

# ANNUAL REPORT FY2021-2022

Promoting the advancement  
and diffusion of knowledge  
and understanding

*Carnegie*  
CORPORATION  
OF NEW YORK

# CONTENTS

LETTER FROM THE <b>CHAIRMAN</b>	3
REPORT ON <b>PROGRAMS</b>	5
International Program	6
National Program	29
Special Opportunities Fund	61
Andrew Carnegie Fellows Program	66
REPORT ON <b>FINANCES</b>	69
Financial Highlights	70
Independent Auditor's Report	73
REPORT ON <b>ADMINISTRATION</b>	88
REPORT ON <b>INVESTMENTS</b>	92
<b>TRUSTEES AND STAFF</b>	96
Trustees	97
Staff	98

# LETTER FROM THE CHAIRMAN



Over the course of Fiscal Year 2021–2022, Carnegie Corporation of New York has made significant contributions to organizations that are dedicated to improving education, to furthering international peace and security, and to strengthening our democracy. The Corporation’s funding has worked to ensure that every vote is counted, that teachers and parents have the resources they need to make sure that all students receive the best possible education, and that the goal of peace is pursued throughout the world. Our grantees have worked wisely and creatively. The value of their achievements far exceeds the sum of the Corporation’s grants.

The work of this foundation is keenly engaged with the present but with an eye toward the future. Often the urgent demands of current crises — domestic and international — can leave little time for contemplation; however, our best work can only be achieved with strategic thinking and planning, periodic self-assessment, and clarity in communicating our progress toward our goals. This Annual Report is a vital part of the Corporation’s historic commitment to accountability and transparency. Embracing one fiscal year, it maps out exactly where we have invested in work that promotes, in the words of Andrew Carnegie, “the advancement and diffusion of knowledge and understanding in this world.”

Little did I know when I accepted President David Hamburg’s invitation to join the board of trustees in 1990 that three decades later I would be back at the Corporation as chairman. Today, as then, I am most impressed with the Corporation’s commitment to innovation and experimentation. From its earliest days, this organization has been driven by a desire to test new ideas, take risks, and support innovative approaches to the challenges it seeks to address. That is why Carnegie Corporation of New York became a leader in the field of philanthropy — and remains so today.

How grateful I am for the opportunity to witness firsthand the very real impact that philanthropy can have on the world. And I am struck anew by that paradox of all human history and all human life: that ever-cycling dance of continuity and change. It is sometimes a little startling — and more than a little sobering — to realize that most of the problems that confronted Andrew Carnegie so long ago are still with us today. At the same time, I cannot help but welcome the advances we have made since the Corporation’s founding in 1911. Our long history of funding inventive approaches to some of the world’s most pressing challenges is a testament to the power of philanthropy to create lasting change in the world.

As a lifelong educator, it has been particularly inspiring for me to see the Corporation's continued focus on education as a powerful force that can transform lives. Whether supporting initiatives aimed at improving early childhood education, expanding access to higher education, or supporting teacher training and professional development, the Corporation's efforts are helping to create a more equitable and just world.

We are fortunate in our founder. In the first Deed of Gift to the Corporation's original trustees, Carnegie wrote, "Conditions upon the earth inevitably change; hence no wise man will bind Trustees forever to certain paths, causes or institutions. I disclaim any intention of doing so.... They shall best conform to my wishes by using their own judgment." To this day, Carnegie's explicit confidence in the judgment of the Corporation's trustees remains a guiding principle for the board. I would like to pay tribute here to all of the trustees who have endeavored over the years to mold an organization worthy of our founder's vision. I would like particularly to thank Janet L. Robinson, my partner this past year, whose support as vice chairman of the board has proven invaluable to me during our stewardship of the Corporation following the loss of our president, Vartan Gregorian. I would also like to pay tribute to the staff of the Corporation, who have continued to work with integrity to support its mission. As I worked with these good people, my respect and admiration for their intelligence, hard work, and dedication continued to increase.

I am deeply grateful for the opportunity granted me to lead the Corporation during this transitional period. My esteem for this foundation is boundless. It remains the highest honor to serve on its board, and I am humbled to have done my part to carry on the legacy of those who have proceeded me in my various roles. Carnegie Corporation of New York helped form the field of American philanthropy, and I am confident that it will continue to inspire and impact untold generations to come. By the same token, I must admit relishing the opportunity to pass the leadership baton on to our new president, Dame Louise Richardson, who took over the Corporation in January 2023, and who now ushers in the next, much-anticipated chapter of its lasting legacy.

**Thomas H. Kean**

Chairman, Carnegie Corporation of New York  
March 2023

# REPORT ON **PROGRAMS**

# International Program

## HIGHER EDUCATION AND RESEARCH IN AFRICA

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### **African Population and Health Research Center, Inc., Nairobi, Kenya**

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For core support to the Consortium for Advanced Research Training in Africa. 36 Months, \$2,000,000

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The Consortium for Advanced Research Training in Africa (CARTA), formed in 2008 and hosted by the African Population and Health Research Center (APHRC), aims to improve the quantity and quality of research leaders in population and public health studies. To date, 228 early-career researchers, selected from faculty and research staff of eight consortium universities and four research centers, have benefitted from the four-year doctoral fellowship program. Of these fellows, 125 have graduated and 58 of the graduates have benefitted from the CARTA postdoctoral opportunities. With this core support grant, CARTA will intensify its main activities: award doctoral and postdoctoral fellowships and organize skill-building workshops; institutionalize CARTA research capacity-strengthening interventions in member universities; create research hubs within African public universities; and enhance scholarly engagement with society.

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### **Council for the Development of Social Science Research in Africa, Dakar, Senegal**

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For an African diaspora fellowship program in the humanities and social sciences. 36 Months, \$1,000,000

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The expansion and growth of universities in Africa have led to shortages of senior academics and support systems to train the next generation of academics. At a disciplinary level, institutional policies and practices in most African countries continue to underfund the social sciences and humanities (SSH) in favor of science and technology. Yet

the SSH are critical to sound decision-making by national governments and transnational organizations on issues of development. The presence of a large African academic diaspora can serve to strengthen SSH disciplines by assisting in teaching and research. With the Corporation's renewed support, the Council for the Development of Social Science Research in Africa will continue to foster linkages between African diaspora academics and African universities through visiting professorships, mentorships of doctoral students, and production of knowledge on issues facing African higher education.

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### **International Research and Exchanges Board, Inc., Washington, DC**

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For improving university research administration in sub-Saharan Africa. 24 Months, \$900,000

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Increasing enrollment and academic staff in emerging research universities in sub-Saharan Africa requires improved research infrastructure and administration. International Research and Exchanges Board's University Administration Support Program (UASP) was launched in the early 2000s with support from the Corporation to develop university administration capacity through workshops and fellowships at U.S. universities. With Corporation renewed support, UASP will partner with the African Research Universities Alliance (ARUA) to deliver virtual research management training for research administrators from member ARUA universities and select 30 fellows for tailored exchanges at U.S. universities.

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### **Makerere University, Kampala, Uganda**

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For competitive fellowships for early-career academics at Makerere University and four Ugandan partner public universities. 30 Months, \$1,250,000

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To achieve its goal of becoming a premier research-led university, Makerere University is increasing its capacity to nurture talented emerging researchers in Uganda, assisting them to strengthen their research, publication, outreach, and postgraduate supervision skills. Building on the success of previous programs, Makerere will support a university-wide competition to identify early-career faculty with the potential to become research leaders and award 15 of them with comprehensive research fellowships. To enhance research collaboration, Makerere will also extend the model to 10 early-career faculty at four Ugandan public universities, also selected through a competitive process. The 25 fellowships, awarded with gender equity as a chief consideration, will include funding for research, disciplinary training, departmental strengthening, and publication support.

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### **Research Foundation of the City University of New York, New York, NY**

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For strengthening research and writing capacity of early-career African social scientists and linking them to global scholarly communities. 36 Months, \$750,000

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Early-career social scientists based at African institutions are faced with limited professional opportunities to network globally and to publish in established international academic outlets. The Project on African Social Research (PASR), launched in 2020 with Corporation support, is a global network of leading scholars seeking to address this gap by providing opportunities for mentoring and research collaboration for early-career African scholars, as well as access to international networks that can facilitate publication in leading journals and media outlets. With continued Corporation support, the network will lead collaborative research and publication support workshops for African researchers and build visibility for African scholars and PASR with a podcast, magazine, and lecture series.

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### **Science for Africa Foundation, Nairobi, Kenya**

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For fellowships for early-career scholars in the social sciences and humanities. 36 Months, \$1,500,000

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African research leadership in the Social Sciences and Humanities (SSH) is critical for informing the global knowledge base and for providing African policymakers with contextually relevant data and advice. While African research in some fields, such as health and agricultural sciences, is on the increase, SSH research continues to lag. The Science for Africa Foundation (SFA) aims to mobilize SSH researchers to contribute to solving the developmental challenges facing the continent. With Corporation support, SFA will strengthen research leadership in these critical disciplines by awarding competitive fellowships to up to 25 early-career researchers, delivering a blended training program focused on research and communications skills, and providing mentoring and support for policy outreach and publishing.

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### **University of Cape Town, Rondebosch, South Africa**

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For Developing Emerging Academic Leaders (DEAL) and the Institute for Humanities in Africa (HUMA). 36 Months, \$2,750,000

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African universities play a critical role in building the continent's research ecosystem to ensure sustainable solutions to the continent's grand challenges. As a leading research university on the continent, University of Cape Town (UCT), through its Developing Emerging Academic Leaders (DEAL) program and its Institute for Humanities in Africa (HUMA), aims to build and retain a strong cohort of future academics trained within thematic research hubs and linked to international networks. Corporation renewed support for DEAL and HUMA will contribute to improving the credentials and research productivity of the continent's emerging scholars through doctoral, postdoctoral, and early-career fellowships in addition to international conference participation.



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### **University of the Witwatersrand, Johannesburg, Gauteng, South Africa**

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For building capacity for institutional data gathering, policy advocacy, and research at African Research Universities Alliance universities. 24 Months, \$500,000

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Collaboration across societal sectors is instrumental to ensuring progress toward development goals is sustained and far-reaching. The African Research Universities Alliance (ARUA) collaborates across sectors, regions, and disciplines, aiming to enhance the quality of research conducted in Africa by African researchers. ARUA seeks to build the network's relationships with government and society, advocate for its member universities, and expand its institutional partnerships. With renewed Corporation support, ARUA will strengthen its impact through improved institutional data gathering and analysis; design of collaborative, interdisciplinary doctoral programs within its research centers of excellence; scholar participation in ARUA's fourth biennial conference; and an evaluation of the alliance's activities to date.

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### **University World News Africa, Cape Town, South Africa**

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For support of University World News Africa higher education editorial projects. 24 Months, \$395,000

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A significant increase in high school graduates and a widely accepted correlation between economic development and post-school education has led to expansion and transformation of the higher education sector in sub-Saharan Africa in the last decade. However, a lack of regular and quality media reporting contributes to a poor understanding of the sector's systems and policymaking. University World News (UWN) Africa is the only regular news publication dedicated to wholly covering the sector's developments, informing stakeholders, and increasing the visibility of African higher education globally through traditional and new forms of media. With renewed Corporation support, UWN Africa will continue to deepen its editorial content, expand its media platforms, grow global readership, and enhance quality through trainings and workshops.

## **INTERNATIONAL PEACE AND SECURITY**

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### **American Councils for International Education, Inc., Washington, DC**

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For fellowships for Ukrainian- and Russian-displaced academic communities. 12 Months, \$300,000

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Russia's war on Ukraine has led to the loss of thousands of civilian lives and has caused unmeasurable damage to the country, including its educational sector. Opposition to the war in Russia has also led to the displacement of academics within Russia. Given the magnitude of scholars at risk from Ukraine and Russia, major efforts are under way to enable them to stay within their academic professions. With support from the Corporation along with a group of other funders, the American Councils will leverage its geographical presence and institutional partnerships across the former Soviet region to aid the war-affected Ukrainian and Russian academics. Beyond the fellowships, the academics will be given access to alumni-focused programming and will be included in invitations for proposals for international conferences, seminars, publications, study tours, and international exchanges.

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### **American University in Cairo, New York, NY**

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For core support to Middle East Studies at the American University in Cairo. 24 Months, \$500,000

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At a time of new leadership at the American University in Cairo (AUC), a core grant from the Corporation will support a presidential initiative to develop a major Middle East Studies graduate program in the Arab region. In addition to establishing new graduate degree programs, a complementary small grants program will support relevant scholarly projects and outreach in the fields of humanities, social sciences, and economic development in the region. The graduate program will include cross-disciplinary collaborations among numerous AUC departments and centers including Gender and Women's Studies; Migration and Refugee Studies; and the Gerhart Center for Philanthropy, Civic Engagement and Responsible Business.



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### **American University in Cairo, New York, NY**

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For the Alternative Policy Solutions program. 24 Months, \$400,000

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Economic inclusion and development remain key challenges in the Arab region today. Alternative Policy Solutions (APS) is a program based at the American University in Cairo designing public policies that integrate the inputs of stakeholders and policymakers. The APS team includes some of Egypt's finest economists and researchers who use their expertise to draft technical policy solutions in the fields of economic development, resource management, and institutional reform. With Corporation support, APS began cultivating a network of young policy experts and scholars versed in inclusive development and participatory policy production. During the next phase of the project, APS will build on their initial success to expand their regional scope in the Arab region and Africa. Renewed funding will support staff costs, public events, consultation sessions, workshops, and publications.

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### **American University of Beirut, Beirut, Lebanon**

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For a project on building the field of critical development studies in the Arab region. 24 Months, \$350,000

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In the past decade the Arab region has experienced major mobilizations, political transformations, and prolonged conflicts. Scholars point to economic challenges and inequality as critical drivers of sustained uprisings. The area is a hub for international development interventions, yet it lacks academic programs to train and connect regional expertise. In light of the magnitude of economic and social challenges, the Corporation awarded the American University of Beirut (AUB) a grant in 2020 to expand and advance the field of critical development studies in the region. Renewed Corporation funding will build upon the dynamic first phase of that effort. Working with the Centre for Lebanese Studies (CLS), AUB will bridge studies on development, political economy, and social contention with labor, migration, and conflict issues. Corporation funds will support staff costs, a summer school for early-career scholars, an op-ed and seminar series, data analyses, and audiovisual productions.

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### **Arab Council for the Social Sciences, Beirut, Lebanon**

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For a project on knowledge, publics, and crisis in the Arab region. 24 Months, \$1,500,000

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Gaps in the knowledge sector underlie key issues of governance, citizen participation, and unemployment in the Arab region. The Arab Council for the Social Sciences (ACSS) is an independent professional organization dedicated to strengthening social science research to address key challenges in the Arab region. The ACSS fosters a new generation of social scientists, integrates them into regional networks, and facilitates their policy-relevant research and publication. With renewed support, ACSS will continue its growth as an effective field-building institution. The grant will enable ACSS to offer early-career fellowships, promote research and publications, monitor the state of social science in the region, and maintain issue-oriented working groups.

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### **Asia Society, New York, NY**

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For ongoing support of the Task Force on U.S.-China Policy, in an initiative collaborating with China experts from Indo-Pacific countries. 24 Months, \$350,000

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With U.S.-China relations on an increasingly adversarial trajectory, the deterioration of this relationship has enormous consequences. The United States needs to improve its ability to understand and assess China's actions and aspirations in the Indo-Pacific region and beyond. Asia Society's Task Force on U.S.-China Policy (the Task Force) seeks to engage with Indo-Pacific and China specialists on core issues of mutual interest, including trade and economic relations, military and geopolitical strategy, and the implications of scientific and technological developments. The Corporation's continued support of the Task Force promotes communications and collaboration among a bipartisan group of the country's top regional experts and outreach to the U.S. government. The reports and briefings resulting from Task Force working groups aim to inform U.S. policymaking, as well as provide analytical resources for military officers, academic scholars, and other experts.

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**Aspen Institute, Inc., Washington, DC**

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For the Aspen Institute Congressional Program. 12 Months, \$600,000

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The Aspen Congressional Program is a nongovernmental, nonpartisan, educational series for members of Congress. Through its work, senators and representatives get the opportunity to delve into complex and critical foreign policy issues with international experts, explore policy options, and build relationships that are critical to finding solutions to today's global challenges. With renewed support, the program will sponsor regular breakfasts with expert speakers for congressional members on timely international developments of relevance to U.S. foreign policy. The program will also host its annual international gathering for congressional members with foreign policy experts, scheduled for summer 2022.

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**Boston University, Boston, MA**

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For a project on China and the international economic order. 36 Months, \$750,000

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China is a member of all Western-led international financial institutions established at the 1944 Bretton Woods Conference and is now a powerful voice in shaping their operations. To gain leverage in these institutions, or perhaps supplant them, China has also built a series of parallel institutions that are close to equaling their scale. To assess the implications of these developments and encourage their contributions to global peace and prosperity, the Boston University-based Global Development Policy Center (GDP Center) has forged partnerships in China and abroad to generate data for transparency and accountability, to conduct joint research, and to convene policy dialogues. The GDP Center seeks support from the Corporation to bring early-career scholars and emerging leaders to the center and conduct a series of research projects that can contribute our understanding of China's increasing role in the international economic order.

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**Brookings Institution, Washington, DC**

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For a legislative study group on the role of Congress in foreign affairs. 24 Months, \$260,000

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Congress plays an essential role in U.S. foreign policy and national security by providing legal authorities to the executive branch and through its appropriation and oversight functions. However, the institution faces a knowledge deficit regarding the complex legal considerations that directly

impact its ability to effectively engage in these areas. A study group at the Brookings Institution is addressing this deficiency by convening bipartisan groups of congressional staffers and experts on emerging legal and policy issues. The discussions bolster staffers' knowledge and capacity, help the specialists produce scholarship that is more responsive to congressional perspectives, and facilitate connections across party lines that can lead to bipartisan collaboration.

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**Carnegie Council for Ethics in International Affairs, New York, NY**

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For the project on U.S. Global Engagement. 24 Months, \$300,000

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Founded by Andrew Carnegie in 1914, the Carnegie Council for Ethics in International Affairs promotes space for mutual learning, engagement, and community building around critical issues. Renewed support for its project on U.S. Global Engagement will help inform citizen understanding of the debates around U.S. foreign policy and the ethical implications and trade-offs of possible approaches to America's role in the world. The next phase will focus on assessing public support for multilateral solutions to global challenges and include research, convenings with members of the interested public and expert communities, and dissemination of findings through the Council's extensive social media venues.

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**Carnegie Endowment for International Peace, Washington, DC**

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For core support of the Carnegie Moscow Center. 24 Months, \$960,000

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The Carnegie Moscow Center (CMC) is an independent think tank, created in 1993 to provide research, analyses, publications, and a neutral forum for events. CMC is part of the Carnegie Endowment for International Peace's global network of regional think tanks. Working on Russian domestic and foreign policies, CMC is a source of information and perspectives for Russian and foreign media, academic, and diplomatic communities. With continued funding, CMC will engage in a wide set of research and outreach activities targeting audiences in Russia, the United States, and globally.

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### **Carnegie Endowment for International Peace,** Washington, DC

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For core support of the Carnegie-Tsinghua Center for Global Policy. 24 Months, \$680,000

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The Carnegie-Tsinghua Center for Global Policy (CTC) is a platform for leading Chinese and international policy research and dialogue aimed at identifying constructive solutions to common global challenges. Representing a partnership between the Carnegie Endowment for International Peace and Tsinghua University in Beijing, the CTC provides research, analyses, publications, and a neutral forum for events. With continued Corporation support, the CTC will engage in a wide set of research and outreach activities targeting audiences in China, the United States, and globally.

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### **Carnegie Endowment for International Peace,** Washington, DC

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For core support of the Nuclear Policy Program. 24 Months, \$400,000

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The Carnegie Endowment for International Peace's (CEIP) Nuclear Policy Program (NPP) is one of the leading voices globally on nuclear issues. NPP's team includes international experts with deep expertise on nuclear issues ranging from nuclear safeguards and export controls to regional challenges in North Korea, South Asia, and Iran. This grant will allow NPP to continue its interdisciplinary work to reduce the likelihood of nuclear use by diagnosing acute nuclear risks, informing debates on solutions, and engaging international actors to affect change. NPP's analyses, international gatherings, and outreach activities will lead to policy-relevant recommendations and publications.

