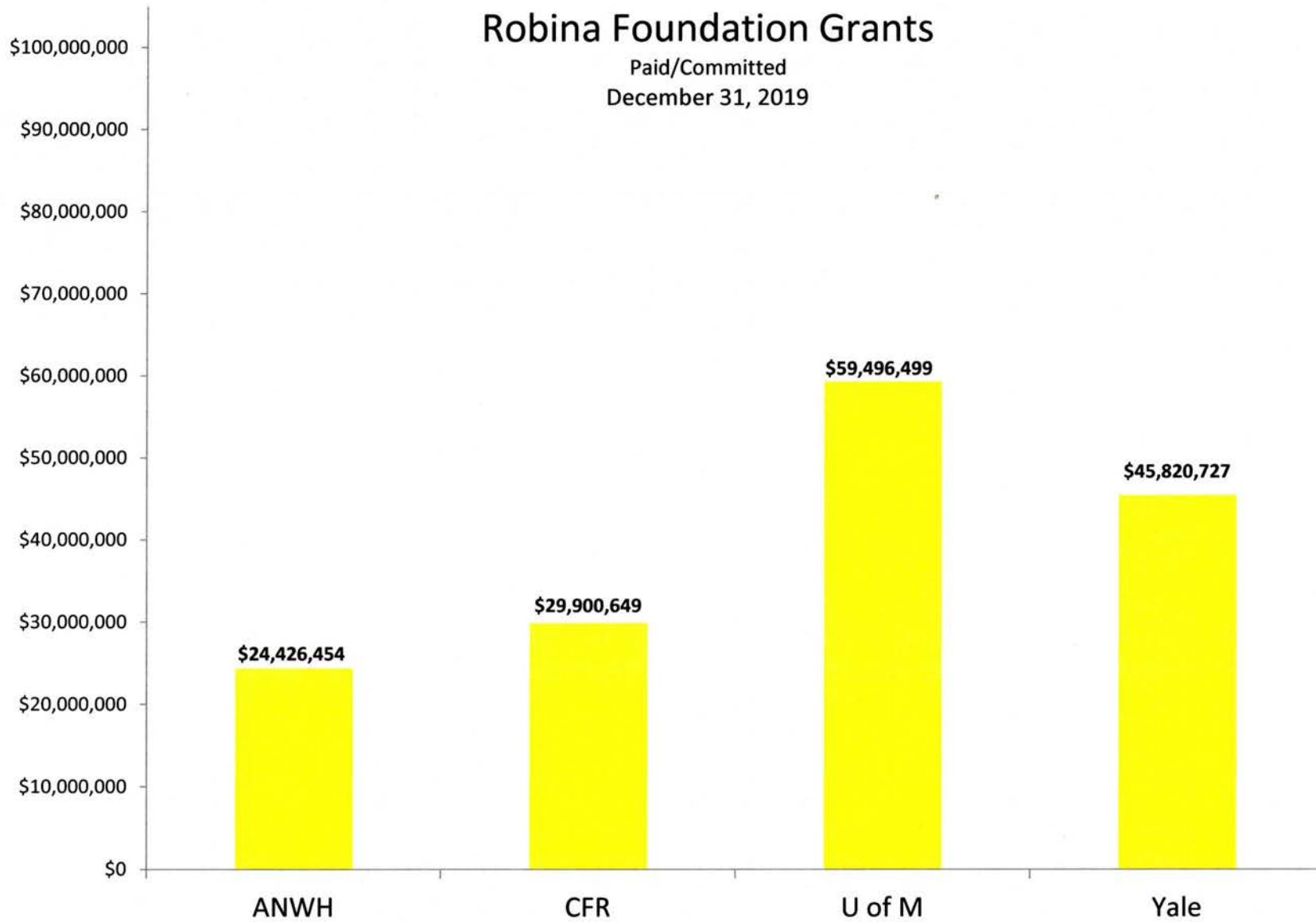
ROBINA FOUNDATION

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	09/30/19
USbank Checking	\$65,767	45,729	58,672
USbank Investment	6,243,419	6,077,367	4,451,446
Vanguard	2,040,850	2,052,744	2,063,801
Total	\$8,350,036	\$8,175,840	\$6,573,919
Assets	12/31/19		
USbank Checking	46,859		
USbank Investment	4,180,343		
Vanguard	2,072,640		
Total	6,299,842		

Robina Foundation Grants

Paid/Committed
December 31, 2019



Robina Foundation

Quarterly Financial Report 4Q 2019

Annual Financial Report for FY 2019

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

February 8, 2020

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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 4Q 2019 report:

1. Standard quarterly balance sheet and income statement with performance comparative. This is for actual activity for 4Q (October 1 – December 31, 2019) and for Fiscal Year 2019 (January 1 to December 31, 2019).
2. Maturity matching schedule of grants and investments.
3. Available Funds

Executive Financial Summary - Assets

	2018				2019			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Cash	\$2,515,397	\$3,765,235	\$2,902,095	\$4,072,476	\$2,444,835	\$2,467,105	\$2,323,597	\$2,372,230
Fixed Income	\$9,079,493	\$7,754,623	\$7,055,170	\$5,776,409	\$5,512,533	\$5,411,182	\$3,968,262	\$3,841,368
Equities	\$544,665	\$508,471	\$493,690	\$435,882	\$392,668	\$297,553	\$282,060	\$86,254
Grand Total	\$12,139,555	\$12,028,329	\$10,450,955	\$10,284,767	\$8,350,036	\$8,175,840	\$6,573,919	\$6,299,852

Cash and Cash Equivalents	4Q 2019
Cash	\$2,372,230
PE Equity (PFINGSTEN)	\$86,254
Total Cash	\$2,458,484

Balance Sheet/Net Income

	2018				2019				TOTAL 2019
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
Beginning Balance:	\$12,637,410	\$12,139,555	\$12,028,329	\$10,450,955	\$10,284,767	\$8,350,036	\$8,246,992	\$6,570,925	\$10,284,767
Plus: Earnings	\$46,256	\$29,247	\$50,166	\$75,485	\$18,873	\$83,600	\$70,975	\$32,855	\$206,303
Less: Grants	(\$432,042)	\$0	(\$1,565,688)	(\$100,000)	(\$1,890,141)	(\$50,300)	(\$1,368,188)	(\$125,000)	(\$3,433,629)
Less: Operating Expenses	(\$101,249)	(\$131,986)	(\$165,203)	(\$134,406)	(\$57,354)	(\$130,052)	(\$87,062)	(\$105,569)	(\$380,037)
Less: Bank Expenses	(\$10,820.00)	(\$8,697)	(\$7,875)	(\$7,267)	(\$6,109)	(\$6,292)	(\$7,569)	(\$6,249)	(\$26,219)
Net Change in Value								(\$172,709)	
Ending Balance:	\$12,139,555	\$12,028,329	\$10,450,955	\$10,284,767	\$8,350,036	\$8,246,992	\$6,855,148	\$6,194,253	\$6,194,253

Note: The overstatement of assets occurred at the end of Q3, September 30, 2019. We had transferred our position in the two Aberdeen funds during September 2019. However, there was a lack of communication amongst all parties so U.S. Bank continued to show that Robina was the owner of these assets, thereby inflating our end of 3Q balance. I attempted to correct that by restating the bank balance. Please see the above report and note that the 3Q balance as stated by U.S. Bank was \$6,855,148 (end of 3Q) from which was subtracted the overstatement of \$284,223 to start 4Q balance of \$6,570,925.

Portfolio Return vs. Benchmark – through December 31, 2019 (4Q 2019)

Produced by US Bank

	1 Year	3 Year	5 Year
Portfolio % return, annualized	3.45	2.42	1.77
Benchmark % return, annualized	2.25	2.36	1.82

Sources of Capital

	2018	2019			
	4Q	1Q	2Q	3Q	4Q
Asset Summary					
Cash					
US Bank MM	\$1,995,174	\$338,217	\$368,632	\$201,125	\$252,731
Vanguard MM	\$2,029,186	\$2,040,850	\$2,052,744	\$2,063,801	\$2,072,640
US Bank Cash	\$0	\$0	\$0	\$0	\$0
Robina Checking Account	\$48,115	\$65,767	\$45,729	\$58,671	\$46,859
Cash Total	\$4,072,475	\$2,444,835	\$2,467,105	\$2,323,597	\$2,372,230
Fixed Income					
Bonds					
Taxable US	\$3,526,044	\$3,245,554	\$3,882,413	\$2,436,041	\$2,434,577
Taxable Foreign Bonds	\$2,250,365	\$2,266,980	\$1,528,769	\$1,532,221	\$1,406,781
Fixed Income Total	\$5,776,409	\$5,512,533	\$5,411,182	\$3,968,262	\$3,841,358
Equities					
Private Equity					
Aberdeen Venture Partners III LP	\$76,050	\$76,050	\$52,320	\$50,885	\$0
Aberdeen Venture Partners IV LP	\$282,283	\$229,604	\$159,347	\$144,921	\$0
Pfingsten Partners III LP	\$77,550	\$87,014	\$85,886	\$86,254	\$86,254
Private Equity Total	\$435,883	\$392,668	\$297,553	\$282,060	\$86,254
Equities Total	\$435,883	\$392,668	\$297,553	\$282,060	\$86,254
Grand Total	\$10,284,767	\$8,350,036	\$8,175,840	\$6,573,919	\$6,299,842

Robina Grant Commitments

	Month to be Paid	2020
University of Minnesota Law School		\$1,100,688
Public Interest Scholars	July	\$809,188
Bridge Fellowship Program	July	\$150,000
Class Agent Pilot Program	August	\$91,500
Matching Program, Endowed Scholarships	August	\$50,000
Exponent Philanthropy	April	\$300
Grand Total		\$1,100,988

Grants by Quarter

	2020
1Q	\$0
2Q	\$300
3Q	\$1,100,688
4Q	\$0
	\$1,100,988

Expense Payment Schedule

Date	Amount	Description
4Q 2019	(113,750)	Quarterly Operating Expenses
1Q 2020	(113,750)	Quarterly Operating Expenses
2Q 2020	(113,750)	Quarterly Operating Expenses
3Q 2020	(113,750)	Quarterly Operating Expenses
4Q 2020	(113,750)	Quarterly Operating Expenses

Each quarter: \$106,250 in operating expenses and \$7,500 in bank expenses.

Bond Dividend Income Schedule

	Date	Dividend	Description
1Q	2/19/2020	3,549	Bond Dividend: Bank NY Mellon
	2/20/2020	3,188	Bond Dividend: State Street Corp
	2/24/2020	1,344	Bond Dividend: Bank of NY Mello
	3/5/2020	7,200	Bond Dividend: Burlingtn N Santa Fe
	3/5/2020	3,188	Bond Dividend: Gilead Sciences Inc
2Q	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
3Q	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
4Q	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		95,900	

Total 2020	
1Q	18,469
2Q	30,731
3Q	17,125
4Q	29,575
TOTAL	95,900

Revenues

	2020				Total
	1Q	2Q	3Q	4Q	
Income					
Bond Interest	\$18,469	\$30,731	\$17,125	\$29,575	\$95,900
PE Earnings (Estimated 3,000/Qtr)	\$3,000	\$3,000	\$3,000	\$3,000	\$12,000
Vanguard Interest Income @ 2%/annum (10,000/Qtr)	\$10,000	\$10,000	\$10,000	redemed	\$30,000
Total	\$31,469	\$43,731	\$30,125	\$32,575	\$137,900

Bond Principal Maturity Schedule

	Date	Amount	Description
1Q	2/24/2020	125,000	Bond Final Payment: Bank of NY Mello MTN
2Q	5/11/2020	125,000	Bond Final Payment: Intel Corp
3Q	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
4Q	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		3,823,000	

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	\$6,092,709
Plus Revenues	\$6,822,930	\$8,418,009	\$2,077,836	-\$542,089	\$2,268,454	\$337,889	\$312,590	\$206,303	\$137,900
Less Expenses	-\$653,435	-\$701,623	-\$837,861	-\$839,767	-\$680,752	-\$544,432	-\$567,503	-\$412,504	-\$455,000
Less Grants Paid	-\$26,428,609	-\$13,152,126	-\$13,576,037	-\$13,245,756	-\$51,843,497	-\$5,069,097	-\$2,097,730	-\$3,433,629	-\$1,100,988
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	\$6,092,709	\$4,674,621

Notes to Page 14

The moving targets of market returns, shifting budgets, and other less important factors makes it difficult to prepare budget statements. Since 2016, I have prepared an ever shifting, quarterly budget projection (i.e. what we will have left at the terminal date, which we have termed "available funds"). My projections are always conservative.

The Robina "left over" amount, after all formal commitments, increased slightly most quarters. By winter, 2018, this projection stood at an amount to cover all commitments, with a bit remaining. Specifically, the "left over" amounts varied from \$367,677 to \$223,983, to \$371,829 on various and random quarterly reports since 2017. These amounts are all projections for 12-31-2020.

In fact, with this projected availability we went as far as awarding a second set of \$100,000 innovation funds to Yale and Minnesota, a total added expense of \$200,000 in 2018.

In 3Q of 2019 the good luck finally ran out on us. Returns decreased, and USBANK did not reduce our asset value even though we provided Yale with almost \$200,000 in PE Funds in 3Q, 2019. I noticed that they did not reduce asset value for the book value of the Aberdeen Funds that were contributed to Yale, so I reduced the value for all PE Funds.

So, on 12-31-2019, our "left over" funds were estimated to be \$374,621 on Dec 31, 2020. Remember two things: This is still quite a bit above our projections from the last 3 to 4 years, and we still need to be prepared for a possible further reduction in the value of Pfingsten.

Available Funds

	Available Funds 12/31/20
Projected Balance	\$4,674,621
Adjusted for:	
Possible grant to MN	-\$2,300,000
Possible grant to Yale	-\$2,000,000
	<u>\$374,621</u>
Contributed value and write off of 2 Aberdeen PE Funds to Yale in 3Q 2019	\$0
No additional changes - all other changes are already reflected in the projected balance amount	\$0
Bonds held to maturity - no early redemptions	\$0
Available Funds	<u>\$374,621</u>

January 27, 2020

Dear Penny,

We truly appreciate your giving Yale the opportunity to consider receiving the Robina Foundation's limited partnership interests in Pfingsten Executive Fund III as a donation. This Fund was a good investment and probably made a lot of sense for Mr. Binger and Robina when he and Robina took on their interests at their respective times. Unfortunately, after considering the governing documents, we do not believe it would make sense for Yale to step in at this point. The Fund legally has the ability to recall distributions previously made to its limited partners in order to cover certain litigation expenses; management, operating, and organizational fees; and guarantees to shore up existing investments. In other words, the Fund would have the right to ask Yale to contribute funds previously distributed to Robina, in amounts that could exceed the value of the gift to Yale. We brainstormed about ways to limit what, from Yale's perspective, is somewhat of an open-ended liability, but unfortunately these obligations are ones that the limited partners must agree to ab initio if they wish to join the Fund. In comparison, the Aberdeen Funds did not have the ability to recall prior distributions.

Please let me know if you have any questions, Penny. I thought it would be easier to distill the explanation first in writing but am more than happy to discuss by phone.

My best regards,
Gena

Gena Lai
Director of Special Assets
Yale Office of Planned Giving
(203) 432-4677
gena.lai@yale.edu

2020 OPERATING BUDGET									
OPERATING EXPENSES		2019 Budget		2019 Actual		2020 Budget			
Administration: Contract Services									
	Penny Hunt	\$124,000		\$124,000		\$124,000			
	Baker Management (Nancy Gilberg)	50,160		50,160		50,160			
	Outside Consultants	20,000		2,762		5,000			
	Gilberg Overtime	1,500		1,473		1,500			
Accounting-Audit Fees		13,000		7,435		11,000			
Directors' Fees		138,000		138,000		138,000			
Insurance									
	D&O	2,250		2,250		4,500			
	Property	505		505		506			
Investment Management Fees		75,000		51,218		48,000			
Legal-Prof Fees		4,000		9,817		15,000			
Meeting Expense		28,000		12,874		6,000			
Membership Dues		750		750		750			
Misc Expense		1,000		530		1,000			
Office									
	Equipment and Furnishings	100		2,501		100			
	Misc	2,000		1,011		1,000			
	Supplies	600		903		800			
Parking and Mileage		3,250		2,882		3,000			
Postage and Delivery		700		940		700			
Printing, Web Design and Maintenance		500		2,747		2,000			
Rent		26,297		11,033		7,136			
Taxes									
	Excise, State, Federal	19,617		141		2,316			
Telephone/Internet		4,000		3,486		3,504			
TOTAL OPERATING EXPENSES		515,229		427,418		425,972			
GRANTS		3,864,396		3,558,329		1,100,988			
TOTAL EXPENDITURES		4,379,625		3,985,747		1,526,960			

Robina Foundation Budget Notes
01/01/20 – 12/31/20

Operating Expenses

Administration – Consultants

Penny Hunt – annual contract: \$124,000
Baker Management (contract employer for Nancy Gilberg) - \$50,160 annual
External Consultants - \$5,000: Dissemination Costs

Accounting/Audit Fees

CliftonLarsonAllen(CLA)
\$11,000: Tax Related Work including "Agreed Upon Procedures" for 2019 based on estimate from CLA

Directors' Fees

\$138,000: \$30,000 annual fee for four directors plus \$18,000 additional fee for Chair

Insurance

Directors and Officers: Annual premium of \$2,250 + \$2,250 to extend coverage three years
Property: \$506: Basic policy to cover office equipment/furnishings

Investment Management Fees

USbank Fees: \$23,000
Michael Sullivan: \$25,000

Legal/Professional Fees

\$15,000: Legal fees in connection with sunseting (prepayment included)

Meeting Expense (Board and Staff)

\$6,000: Includes travel, accommodations and meals for Annual Board Meeting

Membership Dues

\$750: Exponent Philanthropy's annual membership dues

Miscellaneous

\$1,000: Certificate of Incorporation annual fee (\$25), gifts, bonus, etc.

Office Expense

Equipment and Furnishings: \$100
Misc: \$1,000: Computer and technology consulting/maintenance/repair
Supplies: \$800: Paper products, 3-ring binders, toner cartridges, etc.

Printing, Web Design and Maintenance

\$2,000: Assistance to finalize Robina's website including Search Engine Optimization by Dan Cummings of Manage.net

Rent

\$7,136: \$892/month lease for current space to June 30, 2020 + 2 months' termination fee

Taxes

Excise Tax: \$2,316; estimated at 1.39% by CLA; tax will be reviewed/revised by CLA during the year

Telephone/Internet

\$3,504: Approximately \$292/month including Conference Calls

Grants

\$1,100,988: Grant payments currently scheduled for 2020. Additional grant payments will be made if approved by the Board.



CliftonLarsonAllen LLP
CLAAconnect.com

INDEPENDENT ACCOUNTANTS' REPORT ON APPLYING AGREED-UPON PROCEDURES

Robina Foundation
Minneapolis, Minnesota

We have performed the procedures enumerated below, which were agreed to by Robina Foundation, on the disbursement process of Robina Foundation for the year ended December 31, 2019. Robina Foundation's management is responsible for the disbursement process. The sufficiency of these procedures is solely the responsibility of the parties specified in this report. Consequently, we make no representation regarding the sufficiency of the procedures enumerated below either for the purpose for which this report has been requested or for any other purpose.

The procedures and the associated findings are as follows:

- a. We haphazardly selected 25 disbursements from Robina's checking and investment accounts, as provided to us, from January 1, 2019 through December 31, 2019, and performed the following:
 - a. Obtain the disbursement and compare amount and date of listing;
 - b. Observed who and what the disbursement was for;
 - c. Compared the amount of the disbursement and sight the disbursement was approved by the Foundation for payment and by whom;
 - d. Inspected documentation supporting the disbursement

See attachment A for testing grid.

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

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

CliftonLarsonAllen LLP

Minneapolis, Minnesota
REPORT DATE

Attachment A

Selection #	Date	Check/EFT #	Amount	Payee	Purpose	Approved by	Check Signer / EFT Approval	Sighted Disbursement Support	Check Amount Match Support
1	1/15/2019		115.66	US Department of Treasury	Penalty for failure to pay proper estimated tax	James Peter	James Peter Invoice		Y
2	2/6/2019		970.52	Accesso Services Inc.	Rent	James Peter	James Peter Invoice		Y
3	2/27/2019		428.25	CliftonLarsonAllen	Tax Services	James Peter	Penny Hunt Invoice		Y
4	3/13/2019		695.22	US Bank	Parking, Postage, Printing expenses	Penny Hunt	Penny Hunt Invoice		Y
5	3/18/2019		180.02	CenturyLink	Phone and internet	Penny Hunt	Penny Hunt Invoice		Y
6	4/9/2019		7,500.00	Marianne Short	Director's Fees	(c)	Penny Hunt Board Minutes 8/12/14		Y
7	4/12/2019		1,647.18	US Bank	Parking, Postage, and Meeting expenses	Penny Hunt	Penny Hunt Invoice		Y
8	5/3/2019		2,250.00	Philadelphia Insurance Companies	Directors & Officers Insurance	James Peter	James Peter Invoice		Y
9	5/17/2019		1,300.99	US Bank	Parking, Postage, Office Supplies, Meeting expenses	Penny Hunt	Penny Hunt Invoice		Y
10	6/17/2019		179.52	CenturyLink	Phone and internet	Penny Hunt	Penny Hunt Invoice		Y
11	6/28/2019		7,500.00	Steve Lewis	Director's Fees	(c)	Penny Hunt Board Minutes 8/12/14		Y
12	7/1/2019		7,500.00	Marianne Short	Director's Fees	(c)	Penny Hunt Board Minutes 8/12/14		Y
13	7/15/2019		822.38	US Bank	Parking, office supplies, meeting expenses, office software	Penny Hunt	Penny Hunt Invoice		Y
14	8/19/2019		839.79	NG2	Two new laptops	James Peter	James Peter Invoice		Y
15	8/23/2019		1,074.38	Richfield Printing, Inc.	Printing work	James Peter	James Peter Invoice		Y
16	9/13/2019		1,281.57	US Bank	Parking, Postage, Office Supplies, Meeting expenses, and printing	Penny Hunt	Penny Hunt Invoice		Y
17	10/7/2019		1,076.93	Susan Berresford	Travel to/from New York for annual board meeting	Penny Hunt	Penny Hunt Travel Expense Form and all receipts		Y
18	11/25/2019		1,482.14	Faegre Baker Daniels	Legal Fees	Penny Hunt	Penny Hunt Invoice		Y
19	12/11/2019		4,180.00	Baker Management	Nancy Gilberg	James Peter	Penny Hunt Invoice		Y
20	12/26/2019		12,000.00	Kathleen Blatz	Director's Fees	(c)	Penny Hunt Board Minutes 8/12/14		Y
21	1/29/2019 (d)		1,666,666.00	Council on Foreign Relations	Grant	(e)	Penny Hunt Wire Transfer Request Form / Grant Agreement signed by Kathleen Blatz, Board Chair, dated 11/17/16		Y
22	2/21/2019 (d)		50,000.00	US Bank X.....0118	Karin Birkeland and Lee Mitau Scholarship Fund	(e)	Penny Hunt Wire Transfer Request Form / Board Minutes (5-2017)		Y
23	9/4/2019 (d)		100,000.00	Yale University Development Office	Grant	(e)	Penny Hunt Wire Transfer Request Form / Board Minutes (8-2019)		Y
24	9/4/2019 (d)		100,000.00	US Bank X.....0118	Law School Dean's Innovation Fund	(e)	Penny Hunt Wire Transfer Request Form / Board Minutes (8-2019)		Y
25	8/16/2019 (d)		1,076,688.00	US Bank X.....0118	Public Interst Scholars and Bridge Fellowship Program	(e)	Penny Hunt Wire Transfer Request Form / Board Minutes (11-2015)		Y

Tick Mark Key:

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

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

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

Agreed Upon Procedures

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

In connection with your engagement to apply agreed-upon procedures to inspect a sample of disbursement from the Robina Foundation as of year ended December 31, 2019, we confirm, to the best of our knowledge and belief, the following representations made to you during your engagement.

1. We are responsible for the inspection of a sample of disbursements from Robina Foundation that were prepared in accordance with generally accepted accounting and business practices.
2. Robina Foundation is responsible for selecting the criteria and for determining that such criteria are appropriate for your purposes.
3. We have disclosed to you all known matters contradicting, or that may contradict, the disbursements, and we have disclosed to you all communications from regulatory agencies or others affecting the disbursements.
4. There have been no communications from regulatory agencies, internal auditors, and other independent practitioners or consultants relating to the disbursements, including communications received between December 31, 2019 and REPORT DATE.
5. There have been no communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.
6. We have provided you with access to all records and information that we believe is relevant to the disbursements of the Foundation and the agreed-upon procedures.
7. We have disclosed to you other matters as you have deemed appropriate.
8. We have no knowledge of any actual, suspected, or alleged fraud or noncompliance with laws or regulations affecting the disbursements involving management, employees who have significant roles in internal control, or others where the fraud or noncompliance could have an effect on the disbursements, including any communications from employees, former employees, analysts, regulators, or others.
9. We have responded fully to all inquiries made to us by you during the engagement.
10. No events have occurred subsequent to REPORT DATE that would require adjustment to or modification of the disbursement process.
11. We understand that your report is intended solely for the information and use of Board of Directors and is not intended to be and should not be used by anyone other than the specified parties. We

understand that the purpose of your report is solely to describe the procedures and findings related to the disbursements of the Foundation. Accordingly, your report is not suitable for any other purpose.

Signature: _____ Title: _____

Signature: _____ Title: _____

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors

FROM: Penny Hunt

RE: New Grant Program

Date: February 20, 2020

Robina's Q3 2019 Financial Report estimated that the Foundation would have \$690,713 in funds available to create a fund at the Minneapolis Foundation and perhaps support a small "New Grant" program. Per Robina's Q4 2020 Financial Report, Mike Sullivan now estimates that approximately \$374,621 will be available in 2020 after payment of:

- Robina's current grant commitments;
- Possible grants totaling \$4.3 million to Yale School of Drama and the University of Minnesota Law School for Dean's Innovation Funds;
- Payment of operating expenses

The remaining amount will be reduced by funds granted to the Minneapolis Foundation to cover post-termination grant report review and other expenses.

Since we are not certain of the amount available for pre-termination grants and now expect it to be much smaller than previous estimates, the Board may not want to develop a grant program. Nevertheless, following is information about a program I prepared when we thought more funds would be available for grants.

Questions

- Should all four Robina Grantees be eligible to receive grants?
- Should Robina identify opportunities or simply develop guidelines and let Robina Grantees propose their ideas?
- Will these final grants be monitored after Robina's termination?

Possible Principles to guide development of grant program and awarding of final grants

- Grant guidelines and grants should be simple, free of complex provisions that require extensive monitoring and/or site visits;
- Grants to amplify existing grants could be considered;
- Grants involving several Robina Grantees could be encouraged;
- Level of grants should be flexible since the total amount available may not be known at the beginning of the process.

A Few Grant Ideas

- Grants available to all four Robina Grantees to fund an annual \$10K Robina/Binger award to a staff member who does transformative work;
- Supplement to the Tom Crosby gift to Yale;
- Grant to Yale to support an annual joint project between the Law School and the Drama School;
- Grant to the U of M Law School and Abbott / Allina for an annual lecture or gathering related to immigrants or health;
- Grant to the University of Minnesota Law School to further support alumni fundraising.

Timing / Process

- By May 1: Develop guidelines, etc. for grant program
- Following May Board Meeting: Announce grant program to Robina Grantees
- By August 10: Deadline for submission of grant proposals to be considered at the August Board Meeting
- August 24-25: Make grant decisions at August Board Meeting
- By December 1, 2020: Pay grants

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	X		Board	8/18 – Consideration of proposals and determination of timing, use of illiquid assets 8/20 – Make decision re: Endowment grants
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			Board, Hunt, Gilberg	2019 – Reached agreements with UofM, Yale and CFR re: post-sunset reporting
Document reporting requirements with Grantees.			X	X		Hunt	
Determine criteria for “close-out” grants and pay grants				X		Board	

<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 2019			X				
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 with Minneapolis Foundation to manage/pay post-closing costs and distribute remaining grant funds			X	X		Board, Hunt	
Determine use of any funds remaining after sunset				X		Board	
Take steps to terminate interest in Loring Pasta Bar	X					Hunt, Blatz	Termination finalized 07/28/17
Prepare final financial reports				X		Sullivan, CLA (?)	Ask CLA who should prepare final financial reports.
Prepare and file final Form 990-PF, marked as "FINAL RETURN" – pay any outstanding taxes					X	CLA	

<u>Operations</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>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					
Determine and execute plans for office space through dissolution			X	X		Gilberg, Hunt, Board	
Close office				X		Gilberg, Hunt	
Research Directors and Officers insurance coverage and options		X				Gilberg	
Determine length of time to extend D&O Insurance				X		Board	
Cancel D&O Insurance (effective 12/31/20) and pay extension premium				X		Gilberg, Hunt	Cancel in December 2020 and pay premium for extensions
Cancel memberships			X	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	

<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 email servers and 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

**Robina Foundation
Dissolution Timeline¹ from Faegre Baker Daniel**

Early 2020	Robina Foundation signs Fund Declaration and MOU with Minneapolis Foundation
March 2020	FaegreBD prepares drafts of the legal dissolution documents
May 2020	Receive and review CLA report associated with 2019 Agreed Upon Procedures
May 15, 2020	Filing deadline 2019 Form 990-PF without extension (CLA)
May 21, 2020	Board meeting; Board approves the plan of dissolution and directs the officers to wind-up the affairs of the Foundation
May 24, 2020	Notice of Intent to Dissolve is signed by an officer and electronically filed with the Minnesota Secretary of State's Office (FaegreBD)
May 29, 2020	Notice of Intent to Dissolve is signed by an officer and filed by mail with the Minnesota Attorney General's Office (FaegreBD); 45-day waiting period for Attorney General review begins—Foundation is prohibited from making payments outside the normal course of business
May 29, 2020	Notice to known creditors is mailed (FaegreBD)
May 29, 2020	Notice to unknown creditors is published in a legal newspaper for four consecutive weeks (FaegreBD); 90-day creditors claim period begins
July 13, 2020	45-day waiting period for Attorney General review ends
Aug. 2020	Board meeting; Board appoints designated representatives of the Foundation post-dissolution; Board recommends to The Minneapolis Foundation individuals who can serve as consultants and review grant reports from Robina Grantees
Aug. 27, 2020	90-day creditors claim period ends; resolve claims
Sept.-Nov. 2020	Make any remaining grants; prepay expenses associated with 2021
Nov. 15, 2020	Filing deadline 2019 Form 990-PF with extension (CLA)
Dec. 1, 2020	Pay remaining assets to Robina Foundation Fund at The Minneapolis Foundation
Dec. 10, 2020	File Articles of Dissolution with the Minnesota Secretary of State, effective December 31, 2020 (FaegreBD)
Dec. 10, 2020	File Statement After Transfer of Assets with the Minnesota Attorney General, indicating that dissolution will be effective as of December 31, 2020 (FaegreBD)
May 15, 2021	Filing deadline 2020 Form 990-PF without extension (CLA)

¹ All dates are approximate.
US.125336210.01

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors

FROM: Penny Hunt

RE: Post-Sunset Work with Minneapolis Foundation

Date: February 20, 2020

At the August Board Meeting the Robina Board reviewed material provided by the Minneapolis Foundation describing how it could assist Robina with post-termination expenses and reporting and directed me to work with Angela Fogt to develop necessary agreements to facilitate that work. Since that time Nancy and I met with Minneapolis Foundation COO Jean Adams to clarify our needs and understand how Minneapolis Foundation could meet our needs. In addition, Angela and I worked through several drafts of documents needed in connection with the arrangement.

Attached are the current drafts of three documents:

- **Declaration Establishing the Robina Foundation Fund**
At the time of Robina's dissolution, we will make a grant to the Minneapolis Foundation to fund the Robina Foundation Fund. The amount of that grant will be determined at the August Board Meeting or in the fall.
- A Timeline entitled **Partnership Between Minneapolis Foundation and Robina Foundation**, which details actions in 2020 to prepare for the post-termination work, as well as the work of the Minneapolis Foundation from 2021 through 2023.
- A Memorandum of Understanding (MOU) describing administration of the Fund and the procedure for requesting distributions of principal from the Fund.

Key provisions of the MOU

The Minneapolis Foundation's fee for the period from 2021-2023, which will be based on the number of hours to be required to perform the work described. I expect to receive the Minneapolis Foundation's estimate of the fees before the Board Meeting.

The engagement of two consultants who will review Grant Reports submitted by Robina Grantees for three years, and the annual fee to be paid each consultant. The fee will be paid in two installments.

The distribution of funds remaining in 2023 when Minneapolis Foundation's work ends.

Robina Board Decisions to be made in 2020

- Calculation of amount to be granted to the Minneapolis Foundation for the Robina Foundation Fund;
- Designation of two consultants;
- Fee to be paid to consultants;
- Distribution of funds remaining at the end of 2023.

THE MINNEAPOLIS FOUNDATION

**Declaration Establishing the
Robina Foundation Fund**

_____, 2020

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: _____, 2020

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

PARTNERSHIP BETWEEN MINNEAPOLIS FOUNDATION AND ROBINA FOUNDATION

Revised timeline (drafted January 8, 2020)

By December 2020

- The Minneapolis Foundation establishes a specific purpose fund named the Robina Foundation Fund (the "Fund") (working name). A specific purpose fund allows The Minneapolis Foundation to pay grants and expenses related to the dissolution of Robina Foundation ("Robina"). (Q1)
- Robina's legal counsel prepares and files the documentation required to dissolve Robina's corporate structure and distribute its remaining assets. (Q2-Q3)
- Robina and The Minneapolis Foundation enter into a Memorandum of Understanding ("MOU") to formalize agreement on the administration of and disbursement of assets from the Fund in years 2021 through 2023. (Q2 or Q3)
- Robina recommends to The Minneapolis Foundation consultants that will review grantee compliance with grant requirements during years 2021 through 2023 and the timing and payment associated with this work. (Q2)
- Robina pays its final grants. (Q4)
- Robina sends a letter to each grantee confirming the grantee's reporting requirements for the next three years. (Q4)
- The Minneapolis Foundation enters into a contract with CLA to prepare Robina's final Form 990-PF for calendar year 2020. (November)
- The Minneapolis Foundation enters into three-year contracts with two consultants to review grantee compliance with grant agreements. (Q4)
- Robina contributes its remaining assets to the Fund. (December)

2021 The Minneapolis Foundation will

- Maintain Robina's website as currently designed. (Q1-4)
- Send letter to Robina grantees describing 2021 reporting requirements. (January and October)
- Work with CLA to prepare Robina's final Form 990-PF. (Q1)
- Pay any final expenses associated with the winding up and dissolution of Robina (e.g. final Form 990-PF preparation, legal fees, consultant fees, etc.). (Q2)
- Receive reports and certifications from grantees according to schedule in grant agreements and forward to consultants to determine compliance. (February and November)
- Contact consultants to ensure requirements of grants were met by grantees. If requirements have not been met, work with consultants to determine how to proceed. (April and December)

2022 The Minneapolis Foundation will

- Maintain Robina's website as currently designed. (Q1-4)
- Send letter to Robina grantees describing 2022 reporting requirements. (January and October)
- Receive reports and certifications from grantees according to schedule in grant agreements and forward to consultants to determine compliance. (February and November)
- Contact consultants to ensure requirements of grants were met by grantees. If requirements have not been met, work with consultants to determine how to proceed. (April and December)
- Pay expenses. (Q1-4)

2023 The Minneapolis Foundation will

- Send letter to Robina grantees describing 2023 reporting requirements (January and October)
- Receive reports and certifications from grantees according to schedule in grant agreements and forward to consultants to determine compliance. (February and November)
- Contact consultants to ensure requirements of grants were met by grantees. If requirements have not been met, work with consultants to determine how to proceed. (April and December)
- Pay any final expenses. (Q1-4)
- Terminate Robina's website; transfer key learning publications (e.g., Legacy Report, Bylaws) to The Minneapolis Foundation website for the benefit of field learning. (Q4)
- Distribute remaining assets in the Fund to one or more Robina grantees pursuant to the MOU. (December)
- Coordinate with consultants to confirm the identity of the persons who will receive and review grant reports on behalf of each Robina grantee in years 2024-2028. (Q4)
- Send letter to Robina grantees describing their internal reporting obligations following termination of the Fund. (Q4)

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

[date]

The Minneapolis Foundation (the "Foundation") has established the Robina Foundation Fund (the "Fund") by Declaration executed _____, 2020, a copy of which is attached. The Fund shall be held and distributed per the terms of the Declaration.

The following represents the joint understanding of the Foundation and 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 Robina Foundation, a private foundation sunsetting operations by December 31, 2020.

Administration

The Foundation has established the Fund to receive contributions and grants 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 [date] and will expire on December 31, 2023.

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 and limited duration. 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 will 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 solicit any contributions 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 payments to vendors for 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.

Robina Foundation will recommend to the Foundation two persons who are qualified to serve as consultants to monitor grant and endowment reports associated with grants made by Robina Foundation prior to December 31, 2020 (the "Grant Reports"). During the period of 2021 through 2023, the Foundation will receive Grant Reports via email from Robina Foundation grantees and then send those Grant Reports to the consultants for review to ensure the requirements of the grants were met. If such requirements have not been met, the Foundation will work with the consultants to determine how best to proceed. The Foundation anticipates paying each consultant [\$X] per year, which will be paid in two installments. The Foundation reserves the right to modify this compensation structure as it determines is appropriate.

If for any reason a consultant is unwilling or unable to continue serving in such capacity, the Foundation will work with the remaining consultant to identify a successor consultant. The Foundation may hire additional consultants for other services if the Foundation determines it is necessary and appropriate.