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### **Center for a New American Security,** Washington, DC

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For a new framework for U.S.-China economic relations and U.S. quantum technology strategy. 24 Months, \$300,000

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Sino-American relations have veered into a realm of zero-sum competition and disruptive decoupling. The strategic benefits of economic integration have been devalued as leaders on both sides seek to minimize perceived economic and security risks arising from commercial ties. Scientific and technical ties are equally strained. The Center for a New American Security (CNAS) proposes a two-part project to address these issues. Drawing on an analysis of past

economic negotiations, part one will assess options for bringing the United States and China back to the table for constructive engagement on economic issues. This work will culminate in a report outlining a framework to guide this relationship that balances security concerns with the continued benefits of trade and investment. Part two will involve a case study on quantum science and technology as a window into the intricacies of U.S.-China technological competition. It will assess the current state of research, technical hurdles, and implications of quantum in China's military-civil initiatives. The two projects will inform, and benefit from, their respective work and findings.

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### **Center for Responsive Politics,** Washington, DC

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For research and analysis of defense industries and armed conflict. 24 Months, \$350,000

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Accurate data and data-driven analysis of the structures and dynamics of war economies, including the security sector and enabling technologies, are vital to understanding the problem of conflict escalation. In 2020, the Center for Responsive Politics (CRP) was awarded a Carnegie Corporation grant through a competitive Request for Proposals on defense industries and armed conflict. With Corporation funding, CRP worked with the World Peace Foundation at Tufts University to conduct an extensive review of defense industry influence on policymaking. CRP worked with journalists and academics from multiple outlets, including the *Washington Post*, the Arab and Middle Eastern Journalists Association, and Voice of America to provide data and training to experts in the field. With renewed support, CRP will examine the role of the arms trade as a driver of conflict in the Arab region. CRP will collect, analyze, and distill relevant data on factors including arms sales, foreign lobbying, and defense industry datasets, with the aim of improving transparency and policymaker decision-making. Corporation funds will support research, the maintenance of a public access data portal on CRP's website, as well as workshops and publications.

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### **Center for Strategic and International Studies,** Inc., Washington, DC

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For the Congressional Foresight Initiative. 24 Months, \$330,000

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J. Peter Scoblic is a senior fellow with the International Security Program at New America, where he researches strategic foresight, prediction, and the future of nuclear weapons. He is also the cofounder of Event Horizon Strategies, a foresight consultancy. Previously, he was executive editor

of the *New Republic* and, more recently, of *Foreign Policy*. He has also served as deputy staff director of the Senate Committee on Foreign Relations, where he worked on approval of the New START agreement and was the chief foreign policy speechwriter for Chairman John Kerry. He is a graduate of Brown University, and he received his doctorate from Harvard Business School, where his research won the Wyss Award for Excellence.

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### **Century Foundation, New York, NY**

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For a project on governance and citizenship in MENA.  
24 Months, \$350,000

As politics in the Arab region confront the related problems of eroded citizenship and authoritarianism, the Century Foundation's new center for international research and policy, Century International (CI), will continue its active engagement with policy researchers in the Arab region. Network participants will produce and disseminate research on pathways to improved governance and citizenship regimes. CI will also support training for young Iraqi policy scholars to produce original research on good governance and public policy. Corporation funds will support collaborative research, staff costs, workshops, and publications.

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### **College of William & Mary, Williamsburg, VA**

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For a project on policy-relevant research at the Global Research Institute. 33 Months, \$1,000,000

The many challenges facing the United States and the world could be addressed more effectively if they were grounded in logic and sound evidence. However, bringing academic research findings to bear on these challenges requires clear understandings of the pathways through which scholarly research can shape policy. The College of William & Mary's (W&M) Global Research Institute (GRI) will institutionalize its efforts to bridge the academic-policy divide and increase scholars' ability to engage in applied policy research. In addition to continuing the Corporation-funded Teaching, Research, and International Policy (TRIP) project that conducts surveys of scholars and practitioners on how academic products are utilized, GRI will promote more collaboration between these sectors through postdoctoral fellowships for academic diversity and investments in strategic communications targeting policy and practitioner audiences.

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### **Columbia University, New York, NY**

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For support of the China and the World program.  
24 Months, \$500,000

The U.S.-China relationship is likely to be the most critical in global politics for the foreseeable future. However, public opinion and politically expedient decision-making can lead to hardened perceptions and reactive policy positions that increase bilateral tensions. An informed and rigorous understanding of China is critical to assessing opportunities for cooperation and collaboration. With Corporation support, the China and the World Program (CWP) at Columbia University's School of International and Public Affairs will continue to provide mentorship, an alumni-support network, and the ability to help researchers connect rigorous academic concepts with current events and policy decisions. The project also has a proven record helping alumni/ae secure tenure-track academic research and teaching positions.

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### **The Conversation Africa, Johannesburg, South Africa**

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For global, open-access, knowledge-based journalism to bridge the gap between research and policy in Africa.  
24 Months, \$400,000

The COVID-19 pandemic has exacerbated the peace and security challenges facing Africa and highlighted the importance of widely available evidence-based information. The public and policy community can benefit from the insights, research, and analyses of academic experts in responding to this crisis and its aftereffects. The journalism sector is critical to providing information to help decision-makers on the continent and beyond design effective policy responses, as well as inform and empower the public to advocate for sound policies. The Conversation Africa's (TC-Africa) model provides a free-to-read, free-to-republish platform for experts to communicate their research, bridging the gap between the academy and the public and policy community and supporting efforts to advance African growth and development in the shadow of the pandemic. Through its republishing mechanism, TC-Africa articles have been featured in a wide range of major publications, supplementing shrinking newsrooms and enabling the broad dissemination of rigorous and readable research.

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### **Council on Foreign Relations, Inc.,** New York, NY

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For the International Affairs Fellowship for Tenured International Relations Scholars. 36 Months, \$1,080,000

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Few tenured political scientists working on peace and security issues have experience working in government, while few government officials working on foreign and national security policy closely follow academic research. As a result, academic work is usually not informed by the constraints and demands faced by policymakers, while policymakers typically operate without the benefit of systematic scholarly research. The Council on Foreign Relations (CFR) proposes to address this gap by continuing a variant of its successful International Affairs Fellowship program (aimed primarily at untenured, junior academics) focused on tenured scholars. The program enables academic fellows to work in a U.S. government agency or international governmental organization to gain valuable hands-on experience in the international policymaking field and inform their teaching and scholarship. Selected scholars are required to arrange a paid sabbatical with their home universities, while CFR covers the balance of the academics' salaries and assists with placement in policy positions.

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### **Duke University,** Durham, NC

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As one-time funding for a project on reforming the global health commons as part of grantmaking on reimagining multilateral solutions to transnational challenges. 24 Months, \$500,000

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As one-time funding for a project on multilateralism and global health as part of grantmaking on reimagining multilateral solutions to transnational challenges. The unequal global distribution of COVID pandemic vaccines represents a failure of multilateralism. As the international community reckons why and how the international system failed to avert health and economic collapse over the last two years, Duke University's Center for Policy Impact in Global Health will undertake a project to reshape the multilateral health system to prevent future international health crises. The work will reimagine international collective action to promote global health security and welfare, identify the obstacles to health multilateralism, and develop realistic options to address them.

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### **Emory University,** Atlanta, GA

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For one-time funding for a project to develop pathways to diversity in national security and public policy. 24 Months, \$200,000

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Several barriers prevent students from backgrounds historically underrepresented in the academy from pursuing careers in security studies and foreign policy. Through this project, Emory University's interdisciplinary Oppression/Resistance Lab, in cooperation with people from five other institutions, will conduct a pilot research and training program to provide eight students from the Atlanta area with skills training, research experience, and professional mentorship. The pilot will support in-depth engagement over two consecutive summers for students in their first undergraduate years.

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### **Georgetown University,** Washington, DC

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For advancing scholar-practitioner engagement. 24 Months, \$650,000

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Despite some notable advances over the last decade, there is an ongoing need to bridge the academic-policy gap. In addressing this gap, Georgetown University's Institute for the Study of Diplomacy (ISD) combines the experience and outlook of the practitioner and academic worlds. Another round of Corporation grants will support the expansion and dissemination of the ISD's well-established diplomacy case studies program, used by academics and students globally as teaching materials, and a series of ISD scholar-practitioner working groups on emergent, global diplomatic challenges. It will also support the *Diplomatic Immunity* podcast and *The Diplomatic Pouch* blog, both of which address issues facing diplomats and national security decision-makers around the world. Through these activities, the project also seeks to shape the professional trajectory of early-career academics and policy analysts by promoting the application of rigorous, policy-relevant scholarship to pressing issues on the agenda.



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### **Georgetown University, Washington, DC**

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As one-time funding for core support of the Georgetown Institute for Women, Peace and Security. 24 Months, \$300,000

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Unprecedented levels of violent conflict and Russia's invasion of Ukraine are threatening, while global challenges like the COVID pandemic and rapidly accelerating climate crisis further drive instability. Research shows that inclusive approaches to advancing result in more successful and durable outcomes. To address this need, the Georgetown Institute for Women, Peace and Security (GIWPS) will expand efforts to generate timely analysis and policy recommendations from a women, peace, and security perspective; and strengthen efforts to advance gender, diversity, and inclusion in international affairs education to better equip the next generation of foreign policy professionals.

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### **Georgetown University, Washington, DC**

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For a project on the geopolitics of religious soft power. 24 Months, \$300,000

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Around the world today many states integrate religion and religious outreach activities into their foreign policy and diplomacy as a form of soft power. With initial funding from the Corporation focused on the MENA region, this project built the first globally comparative study of how states including Saudi Arabia, Iran, Turkey, China, and India incorporate religion and religious outreach into their external relations. The project developed a subfield of inquiry within international relations and foreign policy analysis, resulting in a scholar network and publications. With renewed support, the project will produce country profile reports, policy briefs, and online commentary articles, audio, and visual resources. It will also continue its conferences and webinars to disseminate the research findings.

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### **George Washington University, Washington, DC**

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For the Project on Middle East Political Science (POMEPS). 36 Months, \$950,000

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Academic and policy challenges of the Arab region have grown more urgent with the proliferation of political unrest, the effects of the COVID-19 pandemic, and unresolved governance issues. Founded in 2009 with Corporation support, the international scholars network known as the Project on Middle East Political Science (POMEPS) is responding to

these challenges by increasing the public impact and policy relevance of political science specialists on the Middle East. With Corporation support, POMEPS has developed a distinctive model combining a network of junior and senior scholars, events and workshops, career development activities, and successful publication platforms. With renewed support, POMEPS will continue to mentor and expand internationally, produce podcasts and publications, hold thematic workshops and book launches, and develop innovative virtual initiatives designed to adapt to difficult new realities.

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### **George Washington University, Washington, DC**

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For the Project for Media and National Security. 24 Months, \$450,000

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In the area of national security, public understanding of defense and international issues is essential to both good government and the effective functioning of democracy. The Project for Media and National Security provides media and the public with both the context and the nuances of security challenges by offering forums for in-depth conversations that deepen the dialogue between high-level decision-makers and journalists. With continued support, the project will convene policymakers, reporters, broadcasters, and security experts to promote quality, fact-based journalism and strengthen news coverage.

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### **Georgia Tech Research Corporation, Atlanta, GA**

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For broadening understanding of Russia's foreign policy. 24 Months, \$300,000

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It is essential that the United States ground its policies toward Russia in a sound understanding of Russian foreign policy drivers and interests. Such a task is made difficult by the extensive range of Russian foreign policy activity, including the use of diplomacy, coercion, and force across a variety of domains. Indeed, in many instances, Russian foreign policy has been mercurial: responding in different domains than those that have been initially expected. The proposed project will continue to analyze general trends in motivation, rhetoric, and behavior (principles, strategy, action) associated with Russia's approach to exercising international power and influence across time, domains (military, information, energy, international institutions/governance), and regions (the United States, European Union, Ukraine, and the Middle East). With continued support, emphasis will be placed on bringing together American, European, and Russian experts to discuss how best to evaluate Russian behavior empirically.

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**Henry L. Stimson Center, Washington, DC**

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For support of web-based research and analysis on North Korea. 24 Months, \$900,000

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North Korea's continuing missile and nuclear weapons development has growing implications for U.S. national security, international peace, and the global nonproliferation regime. At the same time, public and policy discourse on North Korea is often loosely sourced, poorly reasoned, or wildly speculative, leading to skewed perceptions of what can or should be done to solve this decades-long dilemma. In response, the Stimson Center seeks to foster a more informed and measured debate on North Korea among policymakers, nongovernmental experts, the media, and the public through providing accessible content and analysis on its authoritative website, 38 North.

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**Herbert Scoville Jr. Peace Fellowship, Washington, DC**

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For the Herbert Scoville Jr. Peace Fellowship. 24 Months, \$450,000

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As the peace and security field works to reduce the threats of nuclear weapons, climate disruption, and conflict while grappling with emerging technology trends, think tanks and institutions need young professionals to contribute new perspectives and diversity of thought. To help ensure the flow of that talent, the Herbert Scoville Jr. Peace Fellowship (Scoville) recruits emerging scholars and leaders to the field through a competitive national fellowship. Selected fellows work with senior-level policy experts at think tanks, attend policy talks and congressional hearings, receive active mentoring, and network with former fellows and the broader community. Many Scoville fellows have gone on to prominent positions in government, domestic and international nongovernmental organizations, academia, and media.

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**Howard University, Washington, DC**

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As one-time funding for the Patricia Roberts Harris Fellowship to increase diversity in international affairs. 24 Months, \$200,000

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The prevalence of racism in the United States is manifested, among other places, in the lack of diversity within the U.S. Department of State and other institutions involved in U.S. foreign policymaking or international relations more broadly. It is increasingly evident that the lack of diversity

deprives the country of valuable perspectives from people with different lived experiences that could be helpful in addressing the mounting challenges around the world. Howard University's Patricia Roberts Harris Public Affairs Fellowship (PRH) was established in 1987 to complement the university's course offerings in public policy, and to encourage students to consider careers in public service. Corporation grant will enable the expansion of PRH's national and international programs through internships, access to foreign policymaking organizations, and institutional partnerships.

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**Igarapé Inc., New York, NY**

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For the Roundtable on Military Cyber Stability. 18 Months, \$400,000

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As societies have come to rely on modern information and communications technologies, new potential sources of error and instability are being introduced into military systems, operations, and force postures. By analogy to the nuclear era, there is a need again to develop shared understandings across the major powers of how to manage the cyber instabilities that could arise from cyber attacks, errors in information systems, interactions of complex systems, misunderstood doctrines, third-party actors, changing assumptions underpinning previously stable force postures, and more. The Roundtable on Military Cyber Stability (RMCS), administered by Igarapé Inc, provides a vehicle for U.S., Russian, and Chinese scholars and practitioners to discuss cyber security and generate risk-mitigation and confidence-building measures.

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**International Institute for Strategic Studies, London, UK**

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For a project on geopolitics, nuclear issues, and the Middle East. 24 Months, \$420,000

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Despite the Biden administration's intent to return to the Joint Comprehensive Plan of Action, experts and Western government officials are increasingly pessimistic about the future of the deal. If it is not restored, its nonproliferation and diplomatic benefits could be lost. The nascent regional dialogue that has brought about the first direct meetings between Iranian and Saudi officials in years could also fall apart. An accelerated Iranian nuclear program could rekindle the dangerous dynamics familiar from the first decade of this century, leading this time to military confrontation and, potentially, war. Against this backdrop, the International Institute for Strategic Studies (IISS) seeks continued



Corporation support to maintain and foster crucial channels of communication among decision makers and opinion leaders from Iran, the Gulf Arab states, the United States, and other major powers.

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### **Johns Hopkins University, Washington, DC**

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For the International Policy Scholars Consortium and Network. 24 Months, \$370,000

In fields devoted to international affairs there is a persistent lack of incentives for applying knowledge gained about the world to policymaking. Since its inception in 2015, the International Policy Scholars Consortium and Network (IPSCON), housed within the Henry A. Kissinger Center for Global Affairs (HKC) at the Johns Hopkins University's School of Advanced International Studies (SAIS), has carried out a series of programs to help close the divide between the worlds of ideas and action in global affairs. Involving an eight-university consortium, IPSCON seeks to address the "market failures" in international affairs graduate training and experiments with novel pedagogy and methods. With renewed Corporation support, IPSCON will continue to diversify the participation of PhD students and institutions, encourage interdisciplinary perspectives, promote coauthorship between junior and senior scholars, and increase opportunities to workshop and disseminate student scholarship.

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### **Lancaster University, Lancaster, UK**

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For the Sectarianism, Proxies and De-Sectarianisation (SEPAD) in the Middle East project. 36 Months, \$500,000

Amidst fragmentation of state-society relations, regional powers in the Middle East have attempted to increase their influence through the use of proxies along ethnic and religious lines. With Corporation funding, Lancaster University launched a field-building hub on Sectarianism, Proxies, and De-Sectarianisation (SEPAD) in 2018. In its next phase, SEPAD will build on previous research to further diversify the range of contexts in which sectarianization is instrumentalized towards political ends. SEPAD will expand the study of identity mobilization in the broader Middle East, and its effects on internal divisions and international relations. Corporation funds will support workshops, research collaborations, fieldwork, publications, and multimedia outputs including a podcast series.

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### **Massachusetts Institute of Technology, Cambridge, MA**

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For support of the Security Studies Program. 24 Months, \$670,000

With support for the field of security studies on the decline, tomorrow's scholars and practitioners have fewer opportunities to develop the interdisciplinary skills needed to address complex challenges. The Massachusetts Institute of Technology's (MIT) Security Studies Program (SSP) is a research group and graduate-level educational center with a dual mission of improving public understanding of national security and training future scholars, teachers, and analysts. SSP's work is rigorous, policy-relevant, and interdisciplinary, combining political science, history, and the physical sciences. Corporation support will allow SSP scholars to continue their research, training, and policy outreach activities.

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### **Mercy Corps, Portland, OR**

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For core support to the National Committee on North Korea. 24 Months, \$600,000

North Korea's nuclear weapons program continues to pose major security challenges to the United States and its Northeast Asian allies. While the Biden administration has indicated its willingness to engage with North Korea, there are no details of policy implementation or resumption of negotiations in place. Given the limited channels of communication between the United States and North Korea, there is continued need for a central convening mechanism for North Korea stakeholders, experts, and the policy community. Housed at Mercy Corps' Washington, D.C., office, the National Committee on North Korea (NCNK) serves this function. Its core work is to support principled engagement between the United States and North Korea, provide informative analysis to inform U.S. policymaking, and facilitate information sharing among nongovernmental specialists. These activities help promote nuanced policy analysis that reduces threat inflation and maintains avenues for diplomatic engagement and humanitarian assistance.

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### **Middlebury College, Middlebury, VT**

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For core support to the Center for Nonproliferation Studies.  
24 Months, \$1,000,000

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The international community will need creative thinking to understand the consequences of the war in Ukraine on nuclear diplomacy and risk reduction. The James Martin Center for Nonproliferation Studies (CNS) is the premier institution of higher education for nonproliferation studies. It has pioneered the training of visiting young professors, scientists, journalists, and government officials from around the world. With renewed support, CNS will increase diversity among its key educational and training programs; refine and expand models for teaching nonproliferation; and bring students to upcoming preparatory meetings of the NPT, the landmark international treaty whose objective is to prevent the spread of nuclear weapons and technology.

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### **Middlebury College, Middlebury, VT**

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For core support to the Monterey Initiative in Russian Studies.  
24 Months, \$940,000

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The Monterey Initiative in Russian Studies (MIR) offers graduate training that enables students with advanced Russian-language skills to professionalize their interest in Russia and Eurasia, including through the Monterey Summer Symposium on Russia (MSSR), which exposes students to an international faculty with expertise on a wide range of Russia-relevant issues. MIR and MSSR collaborate with cohorts of emerging leaders to give them a more comprehensive and balanced understanding of Russia, which they can utilize in careers in U.S. policymaking, nongovernmental institutions, and the international business community. Renewed support will enhance the role of MIR as a hub for debate and discussion and expand its programs and those of the MSSR to train the next generation of experts on and Russia.

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### **National Academy of Sciences, Washington, DC**

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For U.S.-Russian Track II dialogues on strategic stability.  
24 Months, \$350,000

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With arms control between the United States and Russia at a halt, there is need for a dialogue between nongovernmental security experts in the two countries. The National Academy of Sciences (NAS) and the Russian Academy of Sciences (RAS) have provided such a forum for the past few decades. With renewed funding from the Corporation, the

academies will continue discussions through bilateral Track II meetings involving technical and policy experts to investigate current problems and identify mutually acceptable approaches to them. With a focus on strategic stability, arms control, and technological change, these interactions aim to help build technical and analytical foundations for policy considerations.

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### **National Bureau of Asian Research, Seattle, WA**

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For a Chinese Language Fellowship Program and a research project on China's conceptions of the Indo-Pacific.  
24 Months, \$1,415,000

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China's global rise continues to attract the attention of international affairs experts, practitioners, and world leaders. Tensions with the United States — exacerbated by the COVID-19 pandemic, increasing security and economic concerns, and growing China-Russia ties — have increased the salience of U.S.-China relations and their implications for peace and security. Renewed Corporation support of the National Bureau of Asian Research advances two important initiatives: the renewal of a Chinese Language Fellowship Program that aims to improve the Chinese language skills of American graduate students; and a policy research project on China's definition of the "Indo-Pacific" and its strategic implications. The former fills a unique niche that addresses the general deterioration of area studies in the context of strained U.S.-China relations, while the latter responds to the need for an informed understanding of a region of growing importance and contention.

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### **National Security Archive Fund, Inc., Washington, DC**

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For archival programs on U.S.-Russia relations, nuclear security, and cooperative threat reduction. 24 Months, \$950,000

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National security secrecy impedes the broader policy debate and hinders individual scholarship. The National Security Archive (the Archive) is an independent nongovernmental research institute and library with the largest repository of declassified U.S. documents outside the federal government. As political tensions continue to drive public narratives, the Archive will advance its mission to advocate for more open government to bolster mutual security, highlight the importance of U.S.-Russia relations, call attention to the persisting dangers of nuclear weapons, and inform key military, scholarly, policy, and media audiences in the United States and abroad.

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**New Venture Fund, Washington, DC**

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For a final grant of the N Square innovation collaborative.  
18 Months, \$828,000

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The N Square funder collaborative was established in 2014 in partnership with several major foundations with the goal of bringing new ideas, resources, and talent to the nuclear security sector. While nuclear risk remains acute, public engagement on these issues is sporadic, in part because of high barriers to entry. To address this challenge, N Square has cultivated a network of innovators, with special emphasis on individuals within the sectors of technology, media, and the arts. During the next phase, N Square will focus on the Horizon 2045 initiative — one of the promising initiatives that came out of the N Square network. Its objective is to mobilize organizations and thought leaders who believe that humanity can, and will, move beyond nuclear deterrence as a security doctrine by 2045. N Square will offer a series of skill-building opportunities for current and next generation leaders in human-centered design and innovation, design research, persuasion, engagement and communication, systems thinking, strategic foresight, and wicked problems.

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**Northwestern University, Evanston, IL**

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For a project on media and security studies in the Arab region. 24 Months, \$350,000

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The Arab region has a vibrant media industry, numerous academic units that teach journalism and media studies, and governments and nonstate actors that deploy media and information technologies. However, resources and institutions are needed to grapple with urgent information and media-related challenges of transparency, privacy, and accountability, and their impact on governance, social cohesion, and political life. With Corporation support, the Institute for Advanced Study in the Global South at Northwestern University in Qatar will launch an Arab Information and Media Studies Society to strengthen the institutional bases of the field in the Arab region. It will connect scholars and build media studies as a multidisciplinary, trilingual, academically rigorous, policy-relevant, and public-facing field. Corporation funds will support research, workshops, fellowships, and a security studies cluster at the institute.

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**President and Fellows of Harvard College, Cambridge, MA**

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For support to Russia Matters. 24 Months, \$700,000

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The importance of U.S. policy toward Russia necessitates access to in-depth information about Russia's domestic and foreign policies. The Russia Matters website was launched several years ago to serve as a platform for analyses, interpretations, factual data, and discussions about Russia and U.S.-Russian relations. With continued support, this website will expand content and dissemination outreach with the goal of providing reliable, objective, and educational information and analyses to a wide spectrum of audiences interested in the subject.

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**President and Fellows of Harvard College, Cambridge, MA**

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For core support of Managing the Atom project. 24 Months, \$500,000

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Policymakers require new approaches and analyses on the many nuclear security challenges facing the United States and the world, from North Korea's nuclear program to the deterioration of U.S.-Russia relations that impacts the nuclear policies of the two major nuclear powers. Harvard University's Managing the Atom (MTA) project has a track record of identifying, incubating, and advancing solutions. This core support grant will allow MTA to adapt its research and outreach efforts to the highest priority challenges in the nuclear security field, and to engage with U.S. and international partners to promote practical risk reduction steps.

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**Princeton University, Princeton, NJ**

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For reducing nuclear risks through research, policy analysis, training, and engagement. 24 Months, \$750,000

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Technical expertise on nuclear weapons and materials is essential for preventing nuclear weapons use and proliferation. The Program on Science and Global Security (PSGS) at Princeton University is home to some of the leading independent analysts on nuclear security issues. With Corporation support, the program will continue to train doctoral students and conduct rigorous policy-relevant research on verification, proliferation, force posture, and ballistic missile defense. PSGS also serves as the secretariat of the International Panel on Fissile Materials, a coalition of global experts that analyzes the technical basis for efforts to

secure, consolidate, and reduce stockpiles of highly enriched uranium and plutonium.

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### **Public Radio Exchange, Cambridge, MA**

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For core support to *The World* and its Global Security Unit.  
24 Months, \$410,000

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As today's peace and security problems become increasingly complex, high-quality journalism helps build an informed citizenry that understands these issues and how they intersect. Public Radio Exchange (PRX) is a content and audio company that delivers context, analysis, and storytelling through the views of experts and ordinary people on the ground. Its feature *The World* is dedicated to making international issues and events relevant and compelling to U.S. listeners. With renewed support, PRX will continue its coverage of major global threats through its dedicated Global Security Unit.

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### **Public Radio Exchange, Cambridge, MA**

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For the next podcast seasons of *Things That Go Boom*.  
24 Months, \$400,000

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Public media provides programs that educate society and help inform essential discourse. Explaining global affairs in a way that is compelling builds an engaged citizenry that can understand the drivers of today's most pressing security problems. The podcast *Things That Go Boom* (TTGB) explores national security and foreign policy issues through rigorous journalism and storytelling. A project of Public Radio Exchange and Inkstick Media, TTGB analyzes issues from multiple viewpoints, perspectives, and disciplines, particularly those underrepresented in the public conversation. Continued Corporation support will allow the development, production, and distribution of the next few seasons of TTGB, following foreign policy and national security issues through the 2022 midterm elections and toward the 2024 presidential election.

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### **Quincy Institute, Washington, DC**

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For a pilot Russia/Europe Program. 12 Months, \$470,000

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Russia's invasion of Ukraine has fundamentally shaken the post-World War II international order, in addition to causing unmeasurable damage to Ukraine, Ukrainians, and neighboring countries and their citizens. Russia's act of war

cannot go unpunished. But Russia is a massive nuclear, cyber, military, and commodities power with influence on global security, stability, and economy. The United States and the West must deal with Russia to avoid future regional or global disasters. Quincy Institute's Russia/Europe Program will consider options and policies that could reduce the risk of war and keep open the possibility of diplomatic engagements between the United States/Europe and Russia that were possible even at the darkest days of the Cold War. The Corporation grant will support policy-relevant research, publications, events, and dissemination through traditional and social media.

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### **RAND Corporation, Santa Monica, CA**

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For a project on Russia-West Relations. 24 Months,  
\$300,000

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Disputes over the regional order in post-Soviet Europe and Eurasia are at the core of the broader deterioration of Russia-West relations. A project of the RAND Corporation, which engaged an international group of experts to define an alternative approach to that regional order, will now expand and develop a comprehensive roadmap to stability in Russia-West relations. Through research, workshops, and roundtables, the initiative will explore specific drivers of instability and measures to address them, culminating with events in Washington and other relevant capitals to share policy recommendations with key stakeholders.

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### **ReThink Media, Berkeley, CA**

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For improving the communications capacity of the arms control and disarmament sector. 24 Months, \$575,000

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The United States faces connected nuclear policy challenges with respect to Iran, North Korea, and U.S.-Russian relations, as well as U.S. nuclear modernization. Yet the constituency concerned with nuclear weapons has steadily diminished over the past two decades. Recent developments, while daunting, have increased the salience of nuclear issues and created new opportunities for renewed public conversation about nuclear risk. ReThink Media provides assistance to the nongovernment community working on these challenges. It helps its partners with resources, advice, and technical assistance to better understand where the public stands on these issues and more effectively reach their target audiences.

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### **Rutgers, The State University of New Jersey,** New Brunswick, NJ

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For developing, fostering, and supporting critical scholarship in Iraq. 24 Months, \$350,000

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Decades of war have deeply affected academic institutions, scholars, and knowledge production in Iraq. The International Institute for Peace at the Department of Sociology and Anthropology at Rutgers University–Newark will work in partnership with Iraqi academic and civil society institutions to develop, foster, and support contemporary scholarship in Iraq and bridge academic knowledge production with civil society and policy spheres. The project will provide training and mentorship to Iraqi scholars producing new research on issues of governance, gender, environmental security, and violent conflict studies. Corporation funds will support staff costs, research costs, workshops, and multimedia publications.

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### **Stanford University,** Stanford, CA

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For research, training, international engagements, and outreach on international security. 36 Months, \$800,000

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The international security environment continues to evolve rapidly and in complex and unpredictable ways. The Center for International Security and Cooperation (CISAC) is Stanford University's hub for faculty and researchers who focus on international security and work collaboratively to seek solutions to the world's longstanding and emerging global challenges. CISAC's scientists, social scientists, and policy experts produce applicable and practical research findings on international security problems, teach and train the next generation of security specialists, and inform policymaking through publications and outreach events. With renewed support, CISAC will continue to train and mentor fellows and will deepen its policy-relevant research at the intersection of artificial intelligence, machine learning, and nuclear deterrence.

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### **St. Antony's College,** Oxford, UK

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For a University Consortium on the relationship between Russia and the West. 24 Months, \$750,000

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The deterioration in Russia-U.S.-EU relations alongside the decline in Western expertise on Russia prompted the creation of the University Consortium (UC), a cohort of six world-class universities from the United States, Europe, and

Russia that aim to foster academic interactions relevant to the relationship among their respective countries. The UC brings together young scholars and experts for intensive dialogue, policy-relevant forums, joint training, and an array of other activities that can facilitate better mutual understanding. Over the course of the grant, the UC will convene four academic modules, two policy conferences, and multiple alumni events.

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### **Temple University,** Philadelphia, PA

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As one-time funding for engaging a diverse public on American public opinion on foreign economic policy as part of grantmaking on exploring the connections between U.S. domestic and foreign policies. 24 Months, \$415,000

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Few analyses of U.S. foreign economic policy consider the diversity of American society, which leads to policies that are poorly conceived and communicated, are not inclusive, and thus contribute to domestic political polarization. Through this project, Temple University's Public Policy Lab will conduct a series of public opinion surveys and survey experiments targeted at underrepresented populations, as well as a cross section of the U.S. population. The resulting unique dataset will provide nuance and diversity to understanding attitudes towards foreign economic policy. It can be used by scholars to study issues of diversity in foreign policy and by policymakers to produce a more inclusive approach to how foreign economic policy is conceived and communicated.

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### **Transparency International,** London, UK

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For a project researching the transparency of arms transfers to the MENA region. 24 Months, \$400,000

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Lack of transparency in arms transfers to the Arab region has been a factor in sustained conflicts and has contributed to corruption in defense sectors in the region. Transparency International's Defense and Security initiative aims to increase the transparency and accountability of U.S. security partnerships and arms transfers to the region. The project will address the state of transparency in the arms trade to provide the U.S. and UN policy communities with information, analysis, and recommendations to address the transparency gap and reduce the risk of corruption-related diversion in international arms transfers. Corporation funds will support staff costs, research costs, multimedia publications, briefings, and public events.



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**Truman Center for National Policy,**  
Washington, DC

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As one-time funding for a project on city and state diplomacy as part of grantmaking on exploring the connections between U.S. domestic and foreign policies. 24 Months, \$500,000

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As one-time funding for a project on investing in city and state diplomacy as part of grantmaking on exploring the connections between U.S. domestic and foreign policies. Although U.S. cities and states are increasingly active globally, that engagement is overlooked when determining American foreign policy. The Truman Center for National Policy (Truman) sees this as a missed opportunity and will design and test more ways for local governments to build upon their emerging capacity. This grant will help Truman strengthen bonds between the U.S. Department of State and states and cities, as they become key participants in international relations.

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**Tufts University,** Medford, MA

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For a project on revitalizing debate on the global arms trade. 24 Months, \$350,000

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Understanding the connections between foreign policy, national security, and defense industries is vital to understanding global conflict escalation. The World Peace Foundation at Tufts University will build on previous Corporation-funded research to analyze arms transfers involving the Arab region, in particular to areas of conflict, as well as oversight mechanisms. The project aims to impact policy by increasing transparency and informed dialogue about the arms trade, showing its relationship to other security issues, and nurturing a new generation of researchers and policy analysts. Corporation funds will support collaborative research, workshops, and publications.

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**University of California, San Diego,** La Jolla, CA

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For the Northeast Asia Cooperation Dialogue. 36 Months, \$235,000

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Security challenges in Northeast Asia revolve around the intensifying U.S.-China strategic competition, the North Korean nuclear buildup, cross-Taiwan Strait tensions, as well as maritime disputes in the East and South China seas. Corporation support to the University of California, San Diego's Northeast Asia Cooperation Dialogue (NEACD) will maintain a Track 1.5 mechanism that seeks to reduce risk and build trust at an increasingly turbulent time. NEACD brings together some 40 to 50 government and military officials and academics and specialists from China, Japan, Russia, the United States, and North Korea (when they choose to participate) to address the implications of regional hotspots, share information and perspectives, and propose potential solutions. Meeting back-to-back with NEACD, the related Defense Information Sharing (DIS) workshop convenes regional military and defense officials to exchange information about their respective missions, forces, doctrines, policies, and exercises.

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**University of California, San Diego,** La Jolla, CA

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For support of the 21st Century China Center. 24 Months, \$400,000

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As the world's second-largest economy and an increasingly active global power, China is exerting an outsized influence on other countries. While China's leaders continue to double down on efforts to make their country an industrial-technological powerhouse, it will be important to discern the patterns of policymaking in China, the strategic and bureaucratic logic behind such patterns, the policies' impact on society, and the public's reaction to them. Although there are increasing constraints to conducting field research in China, the digital age has brought an avalanche of information that needs to be analyzed by experts steeped in knowledge of Chinese politics and society, and well trained in digital data analytic methods. To meet this challenge, the University of California, San Diego's (UCSD) 21st Century China Center (the Center) will bring together four data-driven research projects led by early-career scholars of Chinese politics and political economy, that will shed light on underexamined dynamics of domestic policymaking in China, and conduct online public opinion surveys of Chinese attitudes toward various domestic policies.

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### University of California, Santa Barbara, CA

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For the Orfalea Center partnership with the Security in Context network. 24 Months, \$275,000

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The Arab region is an area in which the shifting geopolitical order is being shaped and contested. In response to changing circumstances and with Corporation support, scholars have formed Security in Context (SiC), an interdisciplinary network of university nodes promoting collaborative research and policy analysis on key questions regarding peace and conflict, the political economy of security and insecurity, and international norms. The Orfalea Center for Global & International Studies at the University of California, Santa Barbara, serves as a network node for the Western United States. In complementarity to research pursued by partner nodes in the network, the UCSB SiC hub advances research and analysis on the securitization of urban space, infrastructure, and the social impact of data-driven technologies. With renewed Corporation funding, the center will convene working groups, advance international research collaboration, produce publications, host public events, and expand partnerships with Middle Eastern and Global South institutions.

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### University of Gothenburg, Göteborgs och Bohus län, Sweden

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For governance and local development in the Middle East and North Africa. 24 Months, \$400,000

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There is a great deal of variation in governance and development outcomes across the Middle East and North Africa. The Program on Governance and Local Development at the University of Gothenburg will engage in a study of such fundamental questions as why are some communities able to provide secure environments, good education, healthcare, and human development, while others fail to do so? With initial Corporation support, the project connected dozens of international scholars researching and communicating on decentralization, representation, reconciliation, and service delivery in Oman, Iraq, Tunisia, and other countries. The next phase will focus on capacity-building training through collaborative, policy-oriented reports and social science workshops, as well as an ongoing podcast series.

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### University of Oklahoma, Norman, OK

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For the Center for Peace and Development partnership with the Security in Context Network. 24 Months, \$275,000

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For decades the Arab region has been a theater of internationalized armed conflicts, foreign policy interventions, and shifting geopolitical orders that require analysis and communication by scholars and researchers. In response to these changing circumstances and with Corporation support, scholars have formed Security in Context (SiC), an interdisciplinary network of university nodes promoting collaborative research, policy analysis, and outreach on key questions regarding peace and conflict, the political economy of security and insecurity, and international norms. Since 2020, the University of Oklahoma's Center for Peace and Development has served as a node of the network in the southern United States under the thematic title "Peace, Conflict, and International Political Economy." In complementarity to partner nodes in the network, this hub will focus on transnational financial and economic trends affecting the Middle East and other regions. Renewed Corporation funding will support working groups, publications, public events, and partnerships with Middle Eastern and Global South institutions.

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### University of Pittsburgh, Pittsburgh, PA

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As one-time funding for a project on operationalizing a transition to renewable energy as part of grantmaking on exploring the connections between U.S. domestic and foreign policies. 24 Months, \$500,000

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As one-time funding for a project on operationalizing a just transition to renewable energy as part of grantmaking on exploring the connections between U.S. domestic and foreign policies. Mitigating the current climate emergency needs a just and orderly global energy transition from fossil fuel to renewable energy. Efforts to support the change should apply both domestic policies toward renewable energy as well as multilateral policies aimed to end fossil fuel financing. A project of the University of Pittsburgh will work to enable U.S. energy transition efforts to move from the broad articulation of support for the Just Transition set of practices, which focus on reskilling workers and diversifying the economies of fossil fuel reliant communities.



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## University of Wisconsin–Madison, [Madison, WI](#)

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As a final grant for expanding and enriching the study of Russia. 24 Months, \$500,000

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The invasion of Ukraine has jeopardized the future of academic exchanges between the United States and Russia, especially among those working in the social science disciplines. This risk comes at a time when U.S. policymakers will need a nuanced, informed, and textured understanding of contemporary Russia. The University of Wisconsin–Madison, is among the Corporation-supported institutions that have been working since 2016 to deepen U.S. expertise on Russia while exposing Russian academics to American thinking. In a final phase, its Wisconsin Russia Project (WRP) will support academic positions, expand social science graduate student fellowships, and help create a consortium to find positions for displaced Russian social scientists across multiple American public universities.

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## Woodrow Wilson International Center for Scholars, [Washington, DC](#)

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For the Wilson China Fellowship program for early-career scholars. 30 Months, \$1,314,800

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China's role in shaping economic, political, social, and security developments in Asia and beyond is having profound implications on global peace and stability. From its far-ranging economic reach through the Belt and Road Initiative to its expanding military power, China's increasing global presence is likely to continue having significant geopolitical impact as the 21st century unfolds. To increase understanding of China's evolving global role and its relations with the United States, the Woodrow Wilson International Center for Scholars will support 30 early-career researchers through the Wilson China Fellowship program. Through scholarships and mentorships, the fellows will bring new ideas and data on U.S.-China relations, Asian security, and the global peace and security implications of China's growing technology and innovation sectors.

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## PEACEBUILDING IN AFRICA

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### AllAfrica Foundation, [Washington, DC](#)

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For a project on elevating African peacebuilding expertise in the media, Connecting African Media with Peacebuilders and Policymakers. 24 Months, \$450,000

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African scholars produce in-depth research on peace and security issues that rarely appears in formats accessible to policymakers and the interested public. At the same time, journalists often lack access to specialist expertise to inform their reporting on these issues. To address these disconnects, AllAfrica, a leading online source of news across Africa, began working with African peacebuilding scholars in 2018 to produce compelling content for and with its network of more than 100 news and policy-oriented organizations. With renewed support for content development and media engagement activities, the project will continue its efforts to ensure that evidence-based research is accessible to policymakers, practitioners, and the general public.