The Foundation's distributions from the Fund will also include payment of any expenses associated with the dissolution of Robina Foundation that arise after January 1, 2021, so long as those expenses are properly substantiated pursuant to the Foundation's policies.

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 "Code").

Termination of the Fund

Upon termination of the Fund, the Foundation agrees to pay any assets remaining in the Fund to one or more of the following organizations: (a) Allina Health; (b) Council on Foreign Relations; (c) University of Minnesota Law School; and (d) Yale University. The Foundation will determine the amount and timing of all such distributions in coordination with the Fund's consultants.

Prior to termination of the Fund, the Foundation will confirm the identity of the individuals who will receive and review Grant Reports for years 2024-2025. These individuals should be designated in consultation with the applicable grantee and will not be compensated by the Foundation for their role in receiving and reviewing Grant Reports.

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

Robina Foundation

By: _____

Its: _____

Date: _____, 2020

The Minneapolis Foundation

By: _____

Its: _____

Date: _____, 2020

ROBINA FOUNDATION

TO: Robina Foundation Board of Directors

FROM: Penny Hunt

RE: Robina Outreach Update

Date: February 20, 2020

Meeting with members of ACTEC and other local lawyers

Kathleen, Steve and I attended a gathering of members of ACTEC and other lawyers at Lathrop GPM on February 10. About 30 lawyers attended the meeting. We will fill you in on the discussion during the board meeting.

Robina Website

Nancy and I engaged Manage.net LLC to provide "Basic Search Engine Optimization" (SEO) of Robina's website so that people searching the Web for information on time-limited or term foundations (or whatever words they might use) will be directed to our website. Among other things, this involves analyzing our current site, adding keywords and page descriptions, creating a site map, optimizing the Legacy Report and recommending additional content that will enhance the site.

National Center for Family Philanthropy

Since we had worked with Foundation Center (now known as Candid) in the past, I spoke with Janet Camarena, Director of Transparency Initiatives, to learn how Candid might help us identify opportunities to participate in conferences or events planned by various foundation organizations. Janet put me in contact with NCFP since that organization is planning two retreats entitled "Philanthropic Spend Down." A retreat will be held in April on the East Coast, followed by an October retreat on the West Coast. Attached is information on the retreats.

I spoke with the retreat organizers to learn more about the retreat and how we might share the lessons we learned operating a term foundation or the practicalities of winding down a foundation. Since the retreat agenda includes several discussion sessions, there should be opportunities for us to talk about Robina's experience. In addition, if we want to discuss a particular aspect of Robina's experience, retreat organizers indicated that this could be included in one of the discussion sessions. Based on my conversation with NCFP and the Bechtel Foundation, simply attending the retreat could be helpful to us as we go through Robina's last year.

Susan has indicated that she could be available to join me at the April retreat in New York. The retreat is limited to 20 participants. The cost of attendance is \$150 / person.

Minnesota Council on Foundations

I met with Susie Brown, CEO of the Minnesota Council on Foundations, to fill her in on Robina's work and plans. We discussed various topics we might share with members of MCF, e.g. our experience as a spenddown foundation or a foundation with active board members or a focused foundation. Susie agreed to look for opportunities for input from Robina. I will follow up with her.

Global Trends and Strategic Time Horizons in Family Philanthropy 2020

In August I reported that Camden Wealth 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. After numerous revisions, the attached case study was completed. A few pages of the report entitled "Global Trends and Strategic Time Horizons in Family Philanthropy" are also attached. Note that the Robina case study is one of only four case studies.

As a result of Robina's involvement in the report, Kathleen and Susan were interviewed by New York Times columnist Paul Sullivan for an article published in mid-January. A copy of the article is attached.

Minneapolis Star Tribune Article

I think you have seen the Star Tribune's article on Robina, but in case you'd like to see it again, a copy follows.

Distribution of the Legacy Report

Nancy estimates that we have sent out over 250 of the 400 reports we had printed. We have been surprised by how many of the people who received the report have commented on the report.

Don't hesitate to ask for more reports to distribute!



NATIONAL CENTER FOR
FAMILY PHILANTHROPY

**Philanthropic Spend Down:
A Retreat Sponsored by the S. D. Bechtel, Jr. Foundation**

April 27-28, Pocantico (East Coast)

October 14-15, Los Altos (West Coast)

This intimate gathering is for board members and senior staff of foundations that are considering or have decided to spend down their assets. Come with concerns and engage with experts and peers to learn about successful approaches and troubleshoot key challenges. Time will be spent in peer learning focused on exits and impact, stakeholder communication, talent development, and family connections, as well as the legacy of learning.

Retreat content for both April & October events will be similar, although specific faculty and speakers may vary. Please plan to attend only one of the two retreats. For additional information on registration fees, venues, and speakers, please see www.ncfp.org or contact Katie Scott at 202.293.3424 or katherine@ncfp.org.

**Pocantico Center of the Rockefeller Brothers Fund
April 27-28**

April 27

3:00–3:40 pm: Welcome & Introduction

Join faculty for a welcome and ground rules. We will learn about other participants from registration data and by connecting with peers about your reasons for attending the retreat.
Facilitated by Barbara Kibbe and Lois Mitchell

3:45–4:45 pm Managing Investments in Context of a Spend Down

As foundations prepare to or actively begin the spend down process, managing finances, assets and investments is likely to be a high priority on the list of challenges. How do we administer multi-year commitments as we plan to exit, while funds are invested? How can we remain financially responsible, while maintaining cash for unexpected expenditures, near-term grants and other management needs?

Facilitated by Barbara Kibbe and Lois Mitchell

5:00– 6:00 pm Break and Estate Tour

The Pocantico Center of the Rockefeller Brothers Fund hosts conferences and artists residencies, and has been home to four generations of the Rockefeller family. It's a self-contained park with significant flora and fauna, while also a place for shared research, inquiry,

and creativity. We will take time to appreciate and learn about this historic location, including the historic home of the family.

6:00–6:30pm Reception

Mingle with your colleagues and continue sharing your perspectives, stories, and pressing questions with our faculty and dinner speakers.

6:30pm–8:30pm Dinner & Conversation: Imagining the End and Traveling Toward It

Join Tony Proscio for a lively discussion about imagining, planning for, and traveling towards your foundation's sunset. Tony has produced detailed chronicles of the final years of The Atlantic Philanthropies and the Avi Chai Foundation, both of which cease grantmaking in 2020. Learn from his lessons and observations and take part in an interactive discussion on dreaming, iterating, and working to make impact.

April 28

8:00–8:45am Breakfast

Join your peers for conversation and breakfast. There is no formal program during breakfast.

8:45–10:00am Exits and Impact: Ensuring Resiliency and Capacity While Exiting a Field

Hear from field experience how to navigate this complex and challenging process to maximize the potential for impact while leaving grantees and fields strong. How do you support resiliency in your grantees? How do you build the capacity of not just the grantee but the field? How do you say goodbye when it isn't working?

Facilitated by Lois Mitchell & Christopher G. Oechsli

10:00–10:15am Break

10:15–11:45am Breakout Sessions:

Option A: Talent Development and Retention

Staffing your foundation and retaining staff and momentum while closing can be a challenge, even if it is years away. How do you keep staff engaged? How do you keep morale positive and keep staff members focused on the work at hand while also supporting them in considering options for the next steps of their careers? Talk with senior leaders about lessons learned and challenges, while sharing your own concerns and questions.

Facilitated by Barbara Kibbe

Option B: Family Connectedness: Enduring Relationships after the Spend Down

Every family foundation encounters unique relational dynamics, especially with multiple generations engaged. Family participation in the foundation may even provide a purpose and inspiration to regularly gather and engage together. Consider various perspectives and suggestions for navigating interpersonal relationships without negatively affecting or destroying family bonds.

Facilitated by Lois Mitchell and Nick Tedesco

11:45–Noon

Break

Noon–1:00pm

Lunch Roundtable Discussions

Join your peers for conversation and lunch. We will have small group discussion, without a formal program. *If you would like to suggest or host a specific topic for table discussion, please contact katie@ncfp.org.*

1:00–2:30pm Breakout Sessions:

Option A: *The Legacy of Learning: Building and Sharing Knowledge from Exits*

While there are many other foundations that have closed, there is no set manual for doing so. What can you learn from the field? How can your foundation contribute to your sector or movement while also leaving behind lessons from your own knowledge? And how do you balance transparency and privacy in deciding what to share?

Facilitated by Barbara Kibbe and Christopher G. Oechsli

Option B: *All-way Communication During the Spend Down Process*

Grantees, foundation staff, funding partners, the media, the causes and communities you serve – how will these colleagues react and how do you keep control of communication? Anticipate, prepare and convey the right messages to preserve working relationships that transition through uncertain changes.

Facilitated by Lois Mitchell and Tony Proscio

2:30–2:50pm Closing Comments/ Request Feedback

Discuss next steps for your own work, share feedback on the retreat, and discuss options for connecting more intentionally to this learning community.

Led NCFP Staff

3:00–4:00pm Learn and Consult with your Peers

We will meet in in four small breakouts led by all faculty. These will be about topics submitted by all of you. To share a topic of interest, email katherine@ncfp.org. We will also source topics during the retreat.

4:00pm

Departures

Los Altos October 14-15

The West Coast retreat agenda will be similar to the East Coast agenda, but may shift based on feedback and lessons learned from conducting the initial retreat.

7.3 The Robina Foundation

- **Year of founding:** 2004
- **Location:** Minneapolis, United States
- **Year it became a limited-life foundation:** 2004
- **Closure Date:** 2020
- **Number of staff:** Two part-time

Foundation history and guiding principles

James H. Binger was the CEO of Honeywell Corporation, a private investor, philanthropist, and community activist. In 2004, when he was 88 years old, Mr. Binger established the Robina Foundation as a time-limited entity and endowed it with approximately \$150 million to be spent down in the course of no more than 20 years. To oversee the allocation of these grants, Mr. Binger appointed a board of trustees which he deemed to possess "inquiring and critical minds and respect for unconventional ideas and notions of futurism."

Before passing away, Mr. Binger studied the work of successful foundations in order to craft Robina's bylaws, which describe not only his philanthropic vision for the foundation, but also the qualities board members should possess. Mr. Binger conveyed his philanthropic vision to the board of trustees and four beneficiary institutions to which he wanted to give back for positively impacting his life. He had studied at Yale University and the University of Minnesota Law School, and he was an active member of the Council on Foreign Relations. Mr. Binger and his wife had also received treatment at the Abbott Northwestern Hospital. Thus his wish was for his foundation to support these four organizations. For each of the four quite different designated grantees, Robina Foundation bylaws include broad guidelines describing the kinds of grants Binger felt would fulfil his vision for the foundation. He also stressed that the board should encourage innovation and creativity, and support forward-thinking, major projects and initiatives.

Focusing efforts to achieve greater impact

Following this vision, the trustees engaged directly with the four institutions, encouraging them to generate proposals for large-scale, original projects for funding from the foundation. The foundation did not have experts in all of the areas it supported but designated one trustee to be a liaison with each grantee institution. In addition, board members collectively were involved with each grantee and used external consultants to provide expert, in-depth analysis when needed.

Kathleen Blatz, chair of the Robina Foundation Board, explains, "If you have a small board that is active, you get to know your grantees. We visited them a lot over the years. We were actively involved, even with a small staff, and came to intimately know the facets of each proposal before making a decision concerning funding."



"I think that big institutions are used to complying with complex bureaucratic rules to apply for funding. When you say that you want something innovative, they can feel like a fish out of water."

KATHLEEN BLATZ, CHAIR,
THE ROBINA FOUNDATION BOARD
(Pictured above)

It was not always easy, however, to motivate grantees to come up with innovative proposals. Large institutions, such as the ones funded by Robina, are accustomed to mainstream ways of dealing with philanthropists. Ms. Blatz says, "I think that big institutions are used to complying with complex bureaucratic rules to apply for funding. When you say that you want something innovative, they can feel like a fish out of water. Grantees are used to presenting one idea to different potential funders, but we were looking for something different. In the end, it was a learning process for them and for us."

Nonetheless, the Robina Foundation funded a number of successful projects across these institutions. For example, it supported the Abbott Northwestern Hospital in developing a new care model for patients suffering from Alzheimer's disease, cancer, heart failure, and chronic illnesses. To expand the creation and production of new plays, the foundation provided funding for the launch of the Binger Center for New Theatre at Yale School of Drama, which commissions and fosters the development of new plays. To date, Binger Center commissions have supported the creation of 50 plays, 10 of which have had multiple productions in American theaters, including on Broadway. The University of Minnesota Law School received funding to develop the Binger Center for New Americans, which addresses the social and legal needs of immigrants. As Ms. Blatz proudly notes, "With the active involvement of law students, the Binger Center helped successfully litigate a case before the US Supreme Court that clarified the circumstances under which an immigrant may be deported for a drug conviction." Finally, the Council on Foreign Relations was awarded a grant to launch the International Institutions and Global Governance Program, which, among other things, brings international think tanks and policy organizations together to tackle global challenges.

Challenges and lessons learned

The Robina Foundation's directive to allocate a series of relatively large grants over a limited time period, with a small staff and board, was challenging. While grantees appreciated that the foundation imposed few bureaucratic demands, several grantee representatives expressed disappointment that some proposals requiring extensive time and effort to develop did not receive funding.

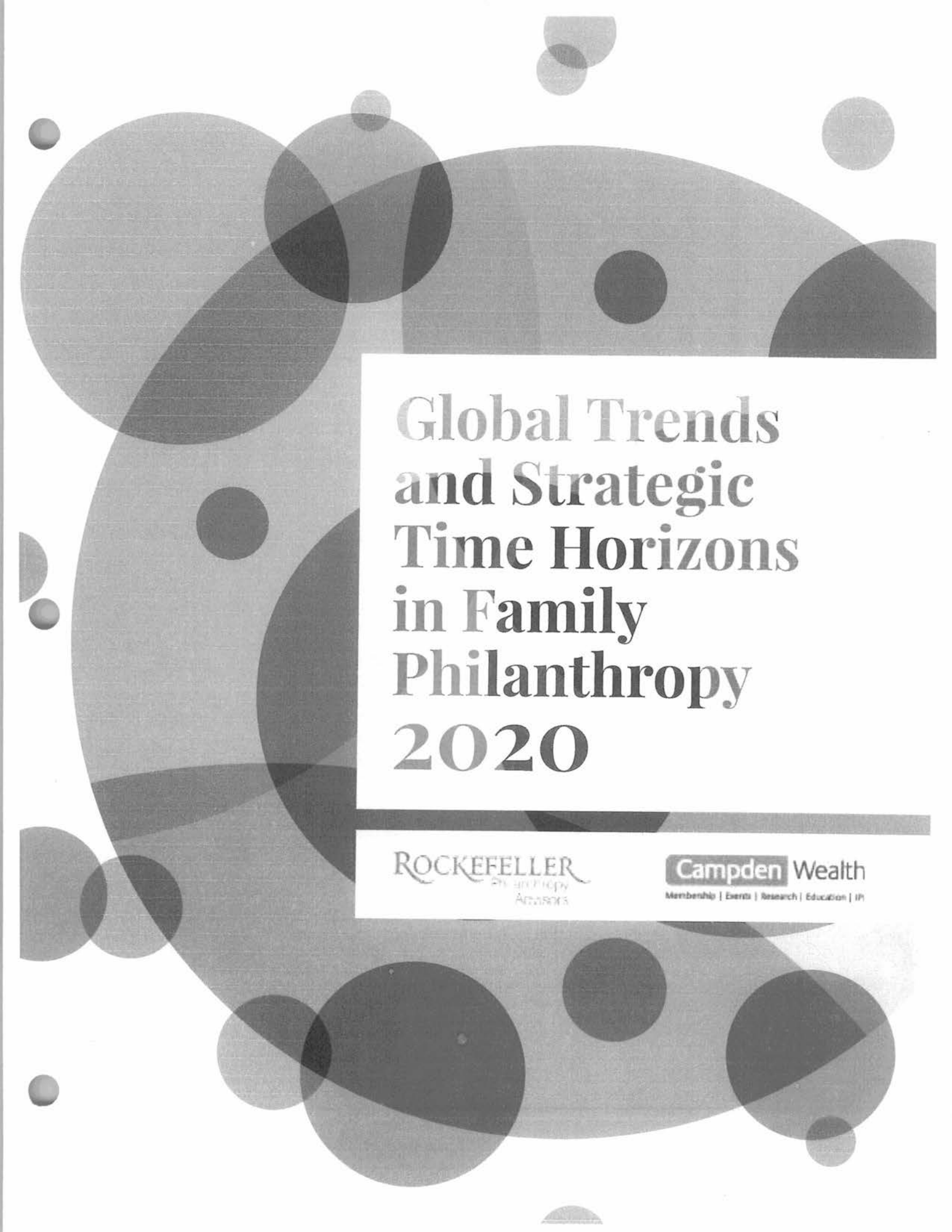
"The criticism you might hear is that we did not have specialists in our staff, so we did not fund a project because we did not have expertise in that particular area," says Ms. Blatz. "However, our way of working goes against traditional models: big foundations, big staff, people who compartmentalize, specialize, etc. Doing that takes a lot of resources, and we were not trying to be that kind of foundation. Instead, we purposely were a hands-on board with a limited staff that drew on the expertise of consultants when appropriate."

As a result, the Robina experience could prove valuable to donors who wish to create notable impact with small-to-medium-size endowments and staff.

As Ms. Blatz points out, "Many families do not have enough resources to put into a classic foundation. In my opinion, the Robina Foundation model could be used for a \$10 million fund. You could make the argument that it might make more sense for smaller foundations, with small staffs and boards, to be time-limited. You can punch above your weight, concentrating your resources on a limited number of beneficiaries and areas, with much more impact and influence than if you scattershot it." ■

"You can punch above your weight, concentrating your resources on a limited number of beneficiaries and areas, with much more impact and influence than if you scattershot it."

KATHLEEN BLATZ, CHAIR,
THE ROBINA FOUNDATION BOARD



Global Trends and Strategic Time Horizons in Family Philanthropy 2020

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Forewords



Dear Reader,

Across the globe, family philanthropy constitutes a rich and dynamic mosaic of legacies, giving cultures, approaches, motivations, and structures. And for each family, philanthropy is a passionate and personal journey. Families in the 21st century are engaging much earlier, and with much deeper involvement, in their commitment to improve lives, create opportunity, and protect the planet. To achieve this, family philanthropies around the world are seriously considering innovative practices, tools, and approaches to maximize the impact they seek. This includes thoughtful reflections on what time horizons—or giving timeframes—are best suited for their philanthropic mission and vision.

Driven by our mission to help donors around the world create thoughtful and effective philanthropy, Rockefeller Philanthropy Advisors partnered with Campden Wealth to conduct a one-of-a-kind exploration of the inner workings, trends, practices, and challenges of family philanthropy globally. As part of this research, we examined the many dimensions of strategic time horizons in family giving, which hold profound implications for approaches, operations, resource allocation, issue areas, and relationships with the greater ecosystem of beneficiaries and partners.