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### International Crisis Group, [New York, NY](#)

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For core support to the Africa Program. 36 Months, \$1,500,000

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As African countries continue to face major security, governance, and humanitarian crises, exacerbated by the economic downturn from the COVID-19 pandemic and the severe knock-on effects of the war in Ukraine in terms of food security and other issues, detailed and well-researched commentary from the continent directed at Europe and the United States remains minimal. International Crisis Group (Crisis Group) has established itself as a go-to actor for open source analysis and policy recommendations on potential and current conflicts in Africa and beyond. Its Africa Program works to address the root causes of the political, social, security, and humanitarian crises perpetuating conflict on the continent, with the aim of facilitating peaceful, durable solutions. Building on the work it conducted with previous Corporation support, Crisis Group will continue its detailed research and analysis informed by local expertise, while increasing its policy focus and government engagement.

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### **Peace Direct, Washington, DC**

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For collaboration to strengthen conflict prevention and peacebuilding in Eastern Democratic Republic of Congo (DRC). 24 Months, \$300,000

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Despite decades of significant foreign development aid and large peacekeeping missions, eastern Democratic Republic of Congo (DRC) remains affected by armed conflict. Peace Direct will partner with two Congolese organizations, one whose experience is rooted in practice (Beni Peace Forum—BPF) and one whose experience is rooted in research (Research Initiatives for Social Development—RISD), to conduct an action-research project that addresses two main challenges in the Beni territory of the DRC: the lack of attention paid to local dynamics and the lack of coordination and collaboration between conflict prevention and peacebuilding actors. The project will contribute to building a more nuanced, grassroots-led analysis of the violence taking place in Beni, and an evidence base for effective forms of collaboration of conflict prevention and peacebuilding actors with broader applicability.

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### **Search for Common Ground, Washington, DC**

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For a project to amplify the expertise of African peacebuilding practitioners and scholars. 36 Months, \$650,000

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Despite an increase in knowledge generated by scholars and practitioners, their ability to influence national, regional, and global policy responses to fast-moving emerging crises in Africa remains a challenge. Valuable experience residing within the practitioner community is rarely fully analyzed and presented in formats that are useful to policymakers. Search for Common Ground, a leading operational peacebuilding organization, has developed a model for forming scholar-practitioner networks that coproduce knowledge and recommend paths out of conflict to policymakers and practitioners. With further support, this project will build on its successful experiences by applying the scholar-practitioner network model to other pressing peacebuilding issues on the continent, namely, social media in Mali and urban violence in Nigeria. The outputs will include joint analyses, research, and policy recommendations.

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### **Woodrow Wilson International Center for Scholars, Washington, DC**

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For core support of the Africa program. 36 Months, \$1,100,000

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Greater inclusion of Africa-based researchers in strategic dialogues can support the development of U.S.-Africa policy by providing on-the-ground perspectives steeped over the long term in local realities. This is particularly critical as U.S. policymakers attempt to address issues of conflict resolution and peacebuilding on the continent. To provide such opportunities, the Africa Program at the Woodrow Wilson International Center for Scholars formed the Southern Voices Network for Peacebuilding (SVNP), which includes 22 key policy and research institutes based in 13 African countries. In collaboration with SVNP members, the Wilson Center hosts fellows and convenes meetings to reach out to U.S. and African policymakers, scholars, and practitioners. Further support will continue these activities.

## TRANSNATIONAL MOVEMENTS INITIATIVES

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### Research Foundation of the City University of New York, New York, NY

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For research collaborations and professional development for displaced Middle East scholars. 36 Months, \$600,000

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Academics in parts of the broader Middle East are facing critical challenges to scholarly productivity and scholar mobility. With Corporation support, the Graduate Center of the City University of New York (CUNY) and the Middle East Studies Association launched an initiative in 2019 to complement traditional scholar mobility programs. The Global Academy connects displaced scholars with their colleagues based in North America, sustains research collaboration, and rebuilds ruptured professional networks through professional development, competitive scholarships, and facilitation of research and publication. With continued support, the Global Academy will increase the number of awarded scholarships, include scholars from Afghanistan in addition to scholars from the Arab region, and raise the number of partner universities in the network. Corporation funds will be earmarked toward workshops, scholarships, staff costs, publications, academic conferences, and research travel grants.

## DISCRETIONARY GRANTS

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### African Studies Association, Piscataway, NJ

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For participation of African early-career academics in the association's annual meetings and skills-enhancement workshops. 24 Months, \$200,000

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### American Mandarin Society, Alexandria, VA

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For general support. 12 Months, \$200,000

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### Asia-Pacific Leadership Network, ROK, South Korea

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For Asia-U.S. dialogue. 12 Months, \$200,000

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### Association for Diplomatic Studies and Training, Arlington, VA

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For a project on the Oral Histories of U.S. Diplomacy in Afghanistan, 2001–2021. 12 Months, \$50,000

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### Association for Slavic, East European, and Eurasian Studies, Pittsburgh, PA

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For a data-gathering project on the impact of Russia's war on Ukraine on displaced Ukrainian and Russian academic communities. 12 Months, \$50,000

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### Association for Slavic, East European, and Eurasian Studies, Pittsburgh, PA

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For a 2022 assessment of the state of Russian studies and research in the United States. 9 Months, \$49,900

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**Atlantic Council of the United States, Inc.,**  
Washington, DC

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For the New American Engagement Initiative. 12 Months,  
\$150,000

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**Black China Caucus,** Washington, DC

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For general support. 9 Months, \$26,500

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**Bulletin of the Atomic Scientists,** Chicago, IL

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For mobilizing and engaging the public as part of Pedro  
Reyes's *Amnesia Atómica* display in New York City.  
5 Months, \$100,000

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**Cardiff University,** Wales, UK

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For an online educational platform on weapons of mass  
destruction issues. 12 Months, \$200,000

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**Carnegie Endowment for International Peace,**  
Washington, DC

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For research and analysis on Iran's grand strategy and  
implications for U.S. policy. 11 Months, \$100,000

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**Center for Arms Control and Non-Proliferation,**  
Washington, DC

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For a program to educate Congress on nuclear policy.  
12 Months, \$111,000

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**Center for Arms Control and Non-Proliferation,**  
Washington, DC

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For reporting on nuclear security issues. 12 Months,  
\$111,000

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**Centre de Recherche et d'Action pour la Paix,**  
Cocody, Côte d'Ivoire

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For the Evidence in Governance and Politics Africa hub.  
18 Months, \$200,000

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**Chicago Council on Global Affairs,** Chicago, IL

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For a project on "American and Russian Public Opinion  
in the Wake of the Invasion of Ukraine." 24 Months,  
\$200,000

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**Cornell University,** Ithaca, NY

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For a congressional education project on international  
security. 12 Months, \$200,000

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**Council for the Development of Social Science  
Research in Africa,** Dakar, Senegal

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For participation of African academics in the 16th General  
Assembly conference on "The Social Sciences and  
Pandemics in Africa." 11 Months, \$100,000

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**Energy Innovation Reform Project,** Fairfax, VA

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For research on Russia's energy transition. 18 Months,  
\$200,000

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**Federation of American Scientists,**  
Washington, DC

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For research on China's nuclear forces. 18 Months,  
\$176,000

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**Film Independent,** Los Angeles, CA

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For a documentary on nuclear issues, *In Search of  
Resolution*. 12 Months, \$200,000

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**Games for Change, Inc.,** Woodside, NY

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For an awareness campaign on the 2018 missile false alarm in Hawaii. 18 Months, \$200,000

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**Ghana Academy of Arts and Sciences,** Accra, Ghana

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For research and policy dialogues on higher education reforms in Ghana. 24 Months, \$116,000

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**Global Zero,** Washington, DC

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For a project to assess the views of U.S. allies on nuclear declaratory policy and “No First Use” policy. 12 Months, \$200,000

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**Graduate Center Foundation,** New York, NY

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As a final core support grant to the Global Centre for the Responsibility to Protect. 12 Months, \$100,000

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**Henry L. Stimson Center,** Washington, DC

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For supporting the International Nuclear Security Forum. 24 Months, \$200,000

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**Henry L. Stimson Center,** Washington, DC

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For a series of confidence-building dialogues between American and Russian retired military and select experts. 15 Months, \$200,000

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**Indiana University,** Bloomington, IN

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For policy convenings on global philanthropy and higher education in Africa. 24 Months, \$184,100

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**Mark L. Goldberg LLC,** Denver, CO

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For support of the *Global Dispatches* podcast. 24 Months, \$100,000

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**Massachusetts Institute of Technology,** Cambridge, MA

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For improving diversity in the study of nuclear security. 24 Months, \$174,000

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**National Security Archive Fund, Inc.,** Washington, DC

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For a study on nuclear targeting, civilian casualties, and the laws of war. 18 Months, \$200,000

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**New America Foundation,** Washington, DC

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For the China Intelligence project. 12 Months, \$200,000

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**New America Foundation,** Washington, DC

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For the Afghanistan Observatory project. 12 Months, \$100,000

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**Paris Peace Forum,** Paris, France

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For core support of the annual Paris Peace Forum. 12 Months, \$100,000

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**Princeton University,** Princeton, NJ

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For improving diversity in the study of nuclear security. 24 Months, \$200,000

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**The Regents of the University of California,  
Riverside, [Riverside, CA](#)**

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For support of the *Ufahamu Africa* podcast. 24 Months,  
\$100,000

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**Stanford University, [Stanford, CA](#)**

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As a one-time only grant for improving diversity in the study  
of nuclear security. 24 Months, \$200,000

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**Stellenbosch University, [Stellenbosch, South Africa](#)**

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For promoting institutional advancement within the African  
Research Universities. 12 Months, \$55,000

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**Truman Center for National Policy,  
[Washington, DC](#)**

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For rebuilding the national security workforce through  
the lens of diversity, equity, and inclusion. 18 Months,  
\$200,000

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**University of California, Irvine, [Irvine, CA](#)**

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For a project to engage scholars and practitioners in an  
assessment of approaches for engaging the public in nuclear  
risk reduction efforts. 24 Months, \$200,000

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**University of the Witwatersrand,  
[Johannesburg, South Africa](#)**

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For research on African philanthropy by early-career African  
scholars. 24 Months, \$200,000

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**U.S. Heartland China Association,  
[Jefferson City, MO](#)**

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For general support. 12 Months, \$53,700

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**Washington State University, [Pullman, WA](#)**

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As a one-time only grant for a pilot project on rebuilding trust  
in post-conflict countries. 24 Months, \$200,000

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**WNET, [New York, NY](#)**

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For support of the national television program *GZERO  
World with Ian Bremmer*. 12 Months, \$200,000

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**Women in International Security, [Washington, DC](#)**

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For general support. 18 Months, \$200,000

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**Woodrow Wilson International Center for  
Scholars, [Washington, DC](#)**

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For an oral history project on the impact of civil society  
actors on nuclear risk reduction. 24 Months, \$125,000

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**World Agroforestry Centre, [Nairobi, Kenya](#)**

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For the AWARD leadership program for emerging African  
women in science. 24 Months, \$100,000

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# National Program

## EDUCATION

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### 4.0 Schools, New Orleans, LA

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For increasing the supply of community-driven education innovation through Fund III and planning for Fund IV.  
18 Months, \$750,000

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The education sector is not set up to foster innovation or entrepreneurship, particularly among underrepresented stakeholder groups who are often best positioned to understand and craft solutions for challenges facing their communities. Founded in 2010, 4.0 Schools (4.o) has demonstrated expertise in coaching, connecting, and investing in diverse leaders to develop breakthrough learning spaces and tools with youth and families in their local communities. Through its fellowship programming and intentionally small scale, and by leveraging its extensive alumni network, 4.o supports aspiring education entrepreneurs to develop and test innovative ideas, learn from their pilot projects, and make evidence-informed decisions about whether and how to move forward. 4.o's approach has proven to be particularly prescient in the context of the pandemic, enabling agile and responsive action in alumni communities.

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### Alliance for Excellent Education, Washington, DC

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For general support. 24 Months, \$975,000

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Expanding equitable educational opportunities for all students requires coordinated progress in both practice and policy. Alliance for Excellent Education (All4Ed), a national nonprofit advocacy organization and longtime Corporation grantee, works to transform policy at the federal, state, and local levels, while also leveraging its expansive network to support changes in the classroom. All4Ed's mission is to advance equitable policies and practices so all students, especially those furthest from opportunity, graduate from

high school prepared to complete postsecondary education and achieve success in a rapidly changing world. Over the course of the current grant, All4Ed has pursued this mission through two key strategies — policy development and Future Ready Schools — that reinforce one another and are undergirded by All4Ed's strong relationships with policymakers and myriad partnerships. This has led to important recent policy wins, including in response to COVID-19. With renewed Corporation support, All4Ed will continue to impact policy and practice, with a particular focus on increasing accessibility of postsecondary pathways and closing the digital-use divide.

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### American Association for the Advancement of Science, Washington, DC

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For continued support of SEA Change Institute. 18 Months, \$300,000

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Science, Technology, Engineering, Mathematics, and Medicine (STEMM) fields have a major impact on factors related to the U.S. economy and quality of life. But the population of those entering postsecondary education in STEMM and graduating in these fields does not reflect the demographics of either the overall population in higher education or the U.S. population. To date, numerous small-scale interventions have taken on these issues singly or in one institution at a time. In contrast, the American Association for the Advancement of Science (AAAS), the largest general science organization globally, has developed an approach to structural transformation that moves from the decades of “fixing the students” to fixing the system. Established with Corporation support, the STEMM Equity Achievement (SEA) Change is a certification system for diversity and inclusion in STEM in higher education. The SEA Change Institute provides training and resources as part of a sustainable, reinforcing system of support for institutional transformation. This grant will increase the impact of SEA Change by developing new learning series, expanding our evaluation capacity, and creating strategic partnerships.



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### **Arizona State University Foundation for A New American University, Tempe, AZ**

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For core support of the University Innovation Alliance.  
24 Months, \$750,000

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The growing gaps in degree attainment in higher education between white students and students of color, and between low-income students and their more affluent peers, mirrors the distressing outcome disparities in K–12 education. Launched in 2014, the University Innovation Alliance (UIA) is a leading national coalition of public research universities committed to increasing the number and diversity of college graduates in the United States. Over the past eight years, and recently with Corporation support, UIA has designed and scaled seven initiatives: predictive analytics, proactive advising, completion grants, college-to-career redesign, AI chatbots, Doctoral Research Fellows, and the Black Student Success Initiative. This grant will bolster UIA's work by expanding their membership base, convening their network, launching collaborative initiatives, and diffusing learnings with the field.

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### **Association of College and University Educators, New York, NY**

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For support of the first National Collegiate Teaching Conference. 18 Months, \$250,000

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The Association of College and University Educators (ACUE) was founded in 2014 to support student success and equity through quality instruction. ACUE awards the only nationally recognized credential in effective college instruction endorsed by the American Council on Education (ACE). ACUE partners with over 300 colleges and universities across more than 40 states, supporting over 16,000 faculty members. As a result, more than 1.8 million students are benefitting from evidence-based and equity-promoting instruction. Initial support from the Corporation allowed ACUE to strengthen the education and career readiness of over 7,000 students at City College of New York–CUNY. The current grant has helped more than 340 faculty across CUNY's community colleges to strengthen their online instruction, benefitting more than 62,000 CUNY students. Continued support will go toward the inaugural National Collegiate Teaching Convention, hosted in New York City in early 2023 and in collaboration with CUNY. The convention will bring together nationally recognized civic and education leaders, teaching experts, and faculty, along with celebrity champions of postsecondary success to create a focus on the importance of quality instruction as part of the postsecondary completion and success agenda.

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### **Bank Street College of Education, New York, NY**

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For the Education Center's district-focused racial equity project. 30 Months, \$450,000

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Over the past five years, many schools and districts have recognized and sought to address the profound role of systemic racism in creating and sustaining policies and practices that disenfranchise students of color from their right to quality education. While necessary, these efforts alone do not address the many entrenched ways schools and districts perpetuate institutionalized forms of racial discrimination that limit opportunities for students of color. Bank Street College of Education proposes partnering with a school district to test out a more comprehensive, iterative, and stakeholder-driven process to auditing and improving the policies and practices that act as barriers to racial equity. Bank Street proposes applying their "Throughline" approach to instructional improvement, developed with Corporation support, which is a conceptual model that articulates the baseline adult-learning system that underlies system-level improvements in instructional practice. This approach recognizes that a school functions best when there is coherence among its culture, structures, and instructional model.

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### **Basta, New York, NY**

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For general support. 18 Months, \$250,000

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Too many first-generation college students struggle to find their first jobs. Basta, founded in 2016, exists with the singular goal of helping first-generation college students of color overcome these barriers. Previous grant funding allowed Basta to address these challenges and thereby enhance their signature initiative, the Basta Fellowship, by launching two interconnected strategies: the Career Readiness Diagnostic assessment tool and Powered by Basta Partnerships (PBB). With continued support from the Corporation, Basta is now ready to proceed with the next phase of this work by building measures of social capital into the next iteration of the assessment tool, Career Readiness Diagnostic Version 2.0; explore potentially high-yielding university partnerships and become a go-to "insourcing" solution for career services departments; and lastly productize their Career Readiness Framework, which will allow Basta to generate discrete, marketable products they can offer proactively to the K–12, college success, university, CBO, and career readiness sectors.

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### **Bellwether Education Partners, Sudbury, MA**

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For the Postsecondary Pipeline Big Idea and a research project on the impact of COVID. 18 Months, \$500,000

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Since March of 2020 the pandemic has disrupted almost every facet of education. Now, with most students back in schools and the availability of Elementary and Secondary School Emergency Relief (ESSER) funding, there are increasing calls to “rebuild” or “reenvision” the sector. Bellwether Education seeks to build a learning and improvement agenda to both help students recover from the pandemic and seed enduring changes to the contexts and conditions of the education sector. This grant will support two initiatives: (1) helping the field learn from this moment via data and research to understand how COVID-era policies are impacting students; and (2) generating new solutions to critical challenges through leveraging Bellwether’s “do-tank” approach to surface new thinking and build the more nimble, generative, and flexible contexts and conditions necessary for improvement, with a focus around postsecondary pathways.

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### **Big Picture Learning, Providence, RI**

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For developing programming and infrastructure for high-quality internship experiences. 30 Months, \$1,000,000

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While the nation has made impressive strides toward greater high school completion, college and career readiness have not kept pace and achievement gaps remain. Furthermore, the COVID-19 pandemic exacerbated existing challenges and created new obstacles for those young people on the cusp of their transition to postsecondary opportunities. The Corporation’s longstanding investments in secondary and postsecondary models that blend academic and applied learning are particularly salient now. For 25 years, Big Picture Learning (BPL) has provided these opportunities to tens of thousands of high school students across 28 states. With Corporation support, BPL has expanded its work outside of the BPL school network to launch work-based learning (WBL) programs in a variety of contexts. Continued support will allow BPL to increase access to real world learning experiences for students in 36 schools, inform city- and state-level policy in New York to create favorable conditions for schools to launch these experiences, and to deepen partnerships with five schools interested in implementing the key distinguishers that define BPL’s school model.

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### **Blue Engine, New York, NY**

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As a final grant for general support. 18 Months, \$500,000

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To address the diverse needs of students, many school districts have added staff to their classrooms to create co-teaching teams to improve student outcomes and reduce inequities. However, classrooms that have adopted this model have often failed to tap into the potential promise they hold. Co-teaching teams need to be coached on how to effectively maximize their collaborative capacity if they are to meet the needs of their students. Blue Engine has developed an evidence-based “team teaching” model that enables co-teacher teams to accelerate learning for all students through yearlong, job-embedded individual and group support for co-teachers and instructional coaches that are tailored to their specific context and goals. Through this final grant for general support, Blue Engine will implement their strategic plan to (a) drive impact through partnerships with schools and school systems, (b) analyze and strengthen their model effectiveness, and (c) build capacity and infrastructure that leads to a sustainable revenue model.

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### **Bottom Line, Inc., Boston, MA**

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For core support of Bottom Line New York. 24 Months, \$400,000

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During this period of protracted churn and uncertainty, a postsecondary credential has become increasingly vital to an individual’s ability to secure employment and achieve economic mobility, yet resources to support students’ college access and success remain insufficient and inequitable. Bottom Line connects low-income students with professional advisors who support them through the range of challenges that emerge on the path to and through college. Prior Corporation support as part of our College Advising Partnership enabled Bottom Line New York to serve nearly 6,000 students, adapt programming to meet the shifting needs of students during the pandemic, and achieve strong outcomes in college access and success. Continued Corporation support will enable Bottom Line to provide personalized support to New York City students as they apply to, enroll in, and navigate college and prepare for their careers, as well as pilot innovative new approaches to recruiting and supporting a diverse cohort of students.

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**BSCS Science Learning, Colorado Springs, CO**

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For general support. 15 Months, \$500,000

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Science education, like many areas in the K–12 education field, is fragmented and lacks coherent implementation of innovations that lead to improvements in student outcomes. Curriculum, assessment, teacher learning, organizational change, and policy are frequently siloed from each other by people and organizations who only have expertise in one of these components. This expertise and knowledge are also not easily accessible by the school districts that need it most. BSCS Science Learning transforms science education through research-driven innovations to overcome the challenges of compartmentalization and concentration of knowledge that is a barrier to a coherent system. Through this general support grant, BSCS will improve implementation of high-quality instructional materials and curriculum-based professional learning and develop a theory of action to implement reform.

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**Carnegie Foundation for the Advancement of Teaching, Stanford, California**

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For general support. 12 Months, \$500,000

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Under the leadership of its new president, Timothy Knowles, Carnegie Foundation for the Advancement of Teaching (CFAT) continues to advance educational equity by acting as a catalyst across the domains of practice, scholarship, policy, design, and innovation, and with the commercial and social sectors. CFAT's overarching priority is to pursue authentic educational equity in direct response to systemic and institutionalized racial, educational, and economic injustice. Specifically, CFAT seeks to develop strategic plans in three key areas: educational attainment, with a focus on Black, Latinx, Indigenous, and first-generation students; post-secondary innovation, including creating a new Economic Mobility Classification; and the future of learning, shifting from time- and credit-based models to those based on competency.

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**Center for Effective Philanthropy, Inc., Cambridge, MA**

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For core support of YouthTruth. 12 Months, \$275,000

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Too often, the voices of students — those at the very center of our education system — are missing from the conversation about improving education outcomes and experiences. YouthTruth, a national survey project operated by the Center for Effective Philanthropy, harnesses student and stakeholder feedback to help school leaders and education funders make better decisions that lead to better outcomes for students. Since its founding in 2009, YouthTruth has surveyed over 1.5 million students and 204,000 family and staff members across 39 states. With further support from the Corporation, YouthTruth will continue to deepen their engagement with schools and districts in order to amplify the voices of students, family, and staff members; develop their products and services to support clients in interpreting and acting on feedback; and share what they are learning from students, family, and staff members with the field to increase public understanding of the perspectives of these important stakeholders on issues of school experience and improvement.

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**CenterPoint Education Solutions, Washington, DC**

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For a project to launch interim assessments aligned with the OpenSciEd middle school curriculum. 24 Months, \$600,000

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With over 45 states adopting the Next Generation Science Standards (NGSS) or new science standards informed by the Framework for K–12 Science Education, states are prioritizing successful science education that cannot be supported or measured by current assessments that focus on memorization. Schools and systems need curriculum-aligned assessments to support teachers and district leaders in gathering data and informing instructional decisions. CenterPoint Education Solutions increases the availability of innovative, curriculum-aligned interim assessments and provides professional learning in how to best use the data from assessments. They currently work in English language arts and mathematics and are looking to expand into the middle school science market. Through this project, CenterPoint will develop and design interim assessments aligned to the OpenSciEd middle school program.

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### **Chalkbeat, New York, NY**

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For general support. 12 Months, \$500,000

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Efforts to improve educational equity are threatened by a weakening civic infrastructure — the policies, laws, and organizations that enable informed participation in public policy. One element of civic infrastructure that has been overlooked in recent investments — undercut by market forces — is a strong local press. The resulting lack of information has prevented parents, students, and educators from participating meaningfully in educational change efforts, which were especially apparent during the school closures due to the COVID-19 pandemic. Chalkbeat, a nonprofit news organization, works to address this problem by providing unbiased, quality information at a time when education news has never been more vital. With renewed support from the Corporation, Chalkbeat proposes to elevate the voices of parents, students, and educators in eight local markets and nationally; to undertake reporting that drives an informed civic debate about educational equity; to reach a deeper and wider national audience so they can grow their impact; and to make Chalkbeat's work sustainable for the long term. Chalkbeat will also focus on tracking the unprecedented \$122 billion that is flowing into schools this year thanks to the American Recovery Plan.

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### **Charter School Growth Fund, Inc., Broomfield, CO**

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For new school development, innovation, and capacity building through Fund IV. 36 Months, \$3,000,000

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In order to realize our vision for student success, we support the creation of innovative schools and programs that personalize student learning experiences, as well as the capacity building of adults and systems in support of these efforts. We believe innovative, student-centered whole-school models can be most effectively scaled through partnerships with established portfolio organizations, which have rigorous processes for identifying, vetting, testing, and supporting schools through their initial scaling efforts. Charter School Growth Fund (CSGF) is one such organization and an important partner in extending the Corporation's ability to support a wide array of innovative schools. Since its founding in 2005, CSGF has supported over 200 charter networks, which collectively served approximately 535,000 students across 36 states in 2020–21. This renewal grant will support the implementation of CSGF's Fund IV strategy.

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### **Collective Change Lab, Lincoln, MA**

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For general support. 15 Months, \$350,000

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Over the last 20 years, advancing education has moved from being perceived as the responsibility of educators and administrators to being perceived as a responsibility that is owned collectively by the community. While many approaches have sought to bring together diverse organizations and individuals to work together differently for educational change, these efforts have made only incremental improvements. Collective Change Lab (CCL), a new organization launched with support from the Corporation, aims to amplify the voices and wisdom of people from around the world to promote radical transformation in education and other social and environmental problem-solving areas. Continued support will allow CCL to further its work to elevate concrete examples of transformation change through research, communities of practice, leadership development, and changing the narrative.

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### **Complete College America, Indianapolis, IN**

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For general support. 24 Months, \$500,000

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Significantly increasing the number of adults in America earning postsecondary degrees and credentials requires comprehensive efforts to address a wide variety of barriers related to persistence in higher education. Complete College America (CCA) is a national nonprofit focused on ensuring that students from all backgrounds can earn a college degree or credential of value. Established in 2009, CCA works with thought leaders and experts from across the country through the 47-member CAA Alliance of fellows and partners to recognize and address barriers to college completion, eliminate gaps in opportunity and achievement, and promote evidence-based and innovative practices. Continued Corporation support will allow CCA to continue its successful efforts in improving postsecondary education student outcomes by scaling evidence-based strategies.

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### **Council of Chief State School Officers, Inc., Washington, DC**

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For continued work on the Coherence Lab Fellowship.  
18 Months, \$500,000

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Disconnected and sometimes dueling education reform initiatives cause inefficiency, confusion, alienation, and lackluster results. This lack of integration occurs at the federal, state, district, and school levels due in part to lacking organizational capabilities, structures, and incentives for effective cross-agency integration and collaboration. With support from the Corporation, the Coherence Lab Fellowship was launched in 2017 as a practical solution to addressing these challenges. To date, the Fellowship has worked with five state education agencies to build the mindsets, skills, tools, and processes to address systemic barriers to coherence. This grant will allow the development and testing of a scaling strategy that (a) includes improvements to the model to capitalize on learnings, (b) increases the number of individuals who engage with the coherence challenge, and (c) deepens and sustains the organizational impact for participants.

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### **Data Quality Campaign, Washington, DC**

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For general support. 12 Months, \$450,000

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Over the past decade, there has been significant progress in building and implementing robust education data systems at the district, state, and federal levels. However, the wealth of data that has been collected through these systems is not always accessible to parents, educators, and policymakers who need it to guide their decision-making. Data Quality Campaign (DQC) offers a deeply informed, nonpartisan approach to addressing this challenge, working to ensure that all stakeholders have the information they need to make decisions that support student success. Since launching in 2005, DQC has become a leading and trusted voice in the field and remains the only national organization focused entirely on changing the role of data to improve education outcomes. Continued support from the Corporation will support DQC's theory of action to make data work for students through two strands of work: (1) building public understanding around the value of data to inform individual pathways and (2) advocating that states build trust in data through effective community engagement and communication.

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### **Deans for Impact, Austin, TX**

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As a final grant for general support. 24 Months, \$300,000

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The need for a well-prepared teacher workforce has long been clear. Research demonstrates that having access to an effective teacher not only impacts student learning but improves overall life outcomes. Yet far too many teachers leave educator-preparation programs ill-equipped to challenge and engage all students with content-rich, standards-aligned, and inclusive instruction. Deans for Impact (DFI) is uniquely positioned to seize these opportunities by providing educator-preparation programs with the support, tools, and advocacy to transform how they prepare future teachers. General support from the Corporation will enable DFI to support the transformation of educator-preparation programs, build the capacity of their leaders, and advance federal and state policies and elevate promising practices to expand access and affordability and improve the quality of teacher-preparation pathways.

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### **Digital Promise Global, Washington, DC**

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For core support of the Center for Inclusive Innovation.  
30 Months, \$750,000

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Years of innovation have yielded proven school models and programs that have moved the needle on student achievement. However, these innovations have often been created for rather than with communities, hindering their sustainability in those communities that have been most underserved by our education system. Digital Promise directly addresses this challenge through its Center for Inclusive Innovation (Center), which was launched with Corporation support two years ago and supports school districts in leading transformation by employing an equity-centered R&D approach. The current Corporation grant supports the implementation of a district-community partnership to support students experiencing mental health challenges in the context of racial trauma, as well as the Center's early efforts to codify and share learnings. Continued support from the Corporation would build on those efforts by documenting, refining, and packaging the extensive cumulative learnings across the Center's projects; demonstrating the promise of Inclusive Innovation through research; and broadening the Center's field building to scale the capacity for equity-centered R&D within the education ecosystem.



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### Digital Promise Global, Washington, DC

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For a project to develop a research community in science education focused on the study of OpenSciEd curriculum implementation. 24 Months, \$600,000

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OpenSciEd is an initiative that brings together state science leaders, expert curriculum developers, researchers, and classroom teachers to develop and support a complete set of high-quality open-source science instructional materials and associated professional learning resources. There is an increasing number of schools and systems across multiple states that are adopting and implementing the OpenSciEd curriculum, creating a unique opportunity for the science education research community to contribute to the knowledge about effective and equitable curriculum implementation and ongoing curriculum-based professional learning. Digital Promise Global is committed to improving research efforts in education, and this renewal grant will ensure they continue engaging diverse science education community members to articulate a field-driven and equity-centered research agenda focused on the implementation of OpenSciEd curriculum.

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### Editorial Projects in Education, Inc., Bethesda, MD

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For general support. 15 Months, \$300,000

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Just as the broader social and economic environment is rapidly evolving, so must the way schools prepare young people for the challenges and opportunities that lay ahead. Education is evolving every day and innovation within America's schools is happening faster than ever before. To help the field keep ahead of these changes, it is essential to provide accurate and accessible reporting of everything in education to policymakers, practitioners, and stakeholders. Since the nonprofit Editorial Projects in Education launched *EdWeek* in 1981, their experienced team of reporters and researchers has brought independent journalism to bear on issues that matter most in education. Today, the field's leaders and stakeholders rely on *EdWeek* as an essential source for the news, information, and analysis that can drive critical changes in policy and practice. Considered the nation's "must read" news source in elementary and secondary education, *EdWeek* explores both the struggles and successes, the local nuances and national issues, and the day-to-day events and big-picture perspectives that impact the field. With continued support from the Corporation, *EdWeek* will carry on delivering vital coverage to the field through their regular beat reporting, video and visual journalism, and other activities.

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### EdNavigator, New Orleans, LA

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For general support. 12 Months, \$500,000

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As families nationwide navigate the late stages of the pandemic, EdNavigator is redoubling its focus on building easily accessible, personalized education support for families, especially for those who are counting most on schools to open doorways of opportunity. EdNavigator aims to play a critical role in our country's educational recovery by creatively expanding its site-based navigation work, including new partnerships with pediatric caregivers and community organizations, and building high-impact navigation support services. Through this renewal grant, EdNavigator will develop research and innovation projects centered on the needs of families to understand how better information and support lead to better educational outcomes for families everywhere. EdNavigator will continue developing innovative partnerships to connect EdNavigator with more families, especially those with the most acute need for support. They will also expand their Education Check-Ins, complete 1,000 sessions by the end of 2021, and market this service to employers and schools. EdNavigator will also develop new tools and information that benefits families everywhere through targeted research projects.

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### Educational Testing Service, Princeton, New Jersey

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For building the capacity of school and system leaders. 30 Months, \$1,000,000

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College and career readiness requires more than academic knowledge — an extensive body of research shows that students' socio-emotional skills are key to their lifelong success and well-being. However, despite the literature and the real-world urgency created by the COVID-19 pandemic, educators have few models and limited implementation strategies for integrating socio-emotional learning (SEL) into the academic experience. The Institute for Student Achievement (ISA) was founded in 1990 to ensure that traditionally underserved students are prepared for success in college and career. Using a capacity-building approach to address problems of practice and transform school environments, ISA has coached over 4,000 educators and provided personalized supports to over 80,000 students. With Corporation support, ISA developed a model for integrating critical SEL domains into academic instruction and successfully piloted the model in nine diverse secondary schools, demonstrating positive shifts in teacher practice and students' SEL and academic skills. Continued support will allow ISA to build on this work by providing intensive

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capacity building to school and system leaders focused on SEL integration and educator well-being.

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### **Education Leaders of Color, Washington, DC**

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For general support and support of the Boulder Fund.  
15 Months, \$500,000

Education Leaders of Color (EdLoC) is a membership organization committed to ensuring young people of color have the supports needed to thrive, capitalize on opportunities, and build generational wealth. To achieve this vision, they work to dramatically increase the number of effective, values-aligned leaders of color serving in high-level positions in education and adjacent fields where they can be a transformative force in the lives of children, families, and communities. EdLoC's cross-sector approach places education at the center, addressing issues of equity within and across adjacent sectors such as employment and housing. Prior Corporation funding provided general support to launch the organization and targeted funding to launch the Boulder Fund, their philanthropic arm; this grant renews support for both.

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### **Education Writers Association, Washington, DC**

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For general support. 12 Months, \$300,000

With the education sector in turmoil for much of 2020 and 2021, holding together and shoring up the fragile education journalism ecosystem has never been more essential. School as we know it — from teaching to testing to extracurriculars — has been profoundly disrupted, with troubling consequences often falling hardest on Black, Latinx, and Native American students and their families. How the education sector will be changed over the long term remains unclear. Education journalists need to be the public's guide to an uncertain future, providing real-time information and analysis to help students, parents, and the broader public emerge from the pandemic and its aftermath. Founded in 1947, the Education Writers Association (EWA) has been working for nearly 75 years to strengthen the community of education writers and improve the quality of education coverage to better inform the public. EWA is a vibrant professional community of education journalists — reporters, editors, producers, and freelancers who work for online media, newspapers, radio and TV stations, and magazines. With renewed support from the Corporation, EWA will continue to provide its members access to high-quality resources to build their knowledge and skills, allow them to learn from one another, and remain inspired to do the work that is so essential to the future of our society.

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### **Educators for Excellence, New York, NY**

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For general support. 12 Months, \$750,000

Every child deserves the opportunity to receive an excellent education, yet millions of students across the country aren't receiving the educational opportunities that will prepare them for college and their careers — a fact significantly exacerbated by the drastic interruptions to learning created by the COVID-19 pandemic. Now more than ever, policymakers, education leaders, and the broader public are acknowledging the critical importance of teachers, naming them among the "frontline" workers of the pandemic. Moreover, abundant research shows that teacher quality is among one of the most important in-school factors in student achievement. Yet for far too long, education policy has been created largely without a critical voice at the table — the voice of classroom teachers. Founded by public school teachers, Educators for Excellence (E4E) is a growing movement of more than 33,000 educators, united around a common set of values and principles for improving student learning and elevating the teaching profession. With continuing support from the Corporation, E4E will work to ensure lasting change for students and communities battered not just by the pandemic, but also by generations of inequity and systemic racism. They will work with educators to identify the pressing issues impacting their schools, create solutions to these challenges, and advocate for policies and programs that give all students access to quality education.

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### **Family Engagement Lab, San Francisco, CA**

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For general support. 15 Months, \$350,000

Authentic partnership between schools and families is critical for a child's successful learning journey. Yet families, especially those in low-income communities, face barriers to collaborating with their child's teacher, such as language, lack of Internet, time constraints, and limiting mindsets. Family Engagement Lab (FEL), a nonprofit organization created in 2016, is on a mission to provide parents with information and guidance to support learning at home, especially for families from underserved communities. Their home-to-school connection tool FASTalk is a cost-effective tool for teachers that sends curriculum-aligned learning activities to families by text message in their home language. With Corporation support, FEL will continue to identify and address the evolving needs of their audience during the pandemic and conduct studies of FASTalk's impact on student outcomes as they expand. During the grant period, they aim to design and launch a rigorous study of FASTalk's impact on student learning to identify and make strategic



investments in FASTalk's product and operations to support scaling, including reducing the cost per student and increasing the portion of expenses covered by earned revenue and other local funding.

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### **Georgetown University, Washington, DC**

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For core support of the FutureEd think tank based at Georgetown University's McCourt School of Public Policy. 24 Months, \$400,000

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Due to the pandemic and recent political issues facing the nation, there is a strong, immediate need to provide state and local education policymakers and practitioners with evidence-backed strategies to build a sustainable infrastructure in our education system. FutureEd is an independent, solution-oriented think tank at Georgetown University's McCourt School of Public Policy that is committed to advancing the causes of excellence, equity, and efficiency in K–12 and higher education on behalf of the nation's disadvantaged students. Combining the status and assets of a national research university with education policy expertise and communications skills, FutureEd works to provide policymakers and practitioners with clear, evidence-based analyses of pressing educational problems. With renewed support from the Corporation, FutureEd will launch new projects to provide policymakers with models for scaling effective tutoring programs, increase teacher diversity, propose a more equitable model of “gifted education,” and strengthen high schools, among other work.

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### **Get Schooled Foundation, Seattle, WA**

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For general support. 18 Months, \$250,000

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In partnership with Viacom, the Bill & Melinda Gates Foundation founded Get Schooled in 2010 to help young people thrive in high school, college, and early-career jobs through a unique blend of digital content and personalized guidance. Previous Corporation support helped Get Schooled further develop and deploy their best-in-class digital programming to help youth access resonant, research-based resources to reach their education and career goals. Across their three journeys (college access, college persistence, and first jobs) Get Schooled employs several key digital strategies to aid youth success: exceptional content shared across multiple platforms, 1:1 guidance, and engaging campaigns and contests. Continued Corporation support will allow Get Schooled to encourage tens of thousands of additional students from low-income families to seek and secure a post-secondary degree, as well as to find success in their first jobs.

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### **GreatSchools, Oakland, CA**

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For general support. 15 Months, \$725,000

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GreatSchools' trusted ratings and school information help parents find the right school for their families and improve their communities' schools. Through this renewal grant, GreatSchools plans to engage parents from historically marginalized backgrounds and low-income families to give them information that helps them take actions for their child that will help inform systemic change. They will continue to widen their aperture on school quality with data acquired from partners and state agencies based on their School Quality Framework to help parents assess quality for their children. They will also create a more personalized, journey-based approach for their users to improve their understanding of a broader picture of school quality. Finally, they will help parents connect data and stories to their own lives and their potential impact on their children and education.

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### **Innovate Public Schools, San Jose, CA**

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For general support and project support of the Online Learning Literacy Initiative to help close the digital divide. 12 Months, \$350,000

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Parents have a unique and critical role in improving our public schools. In communities where parents are connected to each other and deeply engaged, public schools tend to be more effective. Innovate Public Schools, a nonprofit whose mission is to build the power of parents and communities to demand and support the creation of world-class public schools, helps parents organize and advocate to successfully push for better schools in their communities and hold the system accountable to the needs of their children. This renewal grant will support Innovate Public Schools to continue building their National Organizing program, through which they train and support other education organizations to build their capacity to organize parents. This includes a seven-month Community Organizer Training Program (COTP) and three-day National Parent Leader Institutes (PLI). Through this renewal, Innovate also plans to continue developing and evolving the Online Learning Literacy Initiative (OLLI) pilot program, which allowed them to train hundreds of parents during the pandemic on digital literacy and how to access online resources to support their children's learning at home.