Through the findings and insights from this study on strategic time horizons, we hope to create resources for funders that advance the field and practice of philanthropy. We are grateful to The Atlantic Philanthropies for their continued support of and contributions to this work, and to our partners at Campden Wealth. We hope you will find this report illuminating and helpful for navigating the nuances of family giving, engaging in peer learning, as well as discovering new ideas, practices, and approaches that can help philanthropies around the world become more and effective in building a better shared future for everyone.

Sincerely,

Melissa A. Berman, Ph.D.
President and CEO, Rockefeller Philanthropy Advisors



Dear Reader,

I am delighted to present the "Global Trends and Strategic Time Horizons in Family Philanthropy 2020" report.

During a time of heightened economic and geopolitical turbulence, which is also spurring calls to action about rising social inequality and deepening environmental problems, it is crucial to have information about the issues influential stakeholders are concerned about and the strategies they are adopting in order to tackle the related challenges.

The present study is based on information provided by 201 families of significant wealth that are engaged in philanthropic giving and that represent 28 countries across the globe. Some of these families' philanthropic legacies stretch back centuries, while others are relative newcomers to the practice. Collectively, their giving over the last 12 months totalled \$2.4 billion. Such giving can have considerable impact on society.

The study places a special focus on time horizons in philanthropy. Traditionally, families engage in philanthropy without setting an endpoint to their contributions. Increasingly, however, as this report uncovers, families have adopted a time-limited approach and concentrated their donations over shorter periods.

We hope that this report will help family philanthropists across the world evaluate their giving and the strategic approaches available to them. We also hope that it will help the wider giving community to uncover synergies and coordinate activities.

Many thanks to all the families and philanthropic staff who generously shared their insights, and to Rockefeller Philanthropy Advisors for partnering with us on this important study.

Yours faithfully,

Dominic Samuelson
Chief Executive Officer, Campden Wealth

Executive summary



Giving vehicles

The most popular vehicles for giving are family foundations (64%), followed by direct donations to nonprofit organizations/charities (45%), donor advised funds (16%), and corporate/business foundations (15%).



Reasons for giving

The most common reasons for giving include a desire to give back to society (75%), an interest in creating social change (55%), putting values into action (50%), and addressing social inequality (47%).



Causes supported

Education is the number one area families give to globally, constituting 29% of the average philanthropic portfolio, followed by health (14%) and art, culture, and sports (10%).



Strategic time horizons in philanthropy: awareness and adoption

Generally, respondents were familiar with both the in-perpetuity (89%) and time-limited (84%) philanthropic timeframes. However, the former model was twice as likely to be adopted (62%) as the latter one (32%). Still, there are indications that the popularity of the time-limited model is on the rise, with the number of those who have chosen it growing by nearly two-thirds since 2000.



Key drivers of strategic time horizon choice

The key motivations for adopting a time-limited approach are: a desire to see the impact of giving during a donor's lifetime (30%), to narrow philanthropic focus (23%), and to transfer more of a founding donor's wealth to good causes sooner rather than later (17%). The key motivations for adopting an in-perpetuity approach are related to its ability to: provide sustained and long-term support to address persistent challenges (71%); strengthen a family's purpose and values (56%), and have greater impact on beneficiaries over multiple generations (41%).



The next generation

It is common for the next generation to be involved in their families' philanthropy, especially among those engaged in in-perpetuity giving. For those families, members of the next generation often serve on boards (54%) or make site visits (34%). Families that adopt a time-limited strategy most often involve the next generation in grantmaking (28%).



Decision-making

Strategic decision-making power tends to lie with the family. Family heads or founders are the key decision-makers in 60% of cases, followed by other family members (48%). Europe aligns with this global average, while in the United States, other family members tend to hold the most decision-making authority (65%), followed by founding donors (54%), as well as trustees (29%). In Asia-Pacific, family heads or founders dominate strategic decision-making (62%), followed by trustees (57%), and other family members (31%).

1. Introduction

1.1 Methodology

1.2 Overview of participants

1. Introduction

Transformations in technology, politics, the economy, and culture continue to present opportunities but also challenges. As globalization advances and economies grow, people are becoming more interconnected. However, we also see growing risks from climate change, financial downturns, rising inequality, populism, and nationalism.

In this context, it is not a coincidence that, over the last three decades, philanthropic giving has expanded. As the global economy has grown, so has the number of ultra high-net-worth (UHNW) individuals, and many of them view philanthropy as a way to address acute social and environmental issues.

This report, produced by Rockefeller Philanthropy Advisors and Campden Wealth, is an attempt to capture current and emerging trends in the philanthropic giving of UHNW individuals and families. In particular, it aims to explore the reasons and channels through which they engage in philanthropy, with a focus on strategic time horizons in giving.

Definitions

Philanthropy: The voluntary act of giving by an individual or a group to promote the common good. Philanthropic giving supports a variety of activities, such as research, medicine, education, and the arts, as well as a plethora of causes, such as poverty alleviation and climate change.

Strategic time horizons: The period of time associated with the philanthropic activity. Some philanthropists adopt an in-perpetuity time horizon, whereas others engage in time-limited philanthropy.

In-perpetuity horizon: Refers to the use of a vehicle, such as a foundation, which has no envisioned endpoint or is not subject to termination. Some in-perpetuity organizations might, however, implement specific time-limited projects or programs.

Time-limited horizon: Refers to the completion of a philanthropic activity within a specific timeframe; also known as spend-down, spend-out, or "giving while living" approaches.

1.1 Methodology

Campden Wealth and Rockefeller Philanthropy Advisors carried out a mixed-method, quantitative and qualitative, research study. Between February and June 2019, a total of 201 private/family philanthropists from 28 countries, each with a net wealth of at least \$100 million, took part in a survey. In addition, 29 semistructured interviews were conducted with UHNW philanthropists or their senior staff across the globe. Quotes from these interviews used within the main body of this report are anonymized in order to maintain the confidentiality of research participants. This report also features four case studies based on extended interviews. Here, the participants elected to disclose their identities to better describe the organizations they represent.

As this study is concerned solely with family philanthropy, various well-established foundations which fall beyond the scope of the research were not surveyed. Additionally, for the purpose of this research, the term "time-limited philanthropy" can apply to a foundation as a whole or major programs and initiatives.

Research limitations

Sampling: The geographic composition of the philanthropists surveyed is not wholly representative. This research received input from a greater number of participants from the United States, and to a lesser extent Europe. To compensate, various regional data cuts have been added.

Additionally, the sample for Asia-Pacific and Europe does not include all the countries within these regions, nor a representative mix of respondents amongst the countries included. For these reasons, the findings should be viewed as merely indicative of the philanthropic landscapes regionally.

Self-selection: The philanthropists who participated in the research did so on a voluntary basis, which created a self-selection bias likely favoring those in the community who are most engaged in philanthropy. Furthermore, since the focus of the research is on strategic time horizons in philanthropy, the results may be disproportionately representative of family philanthropists who are more knowledgeable about this topic. Consequently, the findings do not necessarily reflect the giving patterns for the wealth community as a whole.

1.2 Overview of participants

The largest proportion of participants in the survey came from the United States (50%), followed by Europe (25%), Asia-Pacific (20%), and six other countries across the world (5.0%) (figure 1.1).

Figure 1.1: Regional breakdown of family/private philanthropists

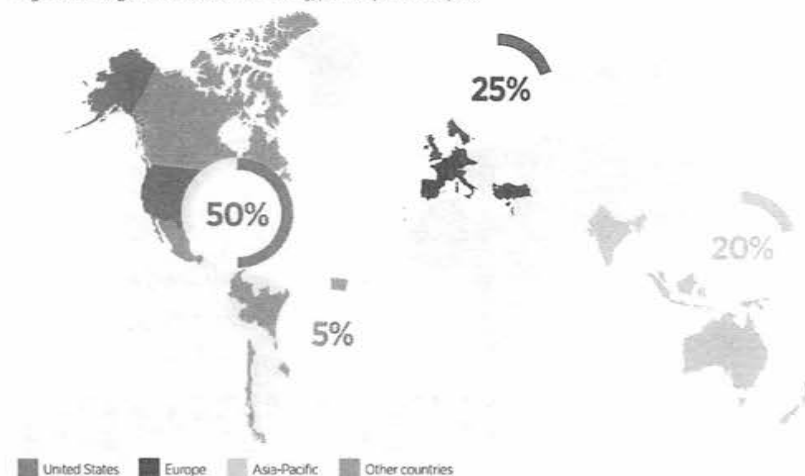


Figure 1.1: Regional breakdown of family/private philanthropists. The map shows the distribution of participants by region. The United States accounts for 50%, Europe for 25%, Asia-Pacific for 20%, and Other countries for 5%.

The average net wealth of the families and private philanthropists surveyed stood at \$1.2 billion, while the average assets under management (AUM) of the associated philanthropic organizations was \$155 million.

Furthermore, over the last 12 months, the philanthropists gave an average of \$12 million each to various causes (figure 1.2).

Figure 1.2: Average family/private philanthropist net wealth (USD), average philanthropic organization's AUM (USD), average giving in the last 12 months



A New Generation Seeks to Give It All Away Now

Families create foundations typically to establish a long-term philanthropic legacy, but a new study shows some want to see the immediate impact of their giving.

By Paul Sullivan

Jan. 17, 2020

When the Robina Foundation was created in 2004 with \$150 million, it had an unusual mandate: Spend all the money within 20 years.

Family foundations are typically created to establish a philanthropic legacy that can span generations. But James H. Binger, the former chief executive of Honeywell who married into the family that started the 3M empire, started Robina to give away his money in two decades. A renowned philanthropist, he stipulated that it had to make transformative gifts.

This year, the foundation will close four years ahead of schedule, having made 45 grants to just four organizations. The largest was nearly \$29 million to the University of Minnesota Law School to create the Binger Center for New Americans. The foundation also made two grants of more than \$20 million to Yale University to start a human rights fellowship at the law school and build a theater for new drama.

I think a lot of family foundations should do this model if they have the time to devote to it," said Susan V. Berresford, the vice chairwoman of Robina and a former president of the Ford Foundation. "If they're going to have a family foundation to make an impact, it's a great model."

Family foundations have a reputation for providing a steady drip of funding to established institutions, and their giving can act as a bond for extended family members. But the scale of problems in certain areas of society has moved some family foundations to marshal their resources and put them to work quickly in highly focused areas.

These "time-limited" foundations, also known as spend-down or limited-life foundations, are on the rise, according to a study from Rockefeller Philanthropy Advisors and Campden Wealth, which looked at about 200 family foundations that combined give \$2.4 billion annually.

The increase was being driven by donors who were more engaged in issues and more interested in seeing the impact of their gifts, said Melissa A. Berman, president and chief executive of Rockefeller Philanthropy Advisors.

"Donors are thinking much more proactively about what they're doing," Ms. Berman said. "Fewer of the major donors are choosing a few organizations and setting it on autopilot or settling their giving as bequests."



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After giving out nearly \$165 million, a Minneapolis foundation is almost broke and ready to close — on purpose

Former Honeywell exec focused giving on four recipients in a limited window.
By Kelly Smith Star Tribune

DECEMBER 28, 2019 — 5:11PM



LEILA NAVIDI • STAR TRIBUNE

Benjamin Casper Sanchez, from right, faculty director of the Center for New Americans, shook hands with Kathleen Blatz, chairwoman of the board of directors for the Robina Foundation, as Garry Jenkins, dean of the University of Minnesota Law School and then-U President Eric Kaler stood next to them during a 2017 news conference.

TEXT SIZE

The Robina Foundation is nearly out of money and ready to shut down — as it planned to do all along.

The Minneapolis foundation started with an unusual mission to give away all of its money to four institutions instead of existing indefinitely like most foundations. Now, one year away from its planned dissolution next December, it's winding down its work and preparing to give out its final grants to bring its philanthropic total to about \$165 million.

Limited-life foundations are rare in Minnesota; another one, ClearWay Minnesota, established with funds from the state's 1998 tobacco settlement, is set to end by 2022.



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The James H. Binger Chair in Global Governance Report

Prepared for: **Robina Foundation**

Project Director: **Stewart M. Patrick**, James H. Binger Senior Fellow in Global Governance and Director of the International Institutions and Global Governance Program

Reporting Period: **February 1, 2019—January 31, 2020**

Submission Date: **January 31, 2020**



The Council on Foreign Relations (CFR) is pleased to submit the third annual report of the James H. Binger Chair in Global Governance. To accompany this narrative, a financial statement, as well as an appendix on the chairholder's activities, events, media appearances, and publications during the reporting period, are enclosed.

Overview

During the reporting period, Dr. Stewart Patrick, the James H. Binger senior fellow in global governance and director of the International Institutions and Global Governance (IIGG) program, became a weekly columnist for *World Politics Review*; researched and outlined his proposed new book, *Together: How to Survive and Thrive on a Shrinking Planet*; continued to promote his book, *The Sovereignty Wars*; hosted eight roundtable meetings; co-organized the Council of Councils (CoC) eighth annual conference in Washington, DC, and twelfth regional conference in Paris; and provided commentary on U.S. sovereignty, U.S. foreign policy, and international cooperation to multiple audiences. He also met with and briefed students, civil society leaders, and government officials on the future of the liberal order and how the United States can advance its interests through multilateral cooperation.

Chairholder's Activities

Publications



In March 2019, Dr. Patrick became a weekly columnist for *World Politics Review* (WPR). He has since published thirty-eight articles, several of which were highlighted in widely read newsletters, such as CNN's *Fareed's Global Briefing* and the *UN General Assembly Daily Brief* from Quartz. In June 2019,

Dr. Patrick's article on WPR, "Why Is No One Talking About UNSC Reform Anymore?" was highlighted on the Twitter account of the Australian Ambassador and Permanent Representative to the United Nations.

A significant portion of Dr. Patrick's writing touched on the themes of his next book, *Together: How to Survive and Thrive on a Shrinking Planet*. This book will document the biggest challenge for global governance in the twenty-first century: addressing the planetary environmental crisis created by humanity's emergence as the most powerful force shaping the biosphere. The manuscript will identify the demographic, economic, and technological drivers that have placed extraordinary demands on the Earth's system, including for food, energy, and water; document the failure of the multilateral system to address the linked crises of global warming, the collapse of biodiversity, and the slow death of the world's oceans; and argue that the collision of humankind and the Earth's system demands a paradigm shift in the direction of "planetary politics." Making this transition will require sovereign nations, including the United States, to place environmental sustainability at the heart of their security, foreign, economic, and development policies. Dr. Patrick wrote extensively on these topics in *World Politics Review*, including articles on the UN Pact on High Seas Biodiversity, the Paris Agreement, geoengineering and climate change, and the Antarctic Treaty's 60th anniversary.

In May 2019, Brookings Press published the paperback version of *The Sovereignty Wars: Reconciling America with the World*, including a new, 2,000-word preface underscoring the heavy emphasis that the Trump administration has placed on U.S. sovereignty. Following its publication, Dr. Patrick has continued to publish articles and blog posts analyzing actions taken by the Trump administration and foreign governments in the name of sovereignty and assessing how the United States and the world can address transnational challenges through effective multilateral cooperation. Some of the articles Dr. Patrick published in *World Politics Review* covered related topics such as Brexit, Wendell Willkie's vision of internationalism, American isolationism, and U.S.-United Nations relations.

In addition to his work on national sovereignty and ecological issues, Dr. Patrick published a number of articles with *World Politics Review* on other aspects of global governance. Some of these articles covered topics such as the liberal international order, the G20 summit in Japan, and the refugee crisis. His article from May 2019, "A New Space Age Demands International Cooperation, Not Competition or 'Dominance,'" discussed areas where international cooperation in space can be improved in regards to the regulation of satellite mega-constellations, the utilization of outer space resources, and efforts for planetary defense.

Dr. Patrick also coordinated the 2018–2019 Council of Councils (CoC) Report Card on International Cooperation, an annual undertaking which evaluates multilateral efforts to address ten of the world's most pressing challenges, from countering transnational terrorism to advancing global health. The Report Card surveyed the CoC, a network of twenty-eight foreign policy institutes around the world, to help policymakers prioritize among transnational challenges. The CoC is a CFR initiative previously supported by a Robina Foundation grant to the IIGG program. The fifth edition of the CoC Report Card received more than 41,000 unique page views in May and June, representing a 225 percent increase in traffic from the previous year. The *Christian Science Monitor* and *Real Clear Energy* highlighted the Report Card's findings and launch event, and it is assigned reading for several classes at George Washington University's Elliott School of International Affairs. In a May op-ed for CNN.com, "In a scary world, the biggest worry has to be climate change," Dr. Patrick and Terrence Mullan, IIGG assistant director, highlighted the findings of the Report Card, which for the first time in its history designated climate change as the top international priority. The CNN op-ed was shared widely on social media by the Democratic National Committee, Environmental Media Association, and several other global environmental organizations.

In December 2019, Dr. Patrick also published the CoC global memo, “Six Global Summits to Watch in 2020.” As the second decade of this century came to a close, effective multilateral cooperation seemed to be on the ropes. This memo detailed six critical meetings of world leaders in the year ahead that they will help determine whether a multilateral renaissance is possible.

Dr. Patrick also continues to post on his blog, *The Internationalist*. During the reporting period, Dr. Patrick and IIGG staff wrote and coordinated twenty-eight posts (not including short blurbs from his weekly *World Politics Review* column) and the blog was viewed over 130,000 times. Dr. Patrick and IIGG staff continued their work on two blog miniseries: “Averting Global Catastrophe” and “Transformative Technology: Transformative Governance.” “Down the Hunger Spiral: Pathways to the Disintegration of the Global Food System,” a blog post written by Asaf Tzachor, research associate at the Centre for the Study of Existential Risk at the University of Cambridge, was highlighted in the Kaiser Family Foundation’s widely read health policy research newsletter.

Dr. Patrick also coordinated four CoC global governance working papers, which were discussed during two CoC conference sessions over which he presided. Senator Elizabeth Warren’s campaign for the Democratic candidate for president cited one of these working papers, “Reevaluating Global Trade Governance Structures to Address Climate Change,” in the senator’s “A New Approach to Trade” white paper. Warren’s campaign supported implementing one of the recommendations put forward in the paper, a border carbon adjustment. The Washington International Trade Association also highlighted the paper.

Meetings

During the reporting period, Dr. Patrick hosted eight meetings of the Roundtable Series on the United States and the Future of Global Governance. The meetings brought together experts and policymakers to discuss a broad range of challenges to global cooperation. On March 6, 2019, Dr. Patrick hosted Kimberly Ann Elliott, visiting fellow at the Center for Global Development, and Jennifer Hillman, then professor of practice at the Georgetown University Law Center (and now a CFR senior fellow) to discuss prospects for World Trade Organization reform. The second meeting in the series featured Ted Piccone, senior fellow at the Brookings Institution, and Sophie Richardson, China director at Human Rights Watch, to discuss China’s challenges to the global human rights regime. Dr. Patrick hosted Janos Pasztor, executive director of the Carnegie Climate Geoengineering Governance Initiative and former assistant secretary general for climate change at the United Nations, for the third meeting in the series to discuss rules of the road for geoengineering. And the fourth meeting featured Petr Bohacek and Nikola Schmidt, researchers at Charles University in Prague, to cover emerging issues in outer space governance.