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### **Instruction Partners, Nashville, TN**

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For general support. 18 Months, \$1,000,000

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Effective content instruction is difficult to accomplish when educators do not have a deep understanding of their instructional materials and when system and school leaders do not have a clear view on how to improve teacher instruction. Intervention models and systems can help narrow these content and instruction gaps for educators, school leaders, and system leaders. Instruction Partners works with schools, districts, and states to mitigate challenges related to unfinished teaching and learning in English language arts (ELA), math, and science. Through this renewal grant, Instruction Partners will (a) improve ELA and math instruction for partner schools, (b) improve science implementation with partner schools and states, and (c) share their learnings with the education field.

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### **Internationals Network for Public Schools, Inc., New York, NY**

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For strengthening and expanding the Internationals Network of schools. 24 Months, \$750,000

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Multilingual Learners (MLLs) make up an increasingly large segment of the nation's public school population, yet they continue to be underserved by learning experiences that were designed primarily for native English speakers. Furthermore, immigrant youth have suffered at disproportionate rates throughout the COVID-19 pandemic: immigrants and MLLs have left school at higher rates than any other student group. The Internationals Network (Internationals), founded as a single school in 1985 and now comprising a network of 30 schools and academies serving 10,000 immigrant and refugee youth across six states and Washington, D.C., takes a comprehensive approach to MLL education that more effectively prepares MLLs for success. Throughout the pandemic, Internationals has supported its network to navigate significant shifts, maintaining academic rigor while addressing the unique socio-emotional, economic, and legal challenges faced by its students. With renewed support, Internationals will continue to refine, deepen, and expand its network.

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### **The Leadership Academy, Long Island City, NY**

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For general support. 15 Months, \$600,000

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Academic disparities in classroom experience and educational outcomes have long preexisted the current circumstance of the COVID-19 pandemic. The Leadership Academy recognizes that the work of leading for equity in school systems is not an easy charge. Their mission is to develop, support, and empower district members to become culturally responsive leaders. They believe this is the key lever for creating positive change through leveraging the skills, knowledge, and beliefs to disrupt racial and economic inequities in the classroom. Through this renewal grant, the Leadership Academy will expand their professional learning and coaching supports and develop and disseminate resources to build leader capacity on culturally responsive instruction.

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### **Learning Forward, Richardson, TX**

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For a project to plan and launch a curriculum-based professional learning network to implement the newly revised Standards for Professional Learning. 21 Months, \$850,000

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Implementing new instructional materials is a significant undertaking that requires focused and coherent curriculum-based professional learning aligned to research-based Standards for Professional Learning to build educators' capacity to achieve the curriculum's goals and related student standards. Learning Forward helps improve the capacity of education leaders to establish and sustain highly effective professional learning. They recently released the revised Standards for Professional Learning, which are considered the gold standard for designing and assessing effective professional learning. This grant will allow Learning Forward to design a two-year Curriculum-Based Professional Learning (CBPL) Network for districts and schools that are implementing high-quality curriculum.

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### **Learning Policy Institute, Palo Alto, CA**

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For EdPreLab and policy efforts to build a well-prepared, stable, and diverse K-12 educator workforce. 15 Months, \$1,000,000

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Learning Policy Institute (LPI) was established in 2015 to bring high-quality evidence into policy and practice conversations at the federal, state, and local levels. Nonprofit and nonpartisan, LPI connects policymakers and stakeholders with the evidence, ideas, and actions needed to strengthen

the education system from preschool through college and career readiness — with the goal of creating empowering and equitable learning for each and every child. LPI proposes three initiatives that will (1) strengthen equity-focused, SoLD-aligned education preparation, practice, and policy through the Education Preparation Laboratory (EdPrepLab), launched in 2019 with Corporation support and in partnership with the Bank Street College of Education; (2) establish a Teacher Licensure Collaborative with national organizations and a subset of states interested in advancing teacher licensure standards that align with SoLD principles; and (3) inform federal and state policymakers on key strategies for building a well-prepared, stable, and diverse educator workforce.

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### **Learning Policy Institute, Palo Alto, CA**

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For a project to develop statewide prototypes for curriculum-anchored performance assessment systems connected to the OpenSciEd middle school science curriculum. 15 Months, \$700,000

Federal assessments and accountability expectations have led to evaluations that do not measure or incentivize sophisticated disciplinary content knowledge and practices, deeper learning, and higher order thinking skills that are associated with college and career readiness. This is particularly true in science, where a growing number of states in the State Performance Assessment Learning Community are seeking to establish performance assessment systems that are anchored in the Next Generation Science Standards and high-quality curriculum, such as OpenSciEd. The Learning Policy Institute (LPI) convenes and manages this state science assessment group and is well-positioned to help states work with districts to design prototypes for statewide curriculum-anchored assessment systems in science education.

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### **Massachusetts Institute of Technology, Cambridge, MA**

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For core support of the Systems Awareness Lab. 24 Months, \$500,000

There is a renewed and urgent call for foundational change in education systems. Emerging communities of educators and policymakers are leading the response, working together in new ways to design more equitable, just, healthy, sustainable, and effective education systems. With prior Corporation support, the Systems Awareness Lab at MIT was launched with the goal of developing a capacity among educators and key stakeholders to approach these challenges and opportunities through a systems-thinking orientation

that attends holistically to the well-being and achievement of children and adults. Continued support will allow the lab to establish multidisciplinary methods to document, measure, and analyze how such change processes appear and grow over time, including efforts to embody, support, and coordinate systems change work.

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### **National Association for Family, School, and Community Engagement, Alexandria, VA**

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For project support to strengthen family engagement educator preparation through spread and scale. 12 Months, \$300,000

Research shows that teachers' lack of preparation is one of the greatest barriers to increasing family engagement in schools. Since 2014, the National Association for Family, School, and Community Engagement (NAFSCE) has advanced high-impact policies and practices for family, school, and community engagement to promote student learning. NAFSCE's Family Engagement Pre-Service Educator Preparation Initiative is piloting a Family Engagement Pre-Service Framework, to guide the expansion of family engagement curricula in institutions of higher education. Through this renewal grant, NAFSCE will continue to build the capacity of and empower educators and administrators to plan for and implement research-based, high-impact strategies to support student achievement and school improvement.

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### **National Board for Professional Teaching Standards, Inc., Arlington, VA**

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For a project to revise the national board teaching standards for secondary science teachers. 15 Months, \$350,000

To meet the demands of teaching rigorous curricula and ambitious outcomes for students, there must be accomplished, experienced teachers in every classroom who can offer high-quality instruction and meet students' learning needs. The National Board for Professional Teaching Standards, launched with support from the Corporation over 30 years ago, is the gold standard in advanced teacher certification, offering National Board Certification across 25 certificate areas in 16 subjects from preK through grade 12. The National Board recently completed the development of Diversity, Equity, and Inclusion (DEI) Standards that now can inform revisions of all their teaching standards. This grant supports phase two of this effort and focuses on the revision of the teaching standards for secondary science using the new DEI Standards.

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### **National Center for Civic Innovation,** New York, NY

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For a project to increase adoption of OpenSciEd middle school curricula and to continue development of high school science curricula. 12 Months, \$3,000,000

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Meaningful science learning occurs when teachers align their instruction to the Next Generation Science Standards, use standards-aligned instructional materials, and are supported through professional learning connected to both. OpenSciEd is an initiative that brings together state science leaders, expert curriculum designers, science education leaders, and classroom teachers to develop and support a complete set of high-quality instructional materials and associated professional learning resources. With the middle school curriculum released, OpenSciEd is experiencing great interest in their materials, which helps solidify their brand in the education curriculum market. Through this renewal grant, OpenSciEd will (a) develop and release their high school curriculum courses, (b) provide professional learning for their middle school curriculum, and (c) optimize their current curriculum for virtual use.

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### **National College Attainment Network,** Washington, DC

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For continued support of professional development and capacity building for the postsecondary access and success field. 24 Months, \$500,000

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The National College Attainment Network's (NCAN) mission is to build, strengthen, and empower education communities and stakeholders to close equity gaps in postsecondary attainment for all students. Students served by NCAN members outperform other low-income students in enrolling in and graduating from postsecondary. However, the COVID-19 pandemic and related economic crisis have set back years of hard-won progress in raising postsecondary enrollment and attainment rates for students. NCAN provides professional development, networking, benchmarking, tools, and news so that organizations can deliver college access and success services more effectively. With continued Corporation support, NCAN will strengthen member services/professional development/capacity-building resources to help members keep students of color and students from low-income backgrounds on the pathway to postsecondary access and success.

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### **New Leaders, Inc.,** New York, NY

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As a final grant for general support. 18 Months, \$500,000

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As schools and systems look to support students and families as they recover from the instructional, social, and emotional toll of the pandemic, school and system leaders must have access to evidence-based, job-embedded professional learning that support accelerated instruction and centers racial equity. New Leaders' leadership development programs support both school systems in building diverse pipelines of equity-minded leaders who champion instructional excellence, as well as support school leaders in building their capacity to implement policies and practices that advance equity and accelerate learning outcomes. Through this final grant for general support, New Leaders plans to (a) implement their core programs in districts; (b) research and refresh their Transformational Leadership Framework, the backbone of their professional learning programs; (c) build capacity of program staff to deliver redesigned programs to partners; and (d) disseminate learnings and advocate for continued investment in exceptional, equity-driven education leadership.

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### **New Tech Network,** Napa, CA

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For refining and scaling the New Tech model and diffusing best practices. 30 Months, \$1,000,000

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For too many of today's students, there continues to be a disconnect between their high school learning experiences and the demands they will face after graduation. Students need to be equipped with skills that will allow them to succeed in high school and college and navigate a shifting workforce. While we have seen the rise of innovative models that address this need, barriers to scale prevent these experiences from reaching all students. New Tech Network (NTN) has decades of experience creating schools that prepare students for postsecondary success. The NTN model, which is currently used in 200 schools serving 85,000 students, leverages project-based learning (PBL) and student-centered practices to support deeper learning. NTN's traditional school partnership model spanned multiple years and involved comprehensive technical assistance. With Corporation support, NTN developed alternative pathways to school transformation to increase the number and diversity of schools engaging in high-quality PBL. Continued support will build upon this work by deepening NTN's partnerships within districts so that more students have access to high-quality learning environments that prepare them for postsecondary success, and school and system leaders have the support needed to manage and sustain school improvement.

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### **New Venture Fund, Washington, DC**

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For core support of the Research Partnership for Professional Learning at New Venture Fund to conduct a multisite study of the efficacy of curriculum-based professional learning. 18 Months, \$1,200,000

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As states and districts gradually adopt high-quality instructional materials, it has been seen that implementing these materials can be challenging without quality professional learning. Teachers need curriculum-based professional learning (CBPL) that is evidence-based and job-embedded to effectively use new instructional materials with integrity. However, this type of professional learning is not widely available. Most professional learning is disconnected from the curriculum or consists of one-time training and does not engage teachers deeply with the content and curriculum. With Corporation support, the Research Partnership for Professional Learning (RPPL) was launched to bring together professional learning organizations and researchers to study curriculum-based professional learning and identify the features that improve teachers' practice leading to better student-learning experiences and academic growth, focusing on historically marginalized students.

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### **New Venture Fund, Washington, DC**

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For core support of Learning Heroes. 12 Months, \$500,000

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The pandemic, coupled with the social justice movement, has emphasized that to ensure nondominant students thrive socially and academically, families and educators need support around student success. Learning Heroes does precisely this by supporting parents and guardians as a child's most effective education advocate. Through this renewal grant, Learning Heroes will share their actionable, research-based, parent-facing communications, tools, and resources throughout the year to help parents and teachers partner up in support of student success. They will equip teachers, school leaders, parent coordinators, and out-of-school-time providers to team up with parents and guardians to deliver a holistic view of their children's achievement and cocreate a tailored learning plan. Finally, they will also continue to strengthen their internal operations capacity as they expand their technical assistance and fee-based product development workstreams over the next year.

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### **New Venture Fund, Washington, DC**

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For core support of Seek Common Ground. 12 Months, \$400,000

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Seek Common Ground (SCG) serves independent state- and community-facing education advocacy efforts to promote coalition building that honors the power of local, authentic agenda-setting to drive sustainable educational excellence and equity. SCG coalitions seek to empower those most impacted by education policies and practices — students, families, and educators — with support from allies across a broad range of interests and identities. Renewed support from the Corporation will enable SCG to continue to support independent statewide and community-facing efforts in two critical ways: first, it will enable SCG to continue to incubate, support, and serve as a critical partner to advocates — to empower them to improve students' educational prospects by supporting their core functions and provision of counsel, coaching, and connection. And second, it will use the American Rescue Plan K–12 School Funding Action Accelerator as a unique model in the field, providing capacity, networking, and research to project participants as they develop impactful projects for their communities.

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### **New Visions for Public Schools, Inc., New York, NY**

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For a project to design and facilitate professional learning for New York City high school biology teachers to adopt and implement new instructional materials designed for the Next Generation Science Standards. 15 Months, \$450,000

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New York State adopted new science standards that were adapted from the Next Generation Science Standards and articulated a vision for science teaching and learning that radically shifts from prior state science standards. However, there have been limited state and local efforts to develop new science curriculum or to provide support to schools. With Corporation support, New Visions has developed a full-course, freely available, high school biology curriculum and professional learning tools to support the evaluation and adoption of high-quality instructional materials. They have recruited New York City Department of Education science leaders and teachers in a variety of high schools to engage with the new biology course materials. Through this renewal grant, New Visions will continue to work with schools and teachers on the implementation of their biology curriculum.



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### **New York University, New York, NY**

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For core support of the Research Alliance for New York City Schools and project support for the Equity Indicators Project. 36 Months, \$350,000

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Historically, the work of education researchers has been largely disconnected from that of school district officials and educators, and research findings have often done little to influence policy or improve day-to-day practices in schools. The Research Alliance (Alliance) aims to change this in New York City by building the capacity of the whole system to learn and improve in a sustained way. The Alliance provides high-quality evidence to strengthen policy and practice, documents and helps the city learn from success and failure, and informs the decisions that stakeholders make every day. Continued core support will enable the Alliance to expand partnerships, improve access to its data archive, and increase the use of evidence by NYC education stakeholders. Project support will enable the Alliance to develop a set of indicators of education equity and extend the research agenda with an explicit focus on equity and racial justice.

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### **OneGoal, Chicago, Illinois**

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For core support of OneGoal New York. 24 Months, \$400,000

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During this period of protracted churn and uncertainty, a postsecondary credential has become increasingly vital to an individual's ability to secure employment and achieve economic mobility, yet resources to support students' college access and success remain insufficient and inequitable. OneGoal equips educators to facilitate a three-year college success model, in which high school students (Fellows) complete credit-bearing courses and receive coaching and support through the first day of sophomore year of college. Prior support as part of our College Advising Partnership enabled OneGoal to grow to support 1,600 Fellows and 1,350 alumni in New York City, adapt programming to meet the shifting needs of educators and students during the COVID-19 pandemic, and achieve strong outcomes in college access and success. Renewal support from the Corporation will enable OneGoal to increase enrollment in high-quality postsecondary pathways, provide differentiated supports to Fellows, and launch a new professional development series for educators across New York City.

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### **Partnership for Los Angeles Schools, Los Angeles, CA**

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For support of school capacity building and systems change efforts. 36 Months, \$975,000

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In order to improve learning experiences for all students, we must both transform schools and build the capacity to sustain improvement. The Partnership for Los Angeles Schools (the Partnership) was founded in 2007 to transform a group of historically underperforming schools in Los Angeles Unified School District (LAUSD). Today the network comprises 20 schools that serve 13,550 students, 96 percent of whom qualify for free- or reduced-price lunch. These schools reached an average high school graduation rate of 86 percent in 2021, as compared to 36 percent in 2008. Current Corporation support has enabled the Partnership to build the capacity of school and teacher leaders, and to work with LAUSD to catalyze district-wide innovations that benefit all 500,000 LAUSD students. The Partnership has harnessed the power of its network to both share promising practices and to inform district policy. With renewed support, the Partnership will support school leaders and teachers in the network to meet student needs and prepare them for post-secondary success and work to advance system-level change aligned to the Partnership's approach.

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### **PeerForward, Washington, DC**

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For core support of PeerForward New York. 24 Months, \$400,000

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During this period of protracted churn and uncertainty, a postsecondary credential has become increasingly vital to an individual's ability to secure employment and achieve economic mobility, yet resources to support students' college access and success remain insufficient and inequitable. PeerForward leverages positive peer influence in high schools to increase college enrollment by empowering students to serve as Peer Leaders and run campaigns on critical steps toward college. Prior Corporation support as part of our College Advising Partnership enabled PeerForward New York to annually reach 6,500 students across 17 high schools each year, the majority of whom are low-income, and advance key college access goals through student-led campaigns. Continued support will allow PeerForward New York to continue transforming college access and success outcomes by empowering young people to create college-going school cultures.

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### **PowerMyLearning, Inc.,** New York, NY

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For general support. 15 Months, \$625,000

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Many schools struggle to implement family engagement interventions that enable students, teachers, and families to function as a learning system. Relationships between teacher, student, and families typically look like a line, connecting teachers with students and students with families, and have little impact on student learning. Founded in 1999, PowerMyLearning is a national nonprofit organization partnering with schools and districts that fosters a “triangle” of learning relationships between students, teachers, and families. Family Playlists is their interactive homework assignment tool and learning platform. With continued support from the Corporation, PowerMyLearning will continue to spread this triangle approach in schools and districts across the country. They plan to (1) roll out their early-grades Family Playlists in K–2 and (2) develop and test a district partnership model for their capacity-building programs which focus around three themes: socio-emotional learning, culturally relevant education, and learning recovery.

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### **Propel America,** Boston, MA

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For general support. 18 Months, \$250,000

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Propel America was founded in 2018 to empower low-income young adults with the skills, credentials, experiences, and networks they need for a good job that leads to upward career mobility. Too often, young people in the United States — especially Black and Latinx students from low-income backgrounds — are forced into a false choice after high school. They can forestall income and take on debt in hopes that a four-year degree will lead to a good job, or they can step into a low-wage job right away with little chance for advancement. With individual guidance and support, tuition-free training that also earns college credit, and guaranteed interviews with employer partners ready to hire, Propel America removes the barriers many young people face by promoting a “jobs-first higher education” model to better support recent high school graduates. Propel will scale its impact and grow to support thousands of fellows in meaningful careers in healthcare. Corporation support will allow the expansion of Propel’s innovative approach to building connections from K–12 education to its fellowship through partnerships with high schools and youth-serving community organizations.

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### **Rockefeller Philanthropy Advisors,** New York, NY

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For core support of College Promise. 24 Months, \$500,000

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Since September 9, 2015, College Promise has promoted and led a nonpartisan, collaborative movement at the local and state levels to increase the quality and quantity of Promise programs across the nation. Today, College Promise supports 339 local Promise communities and 30 Promise states (including DC). College Promise’s mission is to help all Americans benefit from education, training, and student supports to meet their full potential. College Promise delivers its mission by connecting students to College Promise programs that provide scholarships for tuition, fees, and other college costs and student supports; increasing the quality and quantity of College Promise programs across the nation; and identifying, promoting, and scaling evidence-based research and policies that enable high-impact Promise practices, adoption, and replication in communities and states.

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### **Springboard Collaborative,** Philadelphia, PA

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For general support. 15 Months, \$300,000

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To prevent the pandemic from deepening inequality for an entire generation of students, we must upskill parents to cultivate and sustain learning habits at home to support their children’s learning. Founded in 2011, Springboard Collaborative has helped close the literacy gap for nearly 60,000 students across 22 cities by facilitating collaborations between parents and teachers and equipping parents with the necessary resources to help them supplement their child’s daily educational experience. With support from the Corporation, Springboard Collaborative will continue to support families by (1) growing their reach in more regions than ever before, (2) developing and launching a strategic plan to guide the next four years of growth and innovation, and (3) carrying out ongoing innovation and improvements to programs and technology.

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### **StriveTogether, Cincinnati, OH**

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To support codifying learning about equitable systems transformation. 24 Months, \$300,000

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Disruptions in educational and economic systems stemming from COVID-19 have dramatically impacted numerous systemic issues that inhibit children and families from achieving their aspirations. While these challenges paint a bleak picture, bright spots exist of communities building the civic infrastructure necessary to address these challenges and shift the policies, practices, resources, and power structures necessary to mitigate harm and support children and families' well-being. Learning from and telling the story of complex systems changes is needed to enable more communities to enact similar change. StriveTogether is a national network aimed at building the capacity of communities to dramatically improve educational outcomes for every child from cradle to career. Through this grant StriveTogether will capture and share lessons and bright spots from the systems change efforts seen across its network.

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### **Surge Institute, Chicago, IL**

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For general support. 18 Months, \$500,000

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Despite frequent references to education as the “civil rights issue of our time,” there is a glaring disparity between past social justice movements and current education reform: the most visible leaders in education reform are not typically representative of the socio-economic or racial diversity of the populations that they serve. Today more than ever, the sustainability of efforts to improve outcomes for young people depends on the inclusion of leaders who reflect those being served. With support from the Corporation, the Surge Institute has graduated 231 fellows with alumni working with and leading organizations that collectively serve more than 3.4 million students across the United States. Additional support will allow further organizational and program development required to support and accelerate the impact of leaders of color to drive equitable access, outcomes, and experiences for young people, families, and communities.

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### **TalkingPoints, San Francisco, CA**

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For general support. 12 Months, \$400,000

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TalkingPoints unlocks the potential of low-income, underserved families to support their children's learning so that these students can graduate from high school on time, go to college, and become part of an inclusive, diverse workforce in America. Through their multilingual engagement platform powered by two-way translated messages and personalized support, families and teachers are able to connect using human and artificial intelligence, eliminating language, time limitations, and know-how as barriers to the school and family connection. This renewal grant will provide general operating support to enable TalkingPoints to (a) invest in their core platform, doubling its reach from three to six million families in 2022; and (b) launch a strategic growth campaign with key investments in growth, research & development, thought leadership, and organizational capacity.

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### **Tides Center, San Francisco, CA**

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For core support of Project Evident. 24 Months, \$750,000

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While the demand for evidence-based education programming has grown over the past several years, a persistent gap remains between research and practice. Priorities and incentives are misaligned across these stakeholders, with nonprofits and districts rarely the drivers of the research agenda or in possession of the evaluative capacity to develop and iterate upon evidence-based programming. As a result, promising approaches go unstudied and unimplemented, and fragmentation and one-time, unsustainable improvement persists. Project Evident (PE) was founded to increase the practice of continuous evidence building and the supply of evidence-based solutions in the social sector. This grant will support PE's work to serve five state education agencies and 45 local school districts in the next four years and allow the organization to further test and refine its engagement model as well as engage in key field-building activities.

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### **Tides Center, San Francisco, CA**

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For a project of the Starfish Institute to launch the unCommission. 12 Months, \$300,000

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Starting in 2010, 100Kin10 launched and grew a national network of diverse organizations committed to providing the country's classrooms with 100,000 excellent STEM teachers in 10 years. With 2021 marking the project's 10th year and on track to reach this goal, the unCommission on STEM learning and opportunity was launched to hear, learn from, and uplift the lived experiences of students with STEM. Through this cross-portfolio grant, the unCommission will focus on schools and systems around the country that are implementing OpenSciEd curricula to support students' learning experiences in science education. This project will inform the Call to Action for Science Education and future goals of 100Kin10.

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### **UnboundEd, New York, NY**

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For a project to design and pilot a district-based professional learning program and facilitator credentialing program based on the Standards Institute. 18 Months, \$600,000

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The adoption of college- and career-ready standards is one of the most important changes in U.S. education policy in recent decades. However, teachers and school leaders lack deep knowledge of these standards and high-quality instructional materials designed to support standards-based instruction. UnboundEd currently provides immersive, standards-aligned professional learning opportunities through their weeklong Standards Institutes for teachers and instructional leaders focused on ELA and mathematics. They are now ready to scale these types of professional learning opportunities at the local level and expand the Standards Institute to include science education. Through this project, UnboundEd will complete their facilitator credentialing program and develop a Science Pathway for the Standards Institute.

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### **University of Texas at Austin, Austin, TX**

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For core support of the Charles A. Dana Center. 18 Months, \$400,000

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The Charles A. Dana Center has taken up the challenge of replacing existing models of developmental and gateway math education with mathematics pathways that propel students toward degrees, readiness for high-value careers, and informed responsible citizenship. An accepted transformation moving to implementation at scale as a normative practice, the Dana Center Mathematics Pathways (DCMP) initiative is creating pathways to educational and economic opportunity through systemic changes in mathematics education across the transition years from high school into higher education. The initiative replaces the one-size-fits-all approach of a single pathway through a procedural college algebra course with multiple pathways such as statistics, quantitative reasoning, and mathematical modeling and analysis — all increasingly important for today's workplaces. The project will increase stakeholder understanding of the value of a curriculum that includes statistics, quantitative literacy, and computational and data science.

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### **Valor Collegiate Academies, Nashville, TN**

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For refining and disseminating the Compass model. 24 Months, \$700,000

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College and career readiness requires more than academic knowledge — an extensive body of research shows that students' socio-emotional skills are key to their lifelong success and well-being. However, despite the literature and the real-world urgency created by the COVID-19 pandemic, educators have few models and limited implementation strategies for how to integrate socio-emotional learning (SEL) into the academic experience. Valor Collegiate Academies (Valor) is a charter management organization operating three successful schools that meet this need through a comprehensive SEL model called Compass. With prior support from the Corporation, Valor launched its high school, created college and career programming, and built out the Compass model through 12th grade. Valor also developed a training institute, Compass Camp, to spread its model to partner schools that to date has supported 64 schools serving over 30,000 students. Continued support will allow Valor to further diffuse the Compass model by deepening partnerships with existing partner schools, supporting new cohorts of diverse partner schools, and refining the tools needed for high-quality implementation of the Compass model in a variety of contexts.

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**WestEd, San Francisco, CA**

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For a project to continue the NEXUS Academy for Science Curriculum Leadership to support OpenSciEd state and district leadership teams. 14 Months, \$1,300,000

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The Next Generation Science Standards (NGSS) and Framework for K–12 Science Education require teachers to shift instruction to engage students in relevant phenomena using science and engineering practices. As a result, there is a growing demand for high-quality science instructional materials designed for the Framework and the NGSS. As the OpenSciEd middle school science curriculum is completed, many schools and districts around the country are ready to formally adopt and implement OpenSciEd. WestEd and BSCS Science Learning are developing the capacity of state and district leadership team through the NEXUS Academy for Science Curriculum Leadership. They will provide professional learning and supports to a cohort of four state and eight district leadership teams to lead effective implementation of the OpenSciEd middle school curriculum in their individual contexts. Through this grant for Year 2 of the NEXUS Academy, WestEd and BSCS will colead annual institutes, webinars, convenings, and technical assistance for each leadership team, and share learnings about the program to the field.

## **STRENGTHENING U.S. DEMOCRACY**

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**American Business Immigration Coalition, Chicago, IL**

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For general support. 36 Months, \$400,000

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Immigrants play a critical role in the American economy. They provide communities and industries with high-quality talent and field expertise, and they financially contribute to cities and states in critical need of investment. Founded in 2013, the American Business Immigration Coalition (ABIC) represents a growing and diverse set of businesses and business associations that are promoting pro-immigrant policies at the federal and state levels. With Corporation support, ABIC will expand its network of business leaders who can communicate to policymakers the importance of implementing an immigrant integration agenda that will make more prosperous and economically competitive.

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**America's Voice Education Fund, Washington, DC**

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For general support. 24 Months, \$900,000

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Established in 2008 with Corporation support, America's Voice Education Fund (AVEF) is the communications hub for the national immigration reform movement. AVEF works closely with national, state, and local advocacy organizations to develop unified messaging that advances pro-immigrant narratives across media platforms. These messages are disseminated through rapid response communications, traditional media events, and social media, which serve to educate journalists, policymakers, and the public about the benefits of pro-immigrant policies to the United States. With Corporation support, AVEF will continue to create powerful narrative themes and persuasive messaging for proponents of immigrants and immigration reform and create public will for pro-immigrant policy changes.

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### **Center for American Progress, Washington, DC**

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For core support of its immigration program. 36 Months, \$1,300,000

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The United States' immigration laws are outdated, unreflective of contemporary global challenges, and often misaligned with the country's humanitarian values. In response, immigrant integration advocates are calling for systemic changes that provide workable solutions for immigrants, refugees, and asylum seekers while also acknowledging the many factors driving migration and displacement. Since 2009, the Center for American Progress (CAP) has been using its research and policy expertise to educate policymakers on the harms of anti-immigrant policy and to help ground the national conversation in data and values. With Corporation support, CAP will continue to drive the immigration policy debate through research, analysis, and strategic collaboration with peers and other stakeholders.

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### **Center for Community Change, Washington, DC**

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For general support. 36 Months, \$900,000

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Founded in 1968 by leaders of the civil rights, labor, and anti-poverty movements, the Center for Community Change (now known as Community Change) is a national organization that aims to build the power of low-income communities to change the policies and institutions that impact their lives. Community Change has expanded its work with immigrant communities, and today leads the Fair Immigration Reform Movement (FIRM), the largest coalition of grassroots immigrant rights organizations in the United States. With Corporation support, Community Change will provide policy and technical support, training, capacity building, and opportunities for collaboration among state and local groups throughout the country, deepening year-round civic engagement in communities of color and developing a base of grassroots leaders.

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### **Center for Rural Strategies, Whitesburg, KY**

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For general support. 36 Months, \$475,000

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Founded in 2001, the Center for Rural Strategies is a nonpartisan organization that works to improve rural communities by building strategic coalitions and distributing quality information with a rural perspective. The center provides policymakers, journalists, and policy advocates access to diverse, multilayered stories rooted in rural America, and creates an environment in which rural Americans' economic and social concerns are highlighted to policymakers and the public. With Corporation support, the center will continue to build civic-minded media infrastructure that can bridge partisan divides and educate rural voters on the importance of voting through high-quality media content, effective dissemination, and audience development.

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### **Center on Budget and Policy Priorities, Washington, DC**

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For core support of the State Priorities Partnership's immigration projects. 36 Months, \$1,100,000

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In 1992, the Center on Budget and Policy Priorities (CBPP) cofounded the State Priorities Partnership (SPP). SPP is a network of 43 fiscal policy institutes across the country that are committed to improving the lives of low-income people and other vulnerable populations. Beginning in 2012, and with Corporation support, CBPP partnered with SPP members to analyze the fiscal implications of immigration-related policies. Since then, CBPP has expanded its immigration project to 15 states, representing roughly 50 percent of the United States' population and more than half of all immigrant residents. In addition to funding support, CBPP provides members of SPP's immigration project with technical assistance, webinars with internal and external partners, resource guides, peer-learning calls, and cohort convenings. With Corporation support, CBPP will continue working with partner organizations to create inclusive state economies and increase protections for immigrants.

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### **Fair Elections Center, Washington, DC**

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For general support. 36 Months, \$300,000

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Founded in 2006, the Fair Elections Center (formerly the Fair Elections Legal Network) is a national, nonpartisan organization that is removing barriers to voter registration and voting for historically underrepresented communities. Using a diverse range of tools — including legislative and administrative advocacy, litigation, and technical assistance — the center works to improve election administration, protect voting rights, and provide legal expertise to state-level voter mobilization groups. In 2012, it launched the Campus Vote Project (CVP), a partnership with college administrations to promote student voting. CVP supports campuses to build voter registration, education, and mobilization programs targeting eligible student voters. With Corporation support, the Fair Elections Center will continue to defend Americans' constitutional right to vote and reduce barriers to the ballot box.

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### **Faith in Public Life, Inc., Washington, DC**

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For general support. 36 Months, \$500,000

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Established in 2005, Faith in Public Life (FPL) was founded as an organizing strategy center dedicated to amplifying the voices of faith leaders on a range of issues, including immigration and voting rights. FPL maximizes the faith community's ability to impact public discourse by developing advocacy campaigns, building coalitions, and equipping faith leaders with communications tools to successfully engage their congregations, the public, and the media. Recently, FPL has been working to increase community resilience to disinformation and political polarization, as well as to increase determination to participate in the political process. It is also partnering with outside experts to equip faith leaders with de-escalation training to help mitigate voter intimidation, risk of violence, and other barriers at polling sites during elections. With renewed Corporation support, Faith in Public Life will help unify leaders from the faith community to defend voting rights, educate voters, and shape public narratives in support of a multiracial democracy.

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### **Leadership Conference Education Fund, Washington, DC**

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For general support. 36 Months, \$900,000

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Since the Supreme Court ruling in *Shelby County v. Holder* (2013) gutted voting rights protections under the Voting Rights Act of 1965, states have closed polling locations in underserved districts, removed voters from voting rolls, and enacted voter identification requirements that many are either unable to meet or are inadequately informed about. Social media has also enabled disinformation campaigns to further undermine trust in elections and public education campaigns, contributing to lowered faith in government and democratic participation. Since 1969, the Leadership Conference Education Fund (Education Fund) has served as the education and research arm of one of the largest legacy civil rights coalitions in the country. The Education Fund aims to build public will for laws and policies that promote and protect the civil and human rights of every person in the United States. With Corporation support, the Education Fund will spearhead public education campaigns that empower and mobilize advocates at the local, state, and federal levels.

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### **Mexican American Legal Defense and Educational Fund, Inc., Los Angeles, CA**

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For support of the Voting Rights Litigation Working Group. 24 Months, \$2,000,000

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Since the Supreme Court decision in *Shelby County v. Holder* (2013), which gutted major voting rights protections under the Voting Rights Act of 1965 (VRA), states have proposed hundreds of changes to election procedures designed to increase barriers to voting, even at the risk of reducing voter participation. As advocates push policymakers to restore federal protections once offered by the VRA, voting rights attorneys have been the main line of defense against laws that restrict the right to vote in states across the country. Founded in 2013 with Corporation support, the Voting Rights Litigation Working Group is comprised of 12 organizations with historic involvement in prominent voting rights litigation. With Corporation support, the working group will continue to leverage its collective expertise to consult and collaborate on litigation and pre-litigation efforts to defend voting rights.



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### **More in Common, New York, NY**

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For general support. 24 Months, \$300,000

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Growing political polarization among the American public and their policymakers threatens to block progress on a range of policy issues and to undermine the integrity of our democratic institutions. More in Common is a research and messaging organization that works on both short- and longer-term initiatives to address the underlying drivers of fracturing and polarization, and build more united, resilient, and inclusive societies. More in Common's research is built on a strong evidence base by engaging thousands of people through surveys, interviews, focus groups, community conversations, and expert interviews. With Corporation support, More in Common will continue to explore the driving forces of increasing polarization in the United States and around the world and test messaging and other interventions to mitigate this existential threat to democracy.

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### **NALEO Educational Fund, Inc., Los Angeles, CA**

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For general support. 36 Months, \$800,000

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Established in 1981, the National Association of Latino Elected and Appointed Officials (NALEO) Educational Fund is a nonpartisan organization facilitating Latino participation in the American political process, from naturalization to public service. NALEO accomplishes its mission through integrated strategies that empower the Latino community to participate in civic and political life (e.g., naturalization, voter education, and census participation), promoting policies that advance Latino civic engagement, and increasing the effectiveness of Latino policymakers in governance. With Corporation support, NALEO will leverage its expertise to educate, empower, and mobilize Latinos to be active participants in American civic life.

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### **National Center for Civic Innovation, New York, NY**

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For core support of the Presidents' Alliance on Higher Education and Immigration. 24 Months, \$300,000

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International, undocumented, and refugee students face unique obstacles to pursuing higher education, launching careers, and building stable lives. The obstacles include an outdated federal immigration system and an uneven patchwork of state policies and institutional practices that systematically limit their potential. Fiscally sponsored by

the National Center for Civic Innovation, the Presidents' Alliance on Higher Education and Immigration is a national network of college and university leaders. It is dedicated to increasing public understanding of how immigration policies and practices affect students, campuses, and communities. With Corporation support, the Presidents' Alliance will continue to educate policymakers about the importance of advancing immigration reforms that will improve educational and economic outcomes for immigrant students and the country overall.

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### **NEO Philanthropy, New York, NY**

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For core support of the Four Freedoms Fund, a donor collaborative on immigrant civic integration at the state level. 12 Months, \$3,200,000

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Established in 2003 with Corporation support, the Four Freedoms Fund (FFF) is a donor collaborative housed at NEO Philanthropy supporting state-based and regional immigrant-serving coalitions across the country. FFF serves a hybrid role of convener, grantmaker, and strategist, connecting grassroots organizations with national immigrant integration groups. With Corporation support, FFF will strengthen state and regional groups across the country through grants to develop organizing and advocacy strategies, build institutional capacity, enable strategic collaboration among grantees, plan effective communications, and create intersectional alliances with unlikely allies.

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### **Public Religion Research Institute, Washington, DC**

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For general support. 36 Months, \$700,000

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Established in 2009, Public Religion Research Institute (PRRI) is a nonpartisan research organization that maps the opinions of Americans on a range of issues. Through its annual American Values Survey, its rapid response research, and its analyses of existing data, PRRI has established itself as a "go-to" organization for polling research and analyses on the role of religious identity in American life, for journalists, advocacy groups, and policymakers. Engaging more than 50,000 Americans per year, PRRI uniquely analyzes the ways in which people's religious values can support or undermine American democracy and pluralistic ideals. With renewed Corporation support, PRRI will conduct extensive public opinion polling and research on how religious and moral commitments drive Americans' attitudes on issues such as religious, racial, and ethnic pluralism; immigration reform; and the discourse around racial justice and white supremacy.

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### **Rock the Vote, Washington, DC**

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For general support. 36 Months, \$300,000

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Founded in 1990, Rock the Vote is a nonpartisan organization that uses culture and technology to tap into the civic potential of young Americans. Rock the Vote recruits and partners with a diverse range of cultural influencers, including athletes and sports teams, entertainers, and corporations with significant youth reach. These partners participate in Rock the Vote's many civic engagement campaigns and help to register voters. Rock the Vote's comprehensive voter education resources, both federal and state-based, are accessed by millions of people every year. These resources help voters research candidates and elected officials, locate their polling sites, and understand local voting laws, identification requirements, and policies on early voting and absentee ballots. Rock the Vote also hosts a national voter registration platform that is not only used by thousands of partners across the country but is also officially integrated into the systems of eight state governments. With Corporation support, Rock the Vote will continue to use its strategic expertise to foster a culture of civic engagement that can empower a new generation of young voters.

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### **Russell Sage Foundation, New York, NY**

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For research projects on U.S. immigration and immigrant integration into American society. 24 Months, \$500,000

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Founded in 1907, the Russell Sage Foundation (RSF) is dedicated to "the improvement of social and living conditions in the United States" through strengthening the methods, data, and theoretical core of the social sciences. In 2016, RSF received Corporation support to oversee a series of research projects that investigate the social, economic, and political implications of the United States' changing racial and ethnic composition. This initiative was renewed in 2021. With continued Corporation support, RSF will support a new cohort of researchers who tackle important questions about the increasing role of immigration status and race on immigrant outcomes, the effects of state and local immigration policies and practices on communities, and more.

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### **State Voices, Washington, DC**

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For general support. 36 Months, \$1,300,000

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Sustained, nonpartisan voter engagement is essential to a healthy democracy. Established in 2004 with Corporation support, State Voices is a national organization that connects nonprofits that are working on a diverse range of issues and helps them engage in shared civic engagement campaigns. State Voices oversees 23 statewide civic engagement tables and enables nearly 1,000 state, local, and national affiliate organizations to collaborate on campaigns, strengthen each other's policy impacts, and increase civic engagement overall. State Voices also supplies organizations with digital tools and trainings to further enhance their campaigns. With renewed Corporation support, State Voices will continue to grow its network and support shared efforts to increase civic and voter engagement.

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### **William J. Brennan, Jr., Center for Justice, Inc., New York, NY**

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For core support of its Democracy Program. 36 Months, \$700,000

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Founded in 1995 with funding from the Corporation, the Brennan Center for Justice is a nonpartisan policy institute that addresses weaknesses in American democracy through efforts to reform and revitalize the country's democratic institutions. The center generates quality research and scholarship, advocates fresh solutions and policy proposals, and litigates cutting-edge cases alongside other national litigation groups. With Corporation support, the Brennan Center's Democracy Program will amplify its combined influence as a think tank, legal advocacy group, and communications hub to help defend and expand voting rights, bolster election security, ensure fair representation in redistricting, reform the role of money in politics, and ensure an independent judiciary.