The fifth meeting in the series featured a discussion on how to advance the UN Sustainable Development Goals in an era of declining U.S. leadership with Sarah Mendelson, distinguished service professor of public policy and head of Carnegie Mellon University’s Heinz College, and Anthony Pipa, senior fellow for global economy and development at the Brookings Institution. On October 10, 2019, Dr. Patrick hosted the sixth meeting in the series with Peter Ackerman, founding chair of the International Center on Nonviolent Conflict (ICNC) and former CFR Board member, and Hardy Merriman, ICNC president, to discuss whether states and other external actors have the “Right to Assist” civil resistance campaigns as a matter of international doctrine. The speakers also addressed the implications, efficacy, implementation, and potential unintended consequences if such a norm were to gain widespread acceptance. In the seventh meeting of the series, Christopher A. Preble, vice president for defense and foreign policy studies at the Cato Institute, and Stephen Wertheim, research director of the ending endless war program at the Quincy Institute for Responsible

Statecraft, discussed how U.S. policymakers can reconcile a strategy of restraint with the demands of an interconnected and interdependent world. Finally, on December 10, 2019, Dr. Patrick hosted the last meeting of the series for the year with Robert Watson, former chair of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, to discuss measures and prospects for mitigating the loss of species and ecosystems. The meeting was held in anticipation of next year's UN Biodiversity Conference in Kunming, China, where negotiations on a post-2020 framework for cooperation will take place.

Dr. Patrick also participated as a panelist at a number of public and private events. He was a featured speaker on a panel entitled, "Putting the Global Pact to work for the 2030 Sustainable Development Agenda," as part of the Columbia Center on Sustainable Investment's conference, "The Global Pact for the Environment and the Sustainable Development Agenda." He also spoke at the U.S. Naval Academy's Foreign Affairs Conference, "Coming Apart: The Fate of the Rules-Based Order," on a panel with Bret Stephens of the *New York Times* and Jennifer Lind of Dartmouth College, to an audience that included about four hundred midshipmen and 150 delegates from over thirty countries and fifty U.S. colleges and universities. Dr. Patrick also played the role of a hyper-nationalist president in a crisis simulation event for mid-career defense officials at George Washington University and was an observer to the CFR Independent Task Force on U.S. Innovation Strategy and National Security.

Dr. Patrick coordinated the eighth annual Council of Councils conference in Washington, DC, which convened experts from twenty-four countries, including the leaders of fifteen institutes, in May 2019. Sessions were held on shaping the future of the world order, managing the global catastrophic risk of nuclear weapons, confronting the challenges of rapid urbanization, ensuring freedom has a future, and ending the conflict in Yemen. Dr. Patrick presided over the conference's global governance working papers session, "Multilateral Responses to a Planetary Environmental Crisis." The conference featured keynote addresses from Michele Flournoy, cofounder and managing partner of WestExec Advisory and former undersecretary for policy at the U.S. Department of Defense, and Elliott Abrams, U.S. special representative for Venezuela at the U.S. Department of State and a former CFR senior fellow. Dr. Patrick also participated in the launch of the CoC Report Card on International Cooperation and coordinated a panel, "A Century of Think Tanks," featuring Richard Haass, president of CFR; Thierry de Montbrial, executive chairman of the French Institute of International Relations; Robin Niblett, director of Chatham House; Carlos Ivan Simonsen Leal, president of the Getulio Vargas Foundation; and Karen Donfried, president of the German Marshall Fund of the United States.

Travel

In February 2019, Dr. Patrick attended a symposium on AI and think tanks hosted by the University of Pennsylvania's Think Tanks and Civil Societies Program in Palo Alto, California.

In March 2019, Dr. Patrick traveled to Florida for two events. He held a talk entitled "How 'America First' Undermines International Cooperation—and U.S. Interests" at the University of Central Florida and addressed the Orlando Area Committee on Foreign Relations at the event, "The International Order is Starting to Crack: What Comes Next?"

In April 2019, Dr. Patrick traveled to Australia, where he taught an intensive three-day course on *The Sovereignty Wars* to fifty master's candidates at the University of Melbourne and delivered talks on his book and the fate of the liberal international order at the University of Sydney's Lowy Institute.

In June 2019, Dr. Patrick traveled to Paris to participate in two events: the Think Tank Seven (T7) summit at the French Institute of International Relations, and CFR's Center for Preventive Action (CPA) workshop, "Managing Future Security: Prospects for Transatlantic Cooperation." At the T7 summit, Dr. Patrick discussed the future of international trade, development, multilateralism, and the defense of democracies. At the CPA workshop, which was organized in cooperation with the European Union Institute for Security Studies, he spoke on the panel "Promoting Security in Space" with Christophe Morand, deputy special envoy for space policy in the European External Action Service.

In November 2019, Dr. Patrick traveled again to Paris for two major events: the second Paris Peace Forum and the thirteenth CoC regional conference. At the forum, he presided over the discussion "Geoengineering Climate: Shortcut to Cooling the Planet or Playing With Fire?," with Elizabeth Burns, managing director of Harvard University's Solar Geoengineering Research Program, Hando Kang, vice president of global affairs at SkyPower Global, and Kai-Uwe Barani Schmidt, senior program director at the Carnegie Climate Governance Initiative. He also participated in meetings of the Paris Peace Forum Steering Committee, of which he is a member.

Dr. Patrick organized CoC's thirteenth regional conference with the French Institute of International Relations. The conference brought together forty-one delegates from twenty-one countries and included sessions on the future of the European Union, prospects for a global governance of migration, the weaponization of economic interdependence, the push for European strategic autonomy, and requirements for meeting the goals of the Paris Agreement. The conference featured keynote addresses from Camille Grand, assistant secretary general for defense investment at the North Atlantic Treaty Organization; Martin Briens, chief of staff to the French Minister of Armed Forces; and Rémy Rioux, chief executive officer of the French Development Agency. Dr. Patrick also presided at a session to discuss two CoC global governance working papers on strengthening local and global efforts to mitigate diseases in refugee populations.

Outreach and Media

During the reporting period, Dr. Patrick conducted outreach with a diverse range of audiences from government, business, civil society, and academia on international cooperation and the deeply contested issue of sovereignty. Much of this outreach activity focused on the future of the liberal world order and the implications of Trump's "America First" foreign policy for international cooperation. Dr. Patrick was featured at a CFR congressional senior staff roundtable event, "The Crisis of the Liberal International Order," with Rebecca Lissner, assistant professor in the Strategic and Operational Research Department at the U.S. Naval War College. Sixty congressional staffers attended the briefing. Dr. Patrick also participated in a CFR foreign policy breakfast forum on international organizations and cooperation for Senator Jeff Merkley, ranking member on the Senate Foreign Relations Subcommittee on Multilateral International Development, Multilateral Institutions, and International Economic, Energy and Environmental Policy.

Dr. Patrick regularly spoke with Justin Vaisse, director general of the Paris Peace Forum, and Manuel Lafont Rapnouil, director of the French Policy Planning staff in the French Ministry of Foreign Affairs, on multilateral cooperation. Drs. Patrick and Vaisse also briefed the French Ambassador to the United States, Philippe Étienne, on the Paris Peace Forum and the future of multilateral cooperation. Dr. Patrick briefed Alexis Lamek, assistant secretary for international organization affairs at the French Foreign Ministry, and other French embassy staff on U.S.-UN relations. He also spoke to Kirsti Kauppi, Finnish Ambassador to the United States, on global governance issues, and briefed forty-five senior U.S. and international government officials at an event with the National

Defense University's Near East South Asia Center for Strategic Studies entitled "Westphalia ... Ancient History?"

Dr. Patrick addressed the National Model United Nations' Faculty Seminar in New York and gave two speeches on "The Sovereignty Wars: Is International Cooperation Possible in the Era of 'America First'?" to a total of 2,800 students and faculty. He also met with and briefed Ye Yu of Shanghai Institutes for International Studies and, separately, with two analysts from the Polish Institute of International Affairs, Artur Kacprzyk and Wojciech Lorenz, to discuss the global order and the future of CoC cooperation.

Dr. Patrick was interviewed by multiple media outlets on President Trump's foreign policy, international cooperation, and multilateralism, giving him an opportunity to engage with local, national, and international audiences. Dr. Patrick appeared in print and broadcast media, including in interviews for the AP, *Atlantic*, BBC, BBC Mundo, Bloomberg, Cheddar, *Christian Science Monitor*, Europost, *Financial Times*, *Foreign Policy*, *Global Times*, *Los Angeles Times*, the French national daily *Libération*, *New York Times*, *Politico*, Talk Media News, *Time*, *U.S. News and World Report*, *USA Today*, Voice of America, Vox, *Washington Post*, and *World Politics Review*. He was featured on NPR's *All Things Considered*, *Marketplace*, and *Morning Edition*, and was also a television panelist on France24's hour-long news roundup, "The World This Week."

In addition, Dr. Patrick was a guest on several podcasts throughout the year. He discussed space governance on CFR's podcast *Why It Matters*, which also featured Charles Bolden, a former NASA administrator, and Lt. General David Thompson, vice commander of Air Force Space Command, and was also featured on the *Why It Matters New Year's Special: 2020 Hindsight*. He discussed the Group of Seven summit with James Lindsay, CFR's senior vice president, director of studies, and Maurice R. Greenberg Chair, on CFR's *The President's Inbox*; the Afghanistan papers and the COP25 climate conference, also with James Lindsay, on CFR's *The World Next Week*; and Trump's foreign policy and trip to France for the 75th anniversary of D-Day with Robert McMahon, CFR's managing editor, on *The World Next Week*. Dr. Patrick also discussed what the year 2020 holds for the world's most persistent crises with Elliot Waldman on WPR's *Trend Lines*.

Future Activities

Dr. Patrick will focus his research and publication efforts on three major thematic areas: (1) highlighting the global risks and policy dilemmas inherent in a hyper-connected planet that is transforming the nature of world politics and humanity's relationship to the biosphere; (2) exploring how U.S. internationalism and international cooperation can survive in an era of populist nationalism and heightened sovereign sensitivities; and (3) forging transnational understanding among foreign policy elites on the nature of contemporary global challenges and, ideally, on common strategies to ameliorate and resolve the shared dilemmas of interdependence.

Dr. Patrick will also continue promotion and outreach efforts to capitalize on the recent release of a paperback version of *The Sovereignty Wars*. As part of the Roundtable Series on United States and the Future of Global Governance, he plans to continue exploring U.S. stakes in—and strategic approach toward—multilateral cooperation across multiple issue areas and institutional settings.

He will also continue to direct the activities of the IIGG program, including the Council of Councils.

Appendix: The List of Chairholder's Activities

Events

- February 8, 2019: briefed forty-five senior U.S. and international government officials at an event with the National Defense University's Near East South Asia Center for Strategic Studies entitled, "Westphalia ... Ancient History?"
- February 19, 2019: participated in the second session of the CFR Independent Task Force on U.S. Innovation Strategy and National Security.
- February 20, 2019: participated at the University of Pennsylvania's Think Tanks and Civil Societies program's Think Tank AI symposium in Palo Alto, California.
- February 22, 2019: video-lectured to Professor Jeff Garten's class at the Yale School of Management on national sovereignty and world order.
- March 6, 2019: hosted the roundtable, "Prospects for World Trade Organization Reform," with Jennifer A. Hillman, then professor of practice at the Georgetown University Law Center, and Kimberly Ann Elliott, visiting fellow at the Center for Global Development.
- March 19, 2019: held a talk, "How America First Undermines International Cooperation—and U.S. Interests," at the University of Central Florida.
- March 19, 2019: held a talk, "The International Order is Starting to Crack: What Comes Next?" at the Orlando Area Committee on Foreign Relations.
- March 21, 2019: hosted the roundtable, "China's Challenges to the Global Human Rights Regime," with Ted Piccone, senior fellow at the Brookings Institution, and Sophie Richardson, China director at Human Rights Watch.
- March 26, 2019: hosted the roundtable, "Rules of the Road for Geoengineering," with Janos Pasztor, executive director of the Carnegie Climate Geoengineering Governance Initiative and former assistant secretary general for climate change at the United Nations.
- March 28, 2019: addressed the National Model United Nations' Faculty Seminar in New York and gave two speeches to approximately 2,800 students and faculty.
- April 9, 2019: addressed the U.S. Naval Academy Foreign Affairs Conference, "Coming Apart: The Fate of the Rules-Based Order," in Annapolis, Maryland, with Bret Stephens of the *New York Times* and Jennifer Lind of Dartmouth College, with almost 400 midshipmen plus 150 delegates from over 30 countries and 50 U.S. colleges and universities in attendance.
- April 12–14, 2019: taught an intensive three-day course on *The Sovereignty Wars* to fifty master's candidates at the University of Melbourne.
- April 16, 2019: gave a talk on his book *The Sovereignty Wars* and the fate of the liberal international order at the University of Sydney.

- April 16, 2019: gave a talk to Lowy Institute staff on *The Sovereignty Wars* and the liberal international order.
- April 26, 2019: featured at a CFR Congressional Senior Staff Roundtable event, “The Crisis of the Liberal International Order,” with Rebecca Lissner, assistant professor in the Strategic and Operational Research Department at the U.S. Naval War College.
- May 6, 2019: presided over a discussion, “Global Governance Working Papers: Multilateral Responses to a Planetary Environmental Crisis,” at the CoC eighth annual conference in Washington, DC.
- May 7, 2019: introduced the findings of the CoC Report Card on International Cooperation at the public launch of the publication at the CoC eighth annual conference in Washington, DC.
- May 14, 2019: hosted the roundtable, “Emerging Issues in Outer Space Governance,” with Petr Bohacek, Associate Researcher at the Institute of International Relations in Prague, and Nikola Schmidt, Researcher and Lecturer at the Charles University’s Faculty of Social Sciences in Prague.
- May 15, 2019: participated in a CFR Foreign Policy Breakfast Forum for Senator Jeff Merkley on international organizations and cooperation.
- June 5, 2019: participated in Think Tank 7 Summit at the French Institute of International Relations in Paris, France.
- June 7, 2019: featured on a panel, “Promoting Security in Space,” as part of CFR’s Center for Preventive Action workshop, “Managing Future Security: Prospects for Transatlantic Cooperation,” in Paris.
- June 13, 2019: participated in a crisis simulation event as part of an executive education course at George Washington University.
- September 10, 2019: hosted the roundtable “Advancing the Sustainable Development Goals in an Era of Declining U.S. Leadership” with Sarah Mendelson, Distinguished Service Professor of Public Policy and head of Heinz College of Carnegie Mellon University, and Anthony F. Pipa, senior fellow for global economy and development at the Brookings Institution.
- September 25, 2019: spoke at the conference, “The Global Pact for the Environment and the Sustainable Development Agenda” in New York, which was sponsored by the Columbia Center on Sustainable Investment, the UN Sustainable Development Solutions Network, and Le Club des Juristes, with support from Iberdrola and under the guidance of Jeffrey Sachs, special advisor to the UN Secretary-General on the Sustainable Development Goals, and Laurent Fabius, president of the Constitutional Council of the French Republic.
- October 10, 2019: hosted the roundtable “The Right to Assist” with Peter Ackerman, founding chair of the International Center on Nonviolent Conflict, and Hardy Merriman, president of the International Center on Nonviolent Conflict.
- October 31, 2019: Hosted the roundtable, “A U.S. Strategy of Restraint: What Implications for American Internationalism?” with Christopher Preble, vice president for defense and foreign

policy studies at the Cato Institute and coauthor of *Fuel to the Fire: How Trump Made America's Broken Foreign Policy Even Worse (and How We Can Recover)*, and Stephen Wertheim, research director of the Ending Endless War Program at the Quincy Institute for Responsible Statecraft.

- November 13, 2019: presided over the Paris Peace Forum discussion, “Geoengineering Climate: Shortcut to Cooling the Planet or Playing With Fire?” with Elizabeth Burns, managing director of Harvard University’s Solar Geoengineering Research Program; Hando Kang, vice president of global affairs at SkyPower Global; and Kai-Uwe Barani Schmidt, senior program director at the Carnegie Climate Governance Initiative.
- November 18, 2019: presided over a discussion, “Global Governance Working Papers,” at the CoC twelfth regional conference in Paris.
- December 10, 2019: hosted the roundtable, “How Many Extinctions Will It Take? Complacency and Action in the Anthropocene” with Robert Watson, former chair of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services.

Publications

- Articles by Stewart Patrick (39)
 - “Trump Is Repeating the Mistakes of America’s Interwar Isolationists”
 - “Trump’s Search for Absolute Sovereignty Could Destroy the WTO”
 - “As NATO Turns 70, the European Security Debate Comes Full Circle”
 - “Geoengineering Is Inevitable in the Face of Climate Change. But at What Cost?”
 - “Was the Liberal International Order All That?”
 - “It’s Time for a Global Pact for the Environment”
 - “America’s Quest for an Open World: A Grand Strategy Grounded in History”
 - “In a scary world, the biggest worry has to be climate change” with Terrence Mullan
 - “How the U.S. Can Recommit Itself to the Rules of an Open World”
 - “How the Paris Agreement Model Could Help Ward Off the Next Mass Extinction”
 - “A New Space Age Demands International Cooperation, Not Competition or ‘Dominance’”
 - “Why Is No One Talking About UNSC Reform Anymore?”
 - “Trump, in His Own Mad Way, Has Forced a Real Debate Over Trans-Atlantic Ties”
 - “Can a Divided World Cope With the Risks of the Digital Revolution?”
 - “Setting the Scene—and the Expectations—for the G-20 Summit in Japan”
 - “The World Has Lost the Will to Deal With the Worst Refugee Crisis Since World War II”
 - “Why the U.N. Pact on High Seas Biodiversity Is Too Important to Fail”
 - “Taking Stock of the U.N.’s Sustainable Development Goals”
 - “Why Wendell Willkie’s Vision of Internationalism Remains Essential Today”
 - “Is Tourism an Antidote to the Global Wave of Nationalism and Xenophobia?”
 - “The G-7 Gathers in Biarritz for a Dysfunctional Family Reunion”
 - “The Case for Restraint: Drawing the Curtain on the American Empire”
 - “Can an ‘Alliance for Multilateralism’ Succeed in a New Era of Nationalism?”
 - “Sustainable Development Takes Center Stage at the U.N.”
 - “Trump Is the Odd Man Out at the U.N.”
 - “As Negotiations Stumble, the Rationale for a Global Environmental Pact Grows”
 - “Remembering the Washington Conference That Brought the World Standard Time”
 - “Should There Be a ‘Right to Assist’ Campaigns of Civil Resistance?”
 - “How Do Warren and Sanders’ Progressive Foreign Policy Visions Stack Up?”
 - “What Would ‘Restraint’ Really Mean for U.S. Foreign Policy?”

- “A Tale of Two Paris Treaties”
- “At the Paris Peace Forum, Europe Makes the Case for Multilateralism”
- “Europe Wants ‘Strategic Autonomy,’ but That’s Much Easier Said Than Done”
- “Can New Norms of Behavior Extend the Rules-Based Order Into Cyberspace?”
- “The Landmark Antarctic Treaty Turns 60, Facing Its Biggest Test: Climate Change”
- “The Alliance for Multilateralism Makes Sense. Can It Make Good?”
- “The Three Global Crises the World Faces in 2020”
- “The World Is Heading Back to the Future—to Another Volatile, Roaring ‘20s”
- “Brexit’s Finish Line Is Only the ‘End of the Beginning’ for Britain and the EU”
- Blog Posts (28)

Media Appearances

- Television
 - “The World This Week” (France24)
- Radio
 - *All Things Considered* (NPR)
 - *Marketplace* (NPR)
 - *Morning Edition* (NPR)
- Podcasts
 - *Why It Matters* (CFR)
 - *Why It Matters New Year’s Special: 2020 Hindsight* (CFR)
 - *The President’s Inbox* (CFR)
 - *The World Next Week* (CFR)
 - *Trend Lines* (World Politics Review)

Briefings

- Briefings of Government Officials or Prominent Experts (9)

The Robina Franklin Williams Internship Program Report

Prepared for: **Robina Foundation**

Project Director: **Jan Mowder Hughes**, Vice President, Human Resources and Administration

Reporting Period: **February 1, 2019–January 31, 2020**

Submission Date: **January 31, 2020**



The Council on Foreign Relations (CFR) is pleased to submit the second annual report of the Robina Franklin Williams Internship Program. To accompany this narrative, a financial statement and an appendix listing interns' biographies and Intern Professional Development programming are enclosed.

2019–2020 Robina Franklin Williams Interns

The Robina Franklin Williams internship program seeks to give underrepresented minority students the exposure, knowledge, and skills needed to work in the foreign policy field. During the reporting period, CFR filled **eleven intern positions** with Robina Franklin Williams interns in the New York and Washington, DC, offices. These interns served in different departments across the organization, including CFR Digital, the Education Program, *Foreign Affairs*, the David Rockefeller Studies Program, and the Membership and Meetings department.



In the spring of 2019, CFR welcomed three Robina Franklin Williams interns: **LaTreshia Hamilton**, **Oneika Pryce**, and **Kwolanne Felix**. Hamilton interned in the David Rockefeller Studies Program in Washington, DC, for the Women and Foreign Policy program. Pryce and Felix interned in New York with the Education and *Foreign Affairs* teams respectively. Hamilton assisted with research on a variety of topics, including women's economic empowerment, peace and security, and education, and she occasionally drafted posts for the *Women Around the World* blog. Pryce's work focused on World101 (an online modular program that teaches the fundamentals of international relations and foreign policy), helping with the development of education modules, researching foreign policy topics, and contributing to drafting, editing, and analyzing materials. Felix interned with *Foreign Affairs* magazine's business team, where she researched market and sales opportunities for the magazine, focusing on higher education and educators. She also assisted with the business and operational functions of the magazine, including marketing strategies and search engines.

In the summer of 2019, CFR welcomed two Robina Franklin Williams interns in the New York office: **Esterah Brown** and **Adriana Monzon**. Brown interned with the Education team, where she focused on the World101 module entitled “Regions of the World.” During her internship, she researched specific regions, wrote stories, and developed visuals for the debut of a new learning feature. Monzon interned with Fellowship Affairs in the David Rockefeller Studies Program, where she helped with marketing efforts for the 2020–2021 application process by researching different outlets to advertise the fellowships and creating a detailed database for future projects. She also assisted the Military Fellows Program by providing research for the China and Global Governance InfoGuide.

In the fall of 2019, CFR welcomed three Robina Franklin Williams interns: **Payton Beaumier**, **Rafaela Siewert**, and **Faith Heinaman**. Beaumier interned with the Meetings Program in Washington, DC, where she helped the team to assemble confirmation packets and draft thank you notes and biographies. She also helped with speaker proposal research, updating profiles in the Council’s database, and staffing events. Heinaman was also an intern with the Meetings Program, but in the New York office. She helped prepare for—and staff—meetings. She also researched meeting topics and speakers. Siewert interned with CFR Digital in New York, where she helped with background research, contacting guests, facilitating interviews, finding audio clips, and writing narration for the first season of the Council’s new and highly successful podcast, *Why It Matters*, which breaks down issues that are shaping the world through engaging conversations accessible for those new to the foreign policy discussion.

This spring, CFR welcomed **Alvin Young** and **Gabriela Saenz** in the Washington, DC, office and **Sydni Scott** in New York as Robina Franklin Williams interns. Young is interning in the David Rockefeller Studies Program as an Africa studies intern. In this position, he researches topics related to Africa policy and assists with writing and editing content for briefs, blog posts, and other publications. Saenz is also with the David Rockefeller Studies Program, as a Latin American and European studies intern. She conducts research on a variety of topics, including Latin American history and politics and themes of isolationism, populism, and globalism. Scott is interning with the Education team as a multimedia production intern, where she researches video, photo, and website content to be used in both Model Diplomacy and World101.

Biographies of the Robina Franklin Williams interns from the reporting period can be found in the appendix of this report.

Intern Professional Development Program

While at CFR, Robina Franklin Williams interns benefit from the Intern Professional Development (IPD) program, organized by the Human Resources department (HR), which offers roughly a dozen skill-based workshops and trainings, career-building and career advice sessions, and interactive education simulations each semester. Available to all interns at the Council, this program is designed to help interns improve their writing, editing, research, and program planning skills, as well as to help them sharpen their resumes and familiarize themselves with a multitude of foreign policy career paths.

Each semester in the reporting period featured a robust IPD program that included: an introduction by CFR librarians to the organization’s databases, resources, and services; an interactive workshop with the director of publications where interns were introduced to and practiced copy editing methods; a session with HR professionals on perfecting a resume; a session with communications staff on how to effectively network and which media tools to use to build a brand; several advice and discussion sessions featuring CFR’s visiting military fellows, director of studies, and junior staff at CFR; and an interactive session that allowed interns to participate in Model Diplomacy simulation.

Additionally, HR hosted informal lunches, networking opportunities, and a farewell event for all interns each semester.

Participation in Other CFR Events

In addition to the IPD programming described above, Robina Franklin Williams interns were invited to attend a number of general meetings and roundtable events at CFR. Their attendance at these events enabled them to learn more about CFR programming and to hear firsthand from some of the world's major leaders and experts in international relations. Events attended by Robina Franklin Williams interns in the reporting period include a world economic update featuring Susan Lund from McKinsey Global Institute, Isabella Mateos y Lago from BlackRock, and Adam Posen, the president of the Peterson Institute for International Economics; a meeting on the evolving crisis in Venezuela featuring CFR Senior Fellow Shannon K. O'Neil and Toro Francisco, editor-in-chief of the *Caracas Chronicles* and global opinion columnist of the *Washington Post*; and an event on the future of U.S.-China trade relations featuring former U.S. Trade Representative Charlene Barshefsky, CFR Senior Fellow Jennifer Hillman, and Paul Blustein at the Centre for International Governance Innovation. The United Nations General Assembly in September 2019 also drew a remarkable crowd of international figures to the Council for some of its most widely attended events, including events featuring King Abdullah II of Jordan, President Iván Duque of Colombia, and President Barham Salih of Iraq.

Robina Franklin Williams interns also attended internal staff events, including cultural or holiday celebrations such as Eid al-Adha, Diwali, Christmas, and Hanukkah, and brown bag meetings, which provided them the opportunity to network with CFR staff and other interns. In 2019, CFR hosted several well-attended brown bags featuring such notable speakers as Carla Hills, chairman and chief executive officer of Hills & Company, International Consultants, and chairman emeritus of CFR's Board of Directors; CFR President Richard Haass; Christopher Tuttle, CFR managing director and former staff director at the U.S. Senate Committee on Foreign Relations; and Alice Hill, CFR senior fellow for climate change policy.

CFR has two Employee Resource Groups (ERGs), Women in the Workplace and Diversity in the Workplace, which were established through the interest and action of CFR employees to foster a more diverse and inclusive work environment. Activities within the scope of these ERGs include talent development, discussion forums, supporting recruitment, volunteerism opportunities, and cross-collaboration across the organization. Robina Franklin Williams interns were invited to participate in the ERG staff events, including an ERG-led book club series that met three times over the reporting period. Robina Franklin Williams interns served as book discussion leads as part of this book club. And for International Women's Day, interns were invited to attend a brown bag event on the changing media landscape, hosted by the Women in the Workplace ERG and featuring Lisa Shields and Iva Zoric, vice president and managing director, respectively, of CFR's communications and media relations department.

During their tenure at CFR, Robina Franklin Williams interns traveled to the CFR office where they were not based (New York interns visited the Washington, DC, office and vice-versa) to attend an event and meet with the members of their respective departments. These trips provided interns with the opportunity to gain a better understanding of CFR's structure and the breadth of its work as a think tank, membership organization, and publisher in both cities.

CFR also invited Robina Franklin Williams interns from the fall, summer, and spring 2018 semesters to attend the May 2019 Conference on Diversity in International Affairs. They joined over three hundred participants from across the country for two days of programming designed to connect

professionals and students from underrepresented backgrounds with career and learning opportunities in international affairs. The conference featured a keynote address by Stacey Abrams, founder of Fair Fight Action and former minority leader of the Georgia House of Representatives, as well as several other plenary panels, workshops, and skill-building sections. As part of its efforts to connect students and professionals, twenty-three one-on-one career counseling sessions were organized with counselors from universities and professional organizations in Washington, DC, area. These sessions were available by advance registration, and all Robina Franklin Williams interns who attended had a one-on-one session with a career counselor.

Learning Goals and Experience

CFR's Robina Franklin Williams interns are encouraged by their supervisors to set individual professional development goals that will be the focus of the intern's work during their time at the Council. Their supervisors also serve as mentors, providing professional advice and career tips in addition to regular feedback on their work.

Some of the professional goals enumerated by Robina Franklin Williams interns during the reporting period included: improve understanding of marketing techniques and business models; develop strong writing and research skills; deepen knowledge of different regions of the world and podcast production; gain exposure to programming and event management; learn more about possible career paths in international relations by speaking with members and staff; and grow accustomed to a think tank's work environment.

All interns stated in their exit interviews that they had met their objectives and gained a better sense of their individual career goals because of the experience. The following are some of the testimonials provided by Robina Franklin Williams interns from the reporting period:

"This summer I will be interning at the Mayor's Office for International Affairs. Tyler [her supervisor] served as a reference and his recommendation made an impression on the NYC Ambassador. Without Tyler and this internship, I would not have transitioned into this next step so graciously."—Oneika Pryce, Spring 2019

"This was my first formal internship so the level of professionalism really helped, my writing really improved, and my understanding of marketing was strengthened. When meeting [fellow] Rachel Vogelstein during my DC trip, she mentioned some places I should look into as well answered my general career questions, which was great."
—Kwolanne Felix, Spring 2019

"I've learned a lot about office communication and elegance through my supervisors and it is a skill I will take with me to many other jobs in the future and my personal endeavors. I've also learned a lot about networking and showing initiative through the welcoming atmosphere of the CFR staff."—Adriana Monzon, Summer 2019

"My supervisors challenged me in my day-to-day work, but they always made a point to check-in, and throughout my internship, I could tell that they genuinely cared about me and my well-being. I am so thankful that I got to have them as supervisors because they are so knowledgeable. And on top of that, they are so warm-hearted, welcoming, and fun! They made my experience really special."—Rafaela Siewert, Fall 2019

“My internship helped me to explore my research skills which I will carry with me, as well as introduced me to a variety of topics. Working alongside such a driven meetings team taught me so much about work ethic, time management, and working as a team.”

—Faith Heinaman, Fall 2019

“My supervisor was very kind and understanding and also allowed me to learn a great deal about topics I was not familiar with. He was very trusting in me and my capabilities and as a result made me more confident about working in this realm and speaking to professionals at our events.”—Payton Beaumier, Fall 2019

Application Process

CFR's HR department received more than **three thousand applications** from spring 2019 to spring 2020 for **eleven** Robina Franklin Williams internships, up from the more than one thousand applications received in the previous reporting period for sixteen internship positions. CFR also considered diverse candidates from the general internship pool of close to twelve thousand applicants over the same period. Those chosen as interns went through a rigorous selection process that consisted of a review of each candidate's academic credentials and prior experience along with interviews conducted by two or more members of CFR's mid-level or senior staff. Robina Franklin Williams intern applicants were also required to complete two essay questions on the importance of diversity in international relations.

Promotion

CFR's HR department continued to promote the Robina Franklin Williams internship program through several avenues, including on CFR's award-winning website, CFR.org; through CFR departments that organize outreach and networking events with educators and students; and on CFR's social media accounts. The Robina Franklin Williams internship program was also promoted at the 2019 Conference on Diversity in International Affairs, as well as with Global Access Pipeline and the International Career Advancement Program and their affiliates. During the reporting period, HR also worked with the National Program and Outreach to feature the Robina Franklin Williams internship in the academic bulletin, a newsletter which goes to over seven thousand recipients, as well as target college professors and administrators through marketing emails. The internship program was also advertised in the Education Initiative's Model Diplomacy newsletter.

CFR also sent representatives to the following career fairs to promote the Robina Franklin Williams internship program, along with the general internship program and entry-level positions at both CFR locations:

- American University Job and Internship Fair
- Atlanta University Career Consortium Fair
- Baruch College Social Impact Career Fair
- Brooklyn College Career Fair
- City College of New York Fair
- Columbia University Career Fair
- CUNY Graduate Center Career Fair
- Fordham University Career Fair
- George Washington University Career Fair
- Georgetown University Career Fair
- Harvard College Career Fair

- Johns Hopkins SAIS Career Fair
- Public Policy & International Affairs Program Diversity Expo
- Princeton University Career Fair
- Rutgers University, Newark Career Fair
- Seton Hall University Career Fair
- Stony Brook University Journalism Career Fair
- Macaulay Honors College (CUNY) Career Fair
- University of Texas at Austin Career and Internship Fair

These career fairs were chosen for several reasons, including their proximity to New York or Washington, DC; the level of diversity of student bodies; and their reputations for strong programs in international relations, political science, or related fields. In addition to attending the fairs, in fall 2019 CFR had information sessions at public colleges around New York City, which are some of the most diverse in the nation. These colleges included Hunter College, Baruch College, and the Macaulay Honors College at CUNY. There were twenty to thirty students in attendance in these ninety minute sessions of CFR presentation and Q&A.

Appendix: Robina Franklin Williams Intern Biographies

LaTreshia Hamilton, Women in Foreign Policy Program, Spring 2019

At the time of her internship, *LaTreshia Hamilton* was a graduate student at the James A. Baker, III Institute for Public Policy and the School of Social Sciences at Rice University. She has a Juris Doctorate from Loyola University New Orleans College of Law and a Bachelor of Arts in Psychology from Texas Tech University. Prior to interning with CFR, LaTreshia was a law clerk in the Harris County Civil District Court in Houston. She also served as a legislative aide in the Senate of Texas and Texas House of Representatives.

Oneika Pryce, Education, World 101, Spring 2019

At the time of her internship, *Oneika Pryce* was a senior majoring in international studies at The City College of New York, where she was also a Colin Powell-Partners for Change Fellow. Prior to interning with CFR, Oneika spent the summer in Puerto Rico as part of the CUNY Service Corps to aid in post-disaster rebuilding efforts. She also interned with IFCO/Pastors for Peace and the National Disability Rights Network, and was a project leader for the New York Public Interest Research Group.

Kwolanne Felix, Foreign Affairs, Business, Publishing Spring 2019

At the time of her internship, *Kwolanne Felix* was a freshman majoring in history with a concentration in social and cultural anthropology at Columbia University. Prior to interning with CFR, Kwolanne interned with the All Womxn Project, an organization dedicated to girls' and womxn's empowerment. She was also the first year representative to the Queer and Trans Advisory Board of Multicultural Affairs and the executive board freshman representative to the Questbridge Network at Columbia University.

Esterah Brown, Education, Regions of the World, Summer 2019

At the time of her internship, Esterah Brown was a rising junior pursuing a Bachelor of Arts in Political Science at Columbia University. Prior to interning at CFR, Esterah was a campaign intern for Suraj Patel's congressional campaign. She was also a music and politics intern at HeadCount, where she registered hundreds of voters at music concerts and festivals in collaboration with individual artists. She is also active on campus and is a staff writer for arts and entertainment at the *Columbia Daily Spectator* and personal relations chair of the Political Science Students Association.

Adriana Monzon, Fellowship Affairs, Summer 2019

At the time of her internship, Adriana Monzon was majoring in history with a minor in economics and peace and conflict studies at New York University. Prior to interning at CFR, Adriana was an executive intern at the Art Museum of Puerto Rico in San Juan. She conducted grant research and wrote grant proposals for the museum's upcoming exhibition, and reorganized the grant tracking and reporting system by creating a digital database of current records. She was also a summer intern at EcoExploratorio: Science Museum of Puerto Rico where she planned meetings and events. Adriana was also a volunteer with Brooklyn826, providing after-school tutoring.

Payton Beaumier, Washington Meetings, Fall 2019

At the time of her internship, Payton was a sophomore at George Washington University majoring in international affairs and concentrating in conflict resolution and global public health. Prior to her internship with CFR, Payton was a volunteer with the U.S. Attorney's Office in Sioux City, Iowa. She assisted attorneys with preparing for trials and attended hearings and examined case studies. She was also a member of the State of Iowa Youth Advisory Council, International Youth Advisory Board for the Youth Volunteer Corporation, and the Siouxland Teens Against Human Trafficking.

Rafaela Siewert, CFR Digital, Podcasts, Fall 2019

At the time of her internship, Rafaela was a senior at New York University, majoring in public policy and minoring in global public health and political science. Before interning at CFR, Rafaela was a development intern, and prior to that communications intern at the Friends of the United Nations Fund for Population Activities (UNFPA). She conducted donor research and edited and wrote content for the Friends of UNFPA's annual report and campaign newsletters. She is active on NYU's campus as a Resident Assistant and Campaign Organizer for the NYU Fossil Fuel Divestment Advocacy Group.

Faith Heinaman, New York Meetings, Fall 2019

At the time of her internship, Faith was a junior at Marymount Manhattan College. She was double majoring in political science and international studies, and minoring in social work. Prior to interning with CFR, Faith was an intern with Inca Link International, which works to alleviate poverty among children and single mothers in Lima, Peru. She was also an intern with the United Nations Department of Aging, Time's Up, and the Museum of Urban Reclaimed Space. Faith has also done volunteer work with Handfuls of Hope in the Dominican Republic.

Alvin Young, Africa Studies, Spring 2020

Alvin is a graduate student at George Washington University's Elliott School of International Affairs, and holds a Bachelor's degree from Marymount Manhattan College. Alvin was a Rangel Fellow with the U.S. Embassy in Seoul, South Korea, where he monitored security challenges on the Korean peninsula and the Republic of Korea Africa relations. He was also a Rangel Fellow the previous summer with the U.S. House Committee on Foreign Affairs; he researched and monitored global security challenges in Sub Saharan Africa, Latin America, Burma, and the UN. Alvin was also a fellow in Yale University's Young African Scholars Program, where he implemented programs in Ghana, Rwanda, and Zimbabwe.

Gabriela Saenz, Latin America Studies, Spring 2020

Gabriela is a graduate student at Johns Hopkins University's School of Advanced International Studies (SAIS) concentrating in international law. She also holds a Master of Arts in International Administration from the University of Miami and a Bachelor of Arts in International Studies from the University of Central Florida. Prior to interning at CFR, Gabriela was a community-based protection intern at the UN High Commissioner for Refugees, where she helped draft proposals and reports with an age, gender, and diversity focus. She was also previously a legal assistant at Schwartz & Associates and a quality coordinator at State Voices.

Sydni Scott, Education, Multimedia Production, Spring 2020

Sydni is a sophomore at Columbia University majoring in international affairs. Prior to interning at CFR, Sydni was an official ambassador with V Foundation for Cancer Research where she organized and designed promotional and fundraising materials for campaign events and collaborated with the media team to create video material through public speaking engagements, and creative development. She was also a summer research fellow at Global Sports Mentoring Program in Johannesburg, South Africa, and a legislative intern with the Congressional Black Caucus. She is also a member of Columbia University's varsity track and field team.

Appendix: Intern Professional Development Events

New York

Library Research Skills and Training with Lauren Reinhalter, *Associate Director, Research and Knowledge Management*

Tuesday, February 5, 2019: 16 attendees

Tuesday, June 11, 2019: 18 attendees

Tuesday, September 24, 2019: 11 attendees

Your Questions Answered: A Conversation with CFR Staff

Tuesday, April 23, 2019: 18 attendees

Wednesday, June 19, 2019: 22 attendees

Wednesday, October 30, 2019: 12 attendees

How to Write Better and Edit Yourself with Trish Dorff, *Editorial Director, David Rockefeller Studies Program*

Thursday, February 21, 2019: 12 attendees

Tuesday, June 25, 2019: 20 attendees

Monday, October 7, 2019: 18 attendees

A Conversation on Air and Sea Power with CFR Visiting Military Fellows Captain Kevin Brand, Colonel John Klein Jr., and Captain Steven Wittrock

Tuesday, March 19, 2019: 12 attendees

A Conversation with CFR Visiting Military Fellows Captain Brian Sittlow and Colonel Curtis Bass

Monday, November 4, 2019: 10 attendees

Model Diplomacy Simulation with Marta Canneri, *Associate Editor, Education (Spring and Summer 2019)*; Ian Gilchrist, *Associate Editor, Education (Fall 2019)*

Tuesday, March 5, 2019: 18 attendees

Thursday, July 11, 2019: 18 attendees

Wednesday, November 20, 2019: 13 attendees

Perfecting Your Resume with Jeff Meade, *Director, Human Resources*, Mia McCully, *Associate Director, Talent Acquisition and Staff Development*

Friday, April 12, 2019: 14 attendees

Tuesday, July 23, 2019: 22 attendees

Wednesday, November 13, 2019: 14 attendees

Intern Farewell Lunch with supervisors

Tuesday, May 7, 2019: 25 attendees

Wednesday, July 31, 2019: 33 attendees

Wednesday, December 11, 2019: 35 attendees

Washington, DC

Library Research Skills and Training with Monique Libby, *Web Services and Digital Resources Librarian, Library and Research Services*

Tuesday, January 29, 2019: 10 attendees

Monday, June 10, 2019: 9 attendees

Monday, September 23, 2019: 12 attendees

Tuesday, January 28, 2020: 15 attendees

Networking that Works with Jenny Lu Mallamo, *Deputy Director, Global Communications and Media Relations*

Wednesday, March 20, 2019: 9 attendees

Thursday, July 11, 2019: 13 attendees

Wednesday, December 4, 2019: 10 attendees

How to Edit Yourself and Write Better with Patricia Lee Dorff, *Editorial Director*

Friday, February 8, 2019: 11 attendees

Thursday, June 20, 2019: 16 attendees

Thursday, October 24, 2019: 11 attendees

Model Diplomacy Simulation with Marta Canneri, *Associate Editor, Education (Spring and Summer 2019)*; Ian Gilchrist, *Associate Editor, Education (Fall 2019)*

Tuesday, April 30, 2019: 10 attendees

Thursday, June 6, 2019: 12 attendees

Thursday, November 7, 2019: 9 attendees

Perfecting Your Resume with Valerie Hernandez, *Associate Director, Human Resources*, and Quemika Edwards, *Human Resources Generalist*

Thursday, April 4, 2019: 12 attendees

Monday, July 1, 2019: 13 attendees

Tuesday, October 15, 2019: 9 attendees

Careers in Foreign Policy with James M. Lindsay, *Senior Vice President, Director of Studies*, and Maurice R. Greenberg *Chair*

Thursday, July 16, 2019: 16 attendees

Monday, September 30, 2019: 15 attendees

Media Tools to Build Your Brand with Dustin Kingsmill, *Deputy Director, Digital Marketing*, and Megan Daley, *Social Media Manager, Global Communications and Media Relations*

Tuesday, March 5, 2019: 9 attendees

Your Questions Answered: A Conversation with CFR Staff

Thursday, February 21, 2019: 9 attendees

Wednesday, July 24, 2019: 22 attendees

Friday, November 15, 2019: 13 attendees

Intern Farewell with intern supervisors

Thursday, May 2, 2019: 25 attendees

Wednesday, July 31, 2019: 27 attendees

Wednesday, December 11, 2019: 28 attendees

Financial Report for the James H. Binger Chair in Global Governance Fund and the Robina Franklin Williams Internship Fund

As of December 31, 2019

Endowment Fund Name	Pledged	Received/ Invested	Return on Investment	Endowment Fund Balance	Draw (FY20)
James H. Binger Chair in Global Governance Fund	\$5,000,000	\$5,000,000	\$529,596	\$5,529,596	\$109,200
Robina Franklin Williams Internship Fund	\$1,320,000	\$1,320,000	\$242,408	\$1,562,408	\$62,000



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

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

Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition
Whitney and Betty MacMillan Center for International and Area Studies, Yale University
Robina Foundation Annual Report, Year 4 (2019)

February 2020

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INTRODUCTION

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

BACKGROUND

In December 2015, the Robina Foundation awarded the Gilder Lehrman Center (GLC) a four-year grant totaling \$1,424,709. This report includes an update on projects undertaken during the final Award Year 4 (2019). The general project areas of the Center covered by Robina Foundation funding include: Human Trafficking and Modern Day Slavery (HTMDS); New Media and Communications Initiatives; Teacher Outreach, including a three-year international Africa Teachers' Institute; and the annual Gilder Lehrman Center-Yale Public History Institute.

GOALS

The primary goal of the Gilder Lehrman Center is to promote rigorous scholarship and outreach concerning all aspects of slavery, its long destruction, and its many living legacies across all borders and all time. As the first and foremost center in the world for the study of slavery, the Center serves as a hub for research, public education, and international academic networking. With support from the Robina Foundation, the Center has expanded its institutional leadership in the public understanding of and accountability for the profound social injustices caused by historical and modern forms of forced labor.

OBJECTIVES

- Raise the profile of the Gilder Lehrman Center within Yale University and nationally;
- Create knowledge about the history and legacy of slavery through a robust research fellowship program;
- Develop an international network to provide scholarly foundations for activists and policymakers working toward the abolition of contemporary forced labor and human trafficking;
- Promote international interaction between secondary school educators and the Center; and
- Produce and circulate academically grounded educational materials for public schools and general audiences.

Administration

- Director: David W. Blight, Sterling Professor of History, Yale University
- Full-time staff: Michelle Zacks, Associate Director; Thomas Thurston, Director of Education; Daniel Vieira, Media Project Manager
- Part-time staff: Melissa McGrath, Administrative Assistant; undergraduate student assistants

PROGRESS TOWARD GOALS

A brief summary regarding each project area for Award Year 4 (2019) follows.

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

- ***The GLC-Robina Modern Slavery postdoctoral fellowship*** was granted to one Senior Fellow in 2018-2019: Ambassador Luis C.deBaca (ret.). As a prosecutor in the Civil Rights Division of the U.S. Department of Justice, C.deBaca was a coordinator of the Involuntary Servitude and Slavery (ISS) program. The work of this program led to the creation of the U.S. Trafficking Victims Protection Act and the U.N. "Palermo" Protocol. Amb. C.deBaca also held a cabinet-level position in the Obama administration as the Director of the US Office to Monitor and Combat Trafficking in Persons. With supplemental support from the Whitney and Betty MacMillan Center for International and Area Studies at Yale, Amb. C.deBaca's position was renewed for an additional two years (from June 2019 through May 2021).

Projects that Amb. C.deBaca is working on during his tenure with the Gilder Lehrman Center include:

Teaching: Spring 2019: History Department Undergraduate seminar, "Modern Slavery and the Thirteenth Amendment in American Law";
Spring 2020: Yale Law School seminar, "Slavery, Trafficking, and the Thirteenth Amendment"

Publications: Book research and writing in progress: "The 13th Amendment and the History of the Trafficking Victims Protection Act." Book chapter published: "What We Talk About When We Talk About Trafficking," in *Routledge International Handbook of Human Trafficking*, eds. Rochelle L. Dalla and Donna Sabella (Adington, 2019), 36-70. Forthcoming: chapter in a public health textbook focused on the historical roots of human trafficking in the United States (to be published by Springer).

Public programs:

- November 2018: GLC Annual Conference participant. Videos of panel presentations available here: <https://glc.yale.edu/events/conferences/2018-annual-conference/schedule>
- February 2019: Brown bag lunch presentation; GLC podcast interview
- March 2019: Keynote lecture, Quinnipiac University Law School's annual conference, "Legal and Public Health Implications of Sex Trafficking"
- April 2019: Organizer and speaker for panel discussion at Yale: "Prosecuting Slavery in a Time of Freedom: Late 20th Century Enforcement of the 13th Amendment," which brought federal prosecutors Bruce Berger and Susan King into conversation with Amb. C.deBaca (their successor as Involuntary Servitude and Slavery Coordinator) and former GLC Fellow Karen Zipf (whose current project focuses on the cases prosecuted by Berger and King). While on campus, Berger and King attended Amb. C.deBaca's history seminar, and sat for oral history interviews at the GLC.
Video of panel discussion available here: <https://glc.yale.edu/events/lectures-and-panel-discussions/20182019/ProsecutingSlavery>
- October 2019: Hosted a campus visit by the fair-trade confectioner *Tony's Chocolonely*. The Tony's team set up a mobile interactive experience addressing forced labor issues in the cocoa supply chain, reaching hundreds of students and others in the Yale community. Amb. C.deBaca partnered with the Yale *Human Rights Journal* in hosting an evening lecture for a discussion about the cocoa supply chain. Article about the program available here: <https://yaledailynews.com/blog/2019/10/01/chocolate-event-explores-cocoa-industry-slavery/>
- Fall 2019: Inaugural Thomas Clarkson Lecture at Cambridge University; additional speeches at Magdalene College Oxford, and at Kings College, London

- Fall 2019: Keynote lecture, Texas State University Center for the Study of the Southwest's conference "Chasing Slavery: The Persistence of Forced Labor in the Southwest"

Archival and oral history research project: Building a GLC Modern Slavery archive, comprised of documents from the US Department of Justice, ISS prosecution unit; anti-slavery non-governmental organizations; unpublished literature from research centers and advocacy groups; and research notes from visiting modern slavery scholars. Amb. C.deBaca also is conducting oral history interviews with former prosecutors in the Dept. of Justice's ISS Program; and is working with Kate Cooney, Lecturer in Social Enterprise and Management, Yale School of Management, to conduct interviews with members of government, industry, and advocacy groups involved in the development of international supply-chain transparency regulations.

GLC Strategic Advisory Group member. To assist with GLC long-term planning, Amb. C.deBaca is working with GLC Director David Blight, Yale administrators, and GLC consultants to identify new funding sources and potential donors; coordinating with other Yale units (School of Management, Law School, School of Public Health, School of Architecture) to position the GLC as a hub for university-wide efforts to address modern slavery; and networking with governmental and nonprofit agencies engaged in combatting modern slavery to highlight the Center's efforts.

- **Modern Slavery Working Group**

GLC Modern Slavery Working Group website: <https://modernslavery.yale.edu/>

GLC Modern Slavery Working group book: "Fighting Modern Slavery and Human Trafficking: History and Contemporary Policy," is under contract with Cambridge University Press (2021 expected publication date). Edited by David Blight and Working Group co-chairs Genevieve LeBaron and Jessica Pliley, it will be released simultaneously in paper and hardback and will be priced around \$29.99. Chapters include:

- "Preface: Fighting Modern Slavery and Human Trafficking: From Past to Present," by David Blight, Yale University
- "Introduction: How Does the Contemporary World Differ from that Confronted by Historic Abolitionists?" by Genevieve LeBaron, University of Sheffield & Jessica Pliley, Texas State University
- "Counting Modern Slaves: Historicizing the Emancipatory Work of Numbers," by Gunther Peck, Associate Professor of History, Duke University
- "Free Soil, Free Produce, Free Communities," by Kevin Bales and Alison Gardner, University of Nottingham
- "Modern-Day Slavery, the Carceral State, and Historical Analogy," by Anna Mae Duane, University of Connecticut & Erica Meiners, Northeastern Illinois University
- "Tales of Violence and Trafficking from Mexico and Its Northern Border," Grace Peña Delgado, University of California Santa Cruz
- "Tracking the Traffic: The League of Nations' Investigations into Sex Trafficking, 1927-1934," by Jessica Pliley, Texas State University
- "Searching for Solutions to Modern Slavery: Criminal Justice Reform and the Political Challenge of 'Root Causes'," Joel Quirk, University of Witwatersrand
- "Prioritizing Labor in Labor Trafficking Interventions: Worker Voice or Worker Driven Social Responsibility?" by Elena Shih, Brown University & J.J. Rosenbaum, Harvard Law School & US Director, Global Labor Justice
- "The Market in Deception: Ethically Certifying Exploitative Supply Chains," by Genevieve LeBaron, University of Sheffield

“The UN Global Compact on Safe and Orderly Migration: A Hindrance or a Tool for Combating Human Trafficking?” by Janie Chuang, American University Washington College of Law

“Survivors’ Solutions: Contemporary Slave Narratives as a Blueprint for Sustainable Development,” by Zoe Trodd, Andrea Nicholson & Lauren Eglén, University of Nottingham

GLC Modern Slavery Working Group collaborations:

Working Group co-chair Jessica Pliley organized a conference, “Chasing Slavery: The Persistence of Forced Labor in the Southwest” (October 2019), which brought together 20 academics and worker activists to examine unfree labor in the Southwest. Participants included Working Group member Grace Peña Delgado and GLC Senior Fellow Luis C.deBaca; also participating were a number of worker activists affiliated with the New Orleans Worker Justice Project, who are colleagues of Working Group member J.J. Rosenbaum.

Working Group member Joel Quirk is hosting a workshop in March 2020, called “When Does Marriage Count as Slavery? Exploring Comparisons and Connections,” at the University of Witwatersrand, Johannesburg, South Africa, in which Working Group co-chair Jessica Pliley will be participating.

Program Area 2. New Media and Communications Initiatives

- *Staffing:* With funding from the Robina Foundation, the GLC created the position of Media Project Manager. Daniel Vieira was hired for a two-year position from 2016-2018, extended with help from the MacMillan Center at Yale. Mr. Vieira has initiated the video-recording, livestreaming, and photography of all GLC public events; produced and planned short films; and developed the GLC podcast series of audio interviews with each GLC visiting fellow and affiliated scholars. Mr. Vieira’s work is central to the Center’s public outreach mission.
- *GLC website:* Updates to the website include revision of the architecture; placing the News Feed as the central pivotal point of the site; redesigning the calendar for increased accessibility; and more robust event pages, including press coverage and video and other digital media.
- *GLC media:* During 2019, Mr. Vieira provided support for 10 GLC events, including coordination with Yale media services and digital outreach (web banners, events pages, and social media), reaching 28,000 unique social media users. He recorded 6 new podcast interviews and edited and posted 6 additional interviews. He also edited and published 350 photos from GLC events and programs on the GLC’s flickr account; and produced and edited 7 videos and administered the GLC YouTube channel. The channel has a total of 18 videos, 170 subscribers, and has reached 147,000 YouTube users, with 12,500 video plays.
- *“Shared Histories” workshop series documentation:* Mr. Vieira traveled with GLC Director of Education Thomas Thurston to Sierra Leone and South Africa and also was an active participant in the New Haven-based workshops. During 2019, he has catalogued and archived the video, audio, and still photography recordings that he produced during these workshop sessions.
- *Satellite web pages:* To enhance the appearance and functionality of GLC digital resources, Mr. Vieira created the following satellite pages:
 - Modern Slavery Working Group site:* <https://modernslavery.yale.edu/>
 - Slavery and Its Legacies podcast series site:* <https://slaveryanditslegacies.yale.edu/>
 - “Shared Histories” Africa Institute workshop series site:* <https://sharedhistories.yale.edu/programs>
 - GLC Flickr page:* <https://www.flickr.com/photos/yaleglc/albums>
 - GLC YouTube channel:* <https://www.youtube.com/channel/UCGBbfX1FoW6s6lBenxSLPEg>

Program Area 3. Teacher Outreach and Africa Teachers' Institute

- January-December, 2019: GLC Director of Education Thomas Thurston developed programming for the New Haven student activist group Students for Educational Justice, who are involved in fighting racism and improving the teaching of the history of African American and Latinx history in the public schools. Yale graduate students Alexandra Thomas and Jub Sankofa gave a tour of the Yale University Art Gallery focused on the presentation of blackness in the museum and led discussions about black men and incarceration; and Dr. Sasha Turner (Quinnipiac University) lectured on the history of the Black body. In February 2019, Mr. Thurston arranged for and accompanied seven SEJ students to the Schomburg Library in New York City to "Teen Black Lives Matter," a conference for student activists in the NYC metropolitan area.
- January-December, 2019: Mr. Thurston visited four classrooms to observe the progress of teachers involved in the international Africa Institute: "Shared Histories: Teaching Post-Conflict Reconstruction in South Africa, Sierra Leone, and the United States." In March, Mr. Thurston traveled with GLC Media Project Manager Daniel Vieira to the Bronx middle school classroom of Victoria Alukpe and Teresa Willis to assist with and observe a live video-streamed classroom activity with students from Sven Glientenberg's Soweto classroom.
- June 13-22, 2019: As one of the two final sessions of the three-year TransAtlantic "Shared Histories" workshop series, nine teachers from Sierra Leone, accompanied by Professor Joe Alie (Fourah Bay College, University of Sierra Leone), met at Yale with their ten partner-teachers from Connecticut. The workshop, "The Black Struggle for Freedom and Justice," was led by Professor Keisha Blain (University of Pittsburgh) and was coordinated by Thomas Thurston. Professor Sasha Turner (Quinnipiac University) provided a guest lecture. In addition to classroom sessions, the group visited New Haven places of significance to the Amistad case, including the New Haven Museum, Grove Street Cemetery, the Amistad memorial near City Hall, and Beinecke Library, where they viewed primary sources related to the Amistad rebellion as well as general African American history. The group had a memorable cruise of Long Island Sound aboard the reconstructed *Amistad* schooner and made a trip to Harlem's historic Abyssinian Baptist Church. The workshop was capped off by a trip to Washington, D.C., where the group visited the National Museum of African American History and Culture, Washington Mall, and other sites around the Capitol.
- June 28-July 6, 2019: For the final session of the three-year TransAtlantic "Shared Histories" workshop series, nine teachers from South Africa met at Yale with their ten partner-teachers from Connecticut. Professor Keisha Blain again led the workshop, with guest speakers including Marius Kothor (Yale graduate student), Athambile Masola (Pretoria University), Andrew Kahrl (University of Virginia), Jeffrey Ogbar (University of Connecticut), David Blight (Yale University), and Eddie Mandhry (director of Yale University's Africa Initiatives). Students from Waltrina Kirkland-Mullins' classroom at the Davis Academy for Arts and Design Innovation opened the workshop with songs in the Xhosa language, which they had learned with the assistance of Ms. Kirkland-Mullins' South African partner, Mary Khuduge. In addition to visits to Washington, DC, and New York City, the South African group and their Connecticut partners traveled to Hartford to visit the Amistad Center at the Wadsworth Atheneum and the Connecticut Historical Society. The group also enjoyed a July 4th evening cruise of Long Island Sound aboard the reconstructed *Amistad* schooner.
- June 18-21, 2019: The GLC continued its partnerships with two New Haven high schools (Amity and Wilbur Cross) to institute a summer workshop for high school students. Called "Exploring Justice," the program combines classroom activities with field trips to provide 40 students with opportunities to engage with the work of local social justice organizations as well as the criminal justice system. Teachers from Sierra Leone had the opportunity to meet with Exploring Justice students and discuss issues of importance to students in Sierra Leone.

- June 25-July 30, 2019: Mr. Thurston organized a set of six events for a program on “Black and Latinx History and Culture” for New Haven middle school students participating in LEAP (Leadership, Education & Athletics in Partnership), a free, non-profit summer enrichment program for New Haven students. Presentations included: Carlos Hernandez (Yale graduate student) on “New Faces of Latinx New Haven,” Alexandra Thomas (Yale graduate student) on “Africans and African Americans in the Museum,” Khalil Quotap (New Haven Museum) on “The Story of the Amistad,” Michael Morand (Beinecke Library) on “Posters and Images of Protest at the Beinecke Library,” and Connor Williams (Yale graduate student) on “New Haven’s History is African American History.” The culminating activity involved a visit to the Schomburg Library and the Center for Puerto Rican Studies at Hunter University.
- September 23-October 2, 2019: Mr. Thurston visited South Africa as a panelist at a conference organized by the African Association for History Education (AHE-Afrika) and the South African Society for History Teaching (SASHT). Mr. Thurston and South African teacher Marj Brown shared transatlantic classroom projects generated by the “Shared Histories” workshop series. He also visited four program participants’ classrooms and met with the leaders from the South African History Archives to discuss the creation of document-based professional development seminars on the history of South Africa for South African history teachers. Mr. Thurston also met with activist Seth Mazibuko to discuss plans to invite him to New Haven to participate in a “Transatlantic Classroom Collaborations” symposium scheduled for May 2-3, 2020 at Yale University.
- November 5, 2019: Mr. Thurston organized a visit to the Center for Puerto Rican Studies in New York City for eight New Haven Public School teachers to explore new ways to incorporate the teaching of Puerto Rican history in the US history curriculum.
- November 23, 2019: Mr. Thurston organized a presentation by “Shared Histories” workshop participant Waltrina Kirkland-Mullins and her students at the African Studies Association’s Teachers Workshop, held at Harvard University’s Center for African Studies, followed by discussion with a packed audience of history professors and high school teachers. The occasion was reported on by the *New Haven Independent*: https://www.newhavenindependent.org/index.php/archives/entry/south_african_history/
- November 25, 2019: Mr. Thurston spoke about the “Shared Histories” program and other GLC initiatives on the Tom Ficklin Radio Show, which serves New Haven’s African American community.
- December 10-12, 2019: Mr. Thurston assisted the British television station’s Channel Five on the filming of a program on the Amistad story, featuring Samuel Pieh, a descendent of the leader of the revolt. The group visited the Beinecke Rare Book and Manuscript Library, the Yale Law School, and the New Haven Museum. Professor Blight spoke to Mr. Pieh about the significance of the story of the Amistad. Connecticut teachers who had participated in the Sierra Leone “Shared Histories” program met and answered questions from Mr. Pieh regarding the teaching of this history in their classrooms. Portions of these interviews will be featured on the television show.

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

For the past several years, this program was jointly funded by the Robina Foundation and the Smithsonian’s National Museum of African American History and Culture (NMAAHC). In June 2019, Lonnie Bunch, the founding Director of the NMAAHC, was appointed as the 14th Secretary of the Smithsonian Institution. With Robina funding having ended and with the new NMAAHC leadership reviewing the institution’s financial commitments, this program is temporarily on hold.

PROJECT SUMMARY AND NEXT STEPS

Robina Foundation funding enabled the Gilder Lehrman Center to expand and vastly improve ourselves substantively, intellectually, and practically. In hiring Media Project Manager Daniel Vieira, the Center now has a media, technological, and online presence as never before. The GLC summer teacher institutes with two African countries set a standard like no other; the Center may be the only such U.S. institution doing this kind of international teacher outreach. And finally, our modern slavery initiative is pioneering and has produced significant and field-changing book of essays by some of the world's most distinguished experts. The Gilder Lehrman Center is enormously grateful to the Robina Foundation for providing the resources for these initiatives. We are eager to carry this work forward into the immediate and long term future.

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

Upcoming GLC Senior Fellow Luis C.deBaca activities:

- Spring 2020: Partnering with the Yale School of Architecture for a panel discussion on modern slavery in the building and design supply chain. With Assistant Dean Phil Bernstein and local real estate lawyer Leslie King, Amb. C.deBaca will host a reception and conversation at the School of Architecture for dozens of students to challenge them to consider the ethical, not just environmental or aesthetic, possibilities of their intended profession.
- Spring 2020: Hosting Martha Lovejoy, of the State Department's Office of the Legal Advisor. Ms. Lovejoy will meet with students at the Law School and speak at Amb. C.deBaca's seminar on the legal and diplomatic regimes surrounding modern slavery.
- MacArthur Foundation's 100+Change opportunity: "The New Abolitionists: Integrating Actors to Abolish the Third Slavery." GLC Director David Blight and Amb. C.deBaca are working with the University of Michigan's Center for Social Solutions and other partners on a proposal to address contemporary slavery through research, education, and policy initiatives. The proposal has made it through the third round of review.
- Amb. C.deBaca has been approached by Baylor College of Medicine to participate in proposal to the National Institute of Justice on public health and legal responses for labor trafficking victims.

Program Area II. New Media Communications

- *Slavery and Its Legacies* podcast series: <https://slaveryanditslegacies.yale.edu/>
This series was launched solely due to the support of the Robina Foundation. Moving forward, the Gilder Lehrman Center will streamline the audio-editing and launching of each interview and increase the distribution through a variety of channels, including the "Legacies of American Slavery: Reckoning with the Past" national network, which the GLC is developing in partnership with the Council of Independent Colleges. The GLC also will use this network to increase the distribution of the multiple digital resources developed through Robina Foundation funding.
- *Voting Suppression project*: The proposed film and graphic narrative projects were put on hold due to over-commitments on the part of potential project partners. Curricular materials based on the GLC November 2016 panel discussion "The Right to Vote: Protection or Suppression Since 1965" will be incorporated into the website by June 2020. These materials will be used for summer outreach programs for local secondary school students in the LEAP and Exploring Justice programs and, from August-October 2020, in professional development workshops with area teachers. The GLC is planning a panel discussion for September 2020 focused on contemporary efforts to expand and contract the electoral franchise and featuring prominent scholars and activists such as Sherrilyn Ifill, Director-Counsel of the NAACP Legal

Defense Fund, and Carol Anderson (Charles Howard Candler Professor of African American Studies at Emory University), author of *One Person, No Vote: How Voter Suppression is Destroying Our Democracy*.

Program Area III. Teacher Outreach and Africa Teachers' Institute

- *May 2-3, 2020: "TransAtlantic Classroom Collaborations" Symposium at Henry R. Luce Hall Auditorium, Yale University*

Sponsored by: the Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition and the Council on African Studies of the Whitney and Betty MacMillan Center for International and Area Studies, Yale University

Goals: Share the results of the Gilder Lehrman Center's Robina Foundation-funded "Shared Histories" project with Yale audiences and the general public; expand the pedagogical network; and build capacity to scale up national and international collaborations.

The "TransAtlantic Classroom Collaborations" symposium is designed to share the results of the GLC "Shared Histories" Africa Institute, funded by the Robina Foundation, with a broad base of teachers, students in New England as well as the general public. Secondary school teachers and administrators from the greater New Haven metro area will be invited to attend a two-day symposium at Luce Hall Auditorium. At this symposium, the twenty U.S. teachers who have been working with the South African and Sierra Leonean teachers, along with a selection of their students, will present preliminary classroom projects generated from the GLC "Shared Histories" Africa Institute. Should funding permit, two South African and two Sierra Leonean teachers also will be invited. Prior to the symposium, GLC staff members Thomas Thurston and Daniel Vieira will record Skype interviews with South African and Sierra Leonean teachers and students to facilitate additional participation. This program is jointly sponsored by the Gilder Lehrman Center and the Council on African Studies, both of the MacMillan Center at Yale, with support from the Edward J. and Dorothy Clarke Kempf Memorial Fund.

- *Follow-up projects*

Using the highly successful "Shared Histories" workshop series as a model, the Gilder Lehrman Center is collaborating with multiple project partners to develop ongoing professional development opportunities for teachers in the United States, Sierra Leone, and South Africa. These projects will employ similar formats as the "Shared Histories" workshops: combining document-based instruction with lectures, discussion, and visits to historic sites. Likewise, the upcoming projects will share the general goal of the "Shared Histories" workshops: developing best practices for classroom teaching of fundamental, difficult topics face by countries across the globe, such as the legacies of colonialism and slavery and the trauma associated with reconstructing the social, economic, and political order following a foundational break in the status quo. With its various project partners, the Gilder Lehrman Center is in the process of securing funding for these initiatives. Examples of the new initiatives include:

Sierra Leone History: Teaching with Documents

Inspired by the Robina-funded "Shared Histories" workshop series, the Sierra Leone teachers in the group have requested that the Gilder Lehrman Center work with them to facilitate the incorporation of supplementary materials—primary documents, graphs and tables, video clips, music and photographs—into Sierra Leone classrooms. With relatively simple tools such as laptops and a projector, they are excited to think about how classroom teaching in the country could be dramatically improved. The proposed "Sierra Leone History: Teaching with Documents" project is meant to respond to these needs. The Gilder Lehrman Center is developing a team of US, Scottish, and Sierra Leonean teachers, historians, archivists, and digital technology specialists to take part in a pilot teacher-training workshop to be held at the Fourah Bay

College campus of the University of Sierra Leone. That workshop will train Sierra Leone secondary school history teachers in document-based learning and teaching with technology, and will assist teachers in the development of the tools, resources, and strategies needed to bring a richer, more visual, document-based history of Sierra Leone into their classrooms. Leadership includes Dr. Joe Alie, Associate Professor and Head of the Department of History and African Studies at the University of Sierra Leone and Abu Koroma, the archivist and records manager of the Sierra Leone Public Archives. One component of the project will be the development of a digital library of primary and secondary resources on the history of Sierra Leone, compiled by historians and archivists and aligned with the West African Senior School Certificate Examination (WASSCE) in Sierra Leonean History. Upon the completion of the workshop, the program will track and support the progress of the participating teachers and students as they incorporate the skills they have learned into their classroom teaching, and will measure changes in the WASSCE scores of participating classrooms. Based on the lessons learned from this pilot program, a final report will make recommendations on how to introduce these resources into a broad cross-section of Sierra Leonean schools. The Gilder Lehrman Center is working with Dr. Christine Whyte of the University of Glasgow and Eddie Mandhry, Director for Africa and the Middle East in Yale University's Office for Global Strategy, to secure funding for this project.

- *South Africa: Building a Culture of Professional Development*

The Robina-funded "Shared Histories" workshop series has led to collaborations between the Gilder Lehrman Center and South African teachers interested in creating in culture of professional development for history teachers in the country. The GLC is developing this project in partnership with Marjorie Brown, a teacher who participated in the "Shared Histories" group and President of the South African Society for History Teaching (SASHT), and Geraldine Frieslaar, Director of the South African History Archive. This archive began collecting primary source documents immediately following the fall of apartheid and has since built a robust archive of materials related to South Africa's institutionalized racist system and the movement against it. The goal of this project is, first, to build a pilot, document-based professional development workshop geared toward Johannesburg teachers, modeled after the GLC's "Shared Histories" workshops. Instructors will include scholars and graduate students from Yale as well as from South Africa. The second stage will be to invite two or three teachers from each of nine provinces in South Africa to meet in Johannesburg for a ten-day workshop, including historic site visits, document-based workshops, and lectures and discussions with historians and activists. The third stage will involve professional development outreach throughout the country, with workshops in each of the provinces geared toward regional issues. Additional partners in the proposed project include the Nelson Mandela Foundation and South Africa's national Apartheid Museum. The GLC is working with the South African Society for History Teaching to explore funding options for this project.

- *Local Professional Development Workshops: Puerto Rican History*

The Gilder Lehrman Center is involved in creating a series of workshops that will educate middle and high school teachers in the history of Puerto Rico and the Puerto Rican diaspora. Despite a high percentage of LatinX students in area schools, teachers of LatinX descent are few. Overall, Connecticut teachers know little about the history of Puerto Rico and the Puerto Rican diaspora and the subject is barely touched upon in most history classrooms. Recognizing the need for a more inclusive history curriculum, earlier this year the Connecticut State Senate unanimously approved a bill requiring Connecticut schools to offer a course in African American, Puerto Rican and Latino history by 2022. Responding to this bill, the Gilder Lehrman Center is working with the Yale Center for the Study of Race, Indigeneity, and Transnational

Migration and a host of local scholars, artists, and community activists to develop professional development opportunities that will focus on the history of the United States and the Caribbean, including legacies of colonialism and slavery; the history of Puerto Ricans in Connecticut and the Northeast; and Puerto Rican music, arts, and culture. Following the New Haven pilot project, the goal is to replicate this workshop series in other Connecticut cities. The Gilder Lehrman Center is working with the Connecticut Department of Education and the Connecticut Humanities organization to secure financial and logistical support for this project.

Program Area IV. GLC Yale Public History Institute

The Gilder Lehrman Center is working in cooperation with the Council of Independent Colleges on a four-year project called “Legacies of American Slavery: Reckoning with the Past,” with generous support from the Andrew W. Mellon Foundation. The goal of the project is to create a national network of colleges, universities, and community partners that will work together to deepen understandings of the legacies of American slavery. One component of this multi-year program will be a series of GLC-Yale Public History Institutes in 2022-2023, focused on the community-engaged projects generated by the collaborating partners.

The GLC is also in conversation with the new leadership of the National Museum of African American History and Culture about new configurations and funding of this program.

Gilder Lehrman Center for the Study of Slavery, Resistance, and Abolition at Yale University
Robina Foundation Annual Report, February 2020

FINANCIAL REPORT

Financial Report							
MacMillan Center: Gilder Lehrman Center							
Robina Foundation							
12/31/2019							
	YR1 - YR 4 budget	YR1 actuals through 12/31/16	YR2 actuals through 12/31/17	YR3 actuals through 12/31/18	YR4 actuals through 12/31/19	TOTAL Actuals	Budget Variances
Teacher Workshops and Outreach	502,477.25	67,861.09	105,404.66	195,220.70	178,755.00	547,241.45	(44,764.20)
Yale Public History Institute	96,000.00	13,977.36	24,010.55	13,078.62	0.00	51,066.53	44,933.47
Human Trafficking and Modern Day Slavery Initiatives	264,000.00	84.00	107,053.22	132,242.35	43,780.65	283,160.22	(19,160.22)
Media Production and Online Initiatives	256,400.00	34,894.56	68,516.54	98,376.92	68,623.18	270,411.20	(14,011.20)
Additional Staff Resources	120,000.00	8,084.05	26,633.20	36,906.80	15,373.23	86,997.28	33,002.72
Program total	1,238,877.25	124,901.06	331,618.17	475,825.39	306,532.06	1,238,876.68	0.57
Indirect costs	185,831.59	18,735.25	49,742.99	71,374.16	45,979.92	185,832.32	(0.73)
Total Expenditures	1,424,708.84	143,636.31	381,361.16	547,199.55	352,511.98	1,424,709.00	(0.16)

Explanation of Expenditures

Teacher Workshops and Outreach: Includes a portion of the final expenditures from the Africa Institute-Sierra Leone Workshop (Dec. 2018-Jan. 2019); expenses for the two "Shared Histories" workshops in June-July 2019; a portion of GLC Director of Education's salary; and miscellaneous expenses related to secondary school professional development and student workshop programming.

Yale Public History Institute: No Robina funding was used in 2019; this program is temporarily on hold and is projected to resume in summer 2022.

Human Trafficking/Modern Slavery: Expenditures include support for Modern Slavery public programming and a portion of Amb. C.deBaca's salary for 2019.

Media Production: Includes a portion of GLC Media Project Manager's salary, web-hosting, livestreaming, and A/V technical support.

Additional Staff Resources: Includes a portion of GLC Administrative Assistant's and Associate Director's salary, student worker assistance, and supplies.

Calendar for Year 2020 (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 2:☉ 10:☉ 17:☉ 24:☉	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 29 1:☉ 9:☉ 15:☉ 23:☉	March Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 2:☉ 9:☉ 16:☉ 24:☉
April Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 1:☉ 7:☉ 14:☉ 22:☉ 30:☉	May Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 7:☉ 14:☉ 22:☉ 29:☉	June Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 5:☉ 13:☉ 21:☉ 28:☉
July Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 5:☉ 12:☉ 20:☉ 27:☉	August 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 3:☉ 11:☉ 18:☉ 25:☉	September 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 2:☉ 10:☉ 17:☉ 23:☉
October Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 1:☉ 9:☉ 16:☉ 23:☉ 31:☉	November Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 8:☉ 15:☉ 21:☉ 30:☉	December Su Mo Tu We Th Fr Sa 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 7:☉ 14:☉ 21:☉ 29:☉

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 19, 2020 (Thursday) Conference Call	1:00 p.m. to 3:00 p.m. (CST) 2:00 p.m. to 4:00 p.m. (EST)