## DISCRETIONARY GRANTS

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### **50CAN,** Washington, DC

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For core support of JerseyCAN. 15 Months, \$150,000

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### **Achieving the Dream,** Silver Spring, MD

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For continued project support to strengthen the pipeline between K-12, community colleges, and local employers through cross-sector professional learning for educators. 15 Months, \$200,000

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### **Alliance for Justice,** Washington, DC

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For core support of the Bolder Advocacy program. 24 Months, \$200,000

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### **American Association of Collegiate Registrars and Admissions Officers,** Washington, DC

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For the promotion of holistic admission practices that increase admission of students of color, students from low-income households, and other historically underrepresented groups. 12 Months, \$20,000

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### **American Immigration Council,** Washington, DC

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For support of a merger with New American Economy. 12 Months, \$150,000

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### **Association of Alaska School Boards,** Juneau, AK

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For project support for Stronger Together, a family engagement initiative for native communities in Alaska. 12 Months, \$100,000

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### **Ballot Initiative Strategy Center Foundation,** Washington, DC

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For general support. 24 Months, \$200,000

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### **Bard College,** Annandale-on-Hudson, NY

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For building the capacity and conditions needed to scale early college programs in New York City. 12 Months, \$200,000

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### **BES,** Boston, MA

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For support of high school model development and capacity-building efforts. 9 Months, \$100,000

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### **Brightbeam, Inc.,** Rochester, MI

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For general support. 12 Months, \$100,000

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### **Brookings Institution,** Washington, DC

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For project support for Family Engagement in Education. 14 Months, \$150,000

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### **Building Impact,** New Haven, CT

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As a final grant for the Joyful Impact Accelerator project. 15 Months, \$45,000

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### **Building Skills Partnership,** Los Angeles, CA

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For project support for "Innovative Approaches to Strengthening the Home-School Connection to Support Educational Excellence for all Students." 12 Months, \$100,000

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**Build UP, Birmingham, AL**

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For project support to create and launch a national expansion support model. 12 Months, \$50,000

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**Cambiar Education, San Diego, CA**

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For conducting a learner-centered, whole child ecosystem mapping and gap analysis. 10 Months, \$200,000

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**Cambiar Education, San Diego, CA**

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For conducting a learner-centered, whole child ecosystem mapping and gap analysis. 7 Months, \$190,000

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**Carnegie Foundation for the Advancement of Teaching, Stanford, CA**

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For the project "The Chicago Story: Lessons for Building an Educational Improvement Infrastructure." 8 Months, \$50,000

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**Carnegie Foundation for the Advancement of Teaching, Stanford, CA**

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For support of the 2022 Summit on Improvement in Education. 5 Months, \$25,000

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**Center for American Progress, Washington, DC**

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For continued development of an equity-focused Future of Work. 12 Months, \$150,000

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**Center for Migration Studies of New York, Inc., New York, NY**

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For general support. 24 Months, \$200,000

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**Center for Systems Awareness, North Andover, MA**

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For the development of practitioner-focused communications on systems change. 8 Months, \$50,000

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**CenterPoint Education Solutions, Washington, DC**

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For a project to complete reviews and revisions of interim assessments aligned to the OpenSciEd middle school curriculum. 9 Months, \$200,000

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**Church World Service, Elkhart, IN**

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For core support of its policy and advocacy programs. 18 Months, \$200,000

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**College Board, New York, NY**

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For a project to develop free custom resources for teachers and students in Advanced Placement African American Studies. 24 Months, \$200,000

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**College Unbound, Providence, RI**

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For general support. 12 Months, \$100,000

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**Columbia University, New York, NY**

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For project support for the Center for Public Research and Leadership's management of the national Family Engagement Call to Action and Community of Practice. 8 Months, \$200,000

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**Columbia University, New York, NY**

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For project support for the Center for Public Research and Leadership's management of the national Family Engagement Call to Action. 7 Months, \$200,000

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**Columbia University, New York, NY**

---

For a project for the Center for Public Research and Leadership at Columbia University to develop a landscape analysis report on curriculum-based professional learning in the K-12 education field. 6 Months, \$200,000

---

**Come to Believe Foundation, New York, NY**

---

For support of a design model focused on affordable college completion that will evaluate the feasibility in a cohort of five higher-ed institutions. 12 Months, \$100,000

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**Common Application, Arlington, VA**

---

For the next iteration of an equity-focused application pilot connecting applicants to public and private universities nationally. 12 Months, \$100,000

---

**Common Sense Media, San Francisco, CA**

---

For general support. 6 Months, \$200,000

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**Community College of Rhode Island Foundation, Warwick, RI**

---

For Coaching 4 Success, a pilot project that connects black male students with mentors who will put them on a path toward postsecondary degrees. 12 Months, \$50,000

---

**Community Partners, Los Angeles, CA**

---

For core support of Scaling Student Success. 12 Months, \$40,000

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**ConnectED: The National Center for College & Career, Berkeley, CA**

---

For continued support of work with the Midwest Communities of Practice. 12 Months, \$50,000

---

**Council of Chief State School Officers, Inc., Washington, DC**

---

For a project to build capacity in the Instructional Materials and Professional Development Network of states focusing on improving science education. 12 Months, \$200,000

---

**Data Quality Campaign, Washington, DC**

---

For general support. 9 Months, \$200,000

---

**Demos: A Network for Ideas and Action, Ltd., New York, NY**

---

For core support of its voting rights program. 18 Months, \$200,000

---

**DreamYard Project, Inc., Bronx, NY**

---

For providing work-based learning opportunities to high school students. 12 Months, \$200,000

---

**EducationCounsel, Washington, DC**

---

For continued work to advance a learning systems approach in education. 6 Months, \$200,000

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**EducationCounsel, Washington, DC**

---

For continued work to advance a learning systems approach in education. 4 Months, \$200,000

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**Education Design Lab, Washington, DC**

---

For continued work with City University of New York via the Community College Growth Engine Fund to demonstrate their potential position as drivers of innovation between education and employment. 12 Months, \$100,000

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**Education Strategy Group, Chevy Chase, MD**

---

For project support to strengthen public understanding around postsecondary pathways and the shifting economy. 12 Months, \$100,000

---

**Education Trust, Washington, DC**

---

For general support. 12 Months, \$200,000

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**EveryoneOn, Los Angeles, CA**

---

For support of Bridges to Tech, addressing the digital divide in public housing. 12 Months, \$50,000

---

**Families and Schools Together, Stoughton, WI**

---

For project support of the FAST Institute of Family Engagement. 12 Months, \$100,000

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**Federation for Children with Special Needs, Boston, MA**

---

For project support for Developing Culturally Responsive Family Engagement in Brockton. 12 Months, \$100,000

---

**Foundation for Excellence in Education, Tallahassee, FL**

---

For project support of the continuation of Pathways Matter and outreach to families. 15 Months, \$200,000

---

**Fulbright US-UK Foundation, San Francisco, CA**

---

For a project that pairs US/UK teaching faculty of higher education institutions in a virtual exchange on a given global challenge. 18 Months, \$100,000

---

**George W. Bush Foundation, Dallas, TX**

---

For core support of the Bush Institute's immigration program. 36 Months, \$200,000

---

**GO Public Schools, Oakland, CA**

---

For general support. 12 Months, \$40,000

---

**Growth Philanthropy Network, New York, NY**

---

For general support. 12 Months, \$200,000

---

**HERE to HERE, Bronx, NY**

---

For supporting New York City schools, community-based organizations, and CUNY programs through the Braided Pathways Fund. 12 Months, \$200,000

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**Hispanic Federation, Inc., New York, NY**

---

For core support of its civic engagement program. 24 Months, \$200,000



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**iCivics, Inc., Cambridge, MA**

---

For project support of iCivics Educating for American Democracy pilots on family engagement. 12 Months, \$170,000

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**InnovateEDU, New York, NY**

---

For continued support of a national community of practice on talent strategies that will respond to the human capital challenges created by the COVID-19 pandemic. 8 Months, \$100,000

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**Internationals Network for Public Schools, Inc., New York, NY**

---

For general support. 7 Months, \$75,000

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**International Refugee Assistance Project, New York, NY**

---

For general support. 24 Months, \$200,000

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**James B. Hunt, Jr. Institute for Educational Leadership and Policy Foundation, Inc., Cary, NC**

---

For the COVID Constituency Project. 6 Months, \$200,000

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**JobsFirstNYC, New York, NY**

---

For continued support for the expansion, implementation, and advancement of a comprehensive workforce collaborative framework. 12 Months, \$75,000

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**Kitamba, Inc., Bloomfield, NJ**

---

For support of district capacity-building efforts. 8 Months, \$175,000

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**The Knowledge House, Bronx, NY**

---

For general support. 12 Months, \$100,000

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**Kura Labs, New York, NY**

---

For general support. 12 Months, \$100,000

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**Latinos in Action, Sandy, UT**

---

For project support for the Family Engagement Initiative for Latino Communities in Utah. 12 Months, \$100,000

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**The Leadership Academy, Long Island City, NY**

---

For project support of planning and initial district engagement of the Family Engagement Community of Practice. 8 Months, \$200,000

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**Literacy Design Collaborative, New York, NY**

---

To support the improvement and expansion of an evidence-based national model of instructional systems' success. 24 Months, \$50,000

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**MarGrady Research, New York, NY**

---

For analyzing national school data and building a data dashboard. 12 Months, \$150,000

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**MarGrady Research, New York, NY**

---

For analyzing national school data and building a data dashboard. 9 Months, \$200,000

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**Migration Policy Institute, Washington, DC**

---

For core support of the Demetrios G. Papademetriou Young Scholars Program. 12 Months, \$25,000

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**Modern States – Education Alliance, New York, NY**

---

For continued support of the enhanced Freshman Year for Free program, designed to keep college-bound high school seniors on a college track. 12 Months, \$150,000

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**National Association of System Heads, Adelphi, MD**

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For support of a transformation agenda for public higher education systems. 15 Months, \$200,000

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**National Association of System Heads, Adelphi, MD**

---

For continued support for the Power of Systems, a project focused on a transformation agenda for public higher education systems. 12 Months, \$200,000

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**National Center for Families Learning, Louisville, KY**

---

For project support for increasing family engagement in middle school science through a family service-learning approach. 12 Months, \$100,000

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**National Center for Teacher Residencies, Chicago, IL**

---

For a project to continue to integrate the use of high-quality instructional materials into teacher residency programs. 12 Months, \$200,000

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**National Congress of Parents and Teachers, Alexandria, VA**

---

For a project to update the National Standards for Family-School Partnerships. 10 Months, \$125,000

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**National Foundation for American Policy, Arlington, VA**

---

For general support. 36 Months, \$150,000

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**National Korean American Service & Education Consortium, Inc., Chicago, IL**

---

For core support of a national coalition dedicated to protecting legal immigration and family reunification processes. 24 Months, \$150,000

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**National Parents Union, Malden, MA**

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For general support. 12 Months, \$100,000

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**National Parents Union, Malden, MA**

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For project support of iCivics/NPU Partnership for Civic Engagement Education at NPU Parent Power Summit. 8 Months, \$65,000

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**National Parents Union, Malden, MA**

---

For project support of National Parents Union's Parent Power Summit. 4 Months, \$100,000

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**National Public Education Support Fund, Washington, DC**

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As a final grant to support the Global Science of Learning Education Network. 24 Months, \$100,000

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**National Science Teaching Association,**  
Arlington, VA

---

For a project to build awareness of available high-quality science instructional materials through in-person and virtual professional learning opportunities. 12 Months, \$200,000

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**National Skills Coalition,** Washington, DC

---

For general support. 12 Months, \$50,000

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**New Venture Fund,** Washington, DC

---

For core support of the Civic Responsibility Project, which incubates Power the Polls, an initiative to recruit a new generation of poll workers. 15 Months, \$200,000

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**New Venture Fund,** Washington, DC

---

For core support of Campaign for Our Shared Future. 12 Months, \$200,000

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**New Venture Fund,** Washington, DC

---

For core support of the Stimulus Supports Technical Assistance Project. 12 Months, \$200,000

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**New Venture Fund,** Washington, DC

---

For core support of Collaborative Student Success, including science-related work. 9 Months, \$200,000

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**Opportunity America,** Washington, DC

---

For continued project support to implement findings from feasibility study on the role of New York City community colleges around career education. 12 Months, \$50,000

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**Opportunity Institute,** Berkeley, CA

---

For general support. 24 Months, \$200,000

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**Opportunity Institute,** Berkeley, CA

---

For applying the science of adolescent learning to school-improvement strategies. 18 Months, \$200,000

---

**Parent Institute for Quality Education,**  
San Diego, CA

---

For project support to launch their annual parent cohort in Central Valley. 12 Months, \$100,000

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**Parent Teacher Home Visits,** Sacramento, CA

---

For support of a series of events designed to support districts in (re-)building practices, communications, and community-building activities for families. 12 Months, \$25,000

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**PENCIL,** New York, NY

---

For general support. 12 Months, \$110,000

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**PIE Network,** Minneapolis, MN

---

For general support. 12 Months, \$150,000

---

**Playworks Education Energized,** Oakland, CA

---

For support of Substantial Classrooms' project SubSchool, an online-learning platform for substitute teachers. 12 Months, \$30,000

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**President and Fellows of Harvard College,**  
Cambridge, MA

---

For research on the effectiveness of COVID-19 educational recovery efforts. 18 Months, \$200,000

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**President and Fellows of Harvard College,**  
Cambridge, MA

---

For support of Deeper Learning Dozen: Developing a New Approach to Equitable and Humane Systems Change. 18 Months, \$200,000

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**Pro Bono Net, Inc.,** New York, NY

---

For support of a project to enhance and expand an online citizenship application platform. 24 Months, \$200,000

---

**Project on Government Oversight,**  
Washington, DC

---

For a project to identify potential reforms to Customs and Border Protection to ensure greater accountability and respect for constitutional rights. 12 Months, \$100,000

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**Research Foundation of the City University of New York,** New York, NY

---

For capacity building to expand the College Access: Research & Action (CARA) model outside of New York City. 12 Months, \$75,000

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**RISE Colorado,** Aurora, CO

---

For general support. 12 Months, \$50,000

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**Shared Lane Consulting Services,** New York, NY

---

For support to continue building the Technology Career Exploration Program. 12 Months, \$100,000

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**Social Impact Fund,** Los Angeles, CA

---

For core support of the KW Foundation. 12 Months, \$100,000

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**StandardsWork, Inc.,** Quincy, MA

---

For a project to conduct school tours in OpenSciEd states and support the Curriculum Matters Professional Learning Network. 9 Months, \$200,000

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**The Steve Fund,** Providence, RI

---

For research and evaluation of mental health strategies aimed at students of color. 12 Months, \$50,000

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**Student Achievement Partners, Inc.,** New York, NY

---

For a project to provide district-level curriculum-based professional learning tools and resources and to provide standards-aligned online professional learning. 6 Months, \$200,000

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**Student Achievement Partners, Inc.,** New York, NY

---

For general support. 6 Months, \$200,000

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**Student Leadership Network,** New York, NY

---

For capacity-building efforts to improve postsecondary advisement to include multiple pathways and persistence. 12 Months, \$150,000

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**Supportive Older Women's Network,**  
Philadelphia, PA

---

For project support for Philly Families Read Together.  
12 Months, \$100,000

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**Syracuse University,** Syracuse, NY

---

For support of the Transactional Records Access  
Clearinghouse's immigration projects. 24 Months,  
\$200,000

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**Teachers College, Columbia University,**  
New York, NY

---

For core support of The Hechinger Report. 12 Months,  
\$175,000

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**Teach Plus,** Boston, MA

---

For project support for Teacher-Led Engaged Families &  
Communities Pilot Program. 12 Months, \$100,000

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**Tides Center,** San Francisco, CA

---

For project support to disseminate stories from their  
unCommission findings to help build towards the goal to  
prepare and retain 150,000 STEM teachers over the next  
decade. 12 Months, \$50,000

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**Together Education,** New York, NY

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For core support of Opportunity College. 12 Months,  
\$100,000

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**Transcend, Inc.,** Hastings-on-Hudson, NY

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For continued support of the Canopy project and sustaining  
collective knowledge about innovative learning environments  
during COVID-19 and beyond. 24 Months, \$200,000

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**Transcend, Inc.,** Hastings-on-Hudson, NY

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For project support for the Learner Centered Leadership  
Lab's strategic planning. 12 Months, \$200,000

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**Transcend, Inc.,** Hastings-on-Hudson, NY

---

For support of cross-sector leadership initiative. 3 Months,  
\$50,000

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**Transforming Education,** Boston, MA

---

For support to incorporate a racial equity lens into socio-  
emotional learning tools and resources. 12 Months,  
\$100,000

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**UnboundEd,** Brooklyn, NY

---

For a project to build capacity for and develop a science  
pathway for their Standards Institute. 6 Months, \$200,000

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**University of Colorado, Boulder,** Boulder, CO

---

For a project to improve the capacity to develop curriculum-  
based professional learning resources to support OpenSciEd  
high school science courses. 11 Months, \$200,000

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**University of South Carolina, Columbia, SC**

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For a project to develop a system of teacher and leader development for deeper, more equitable learning and whole child education for South Carolina. 9 Months, \$200,000

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**University of Texas at Austin, Austin, TX**

---

For a project to build capacity focused on the use of high-quality instructional materials into teacher preparation courses. 12 Months, \$200,000

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**UP Education Network, Boston, MA**

---

For building organizational capacity to provide school turnaround support to school districts. 8 Months, \$150,000

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**Vassar College, Poughkeepsie, NY**

---

For project support for the Science, Technology, Engineering, and Math (STEM) Teaching Experiences for Undergraduates. 12 Months, \$130,000

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**Village of Wisdom, Durham, NC**

---

For project support for the Black Genius Framework, which provides educators, parents, and youth a structure for strength-based conversations about the healthy development of a Black child considering both their intellectual and racial identities. 12 Months, \$100,000

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**WestEd, San Francisco, CA**

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For a project supporting NextGenScience at WestEd to review OpenSciEd instructional units for three high school science courses. 16 Months, \$200,000

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**West River Foundation, Sturgis, SD**

---

For project support for Family Engagement Leadership through Family Voice: Working Collaboratively to Increase Student Success. 12 Months, \$100,000

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**YouthForce NOLA, New Orleans, LA**

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For general support. 12 Months, \$110,000



# Special Opportunities Fund

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## **American Association for the Advancement of Science, Washington, DC**

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For core support of the Center for Scientific Evidence in Public Issues. 24 Months, \$400,000

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Founded in 2017 with Corporation support, the Center for Scientific Evidence in Public Issues (EPI Center) delivers scientific evidence to policymakers and other stakeholders to inform decision-making on a range of issues of national and global concern, including climate change, pollution, social inequalities, public health, renewable energy, and more. Housed at the American Association for the Advancement of Science (AAAS), the EPI Center provides an independent, nonpartisan voice to contentious debates and helps policymakers across the political spectrum to incorporate scientific principles and expertise into their work. With renewed Corporation support, the EPI Center will continue to increase and entrench demand for quality scientific data in decision-making by federal, state, and local governments, the judiciary, and others working in service to the public.

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## **Carnegie Institution of Washington, Washington, DC**

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For general support. 24 Months, \$500,000

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The Carnegie Institution for Science (Carnegie Science) was founded by Andrew Carnegie in 1902 to advance investigation, research, and discovery, and to apply that knowledge to the improvement of humankind. Today, Carnegie scientists are leaders in the life and environmental sciences, Earth and planetary science, and astronomy and astrophysics. Carnegie Science is an incubator for cutting-edge, interdisciplinary research that is expanding knowledge of all that is around us. With Corporation support, the Carnegie Institution for Science will continue to engage the community and the public to help advance their plans for the future of the institution through strategic capacity building.

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## **International Rescue Committee, Inc., New York, NY**

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For emergency relief efforts toward Ukraine crisis. 12 Months, \$1,000,000

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## **New Venture Fund, Washington, DC**

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For core support of the Census Equity Initiative. 36 Months, \$450,000

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The United States Constitution mandates a full count of the populations of each state and the country every 10 years. This data is used to reapportion seats for the U.S. House of Representatives and to direct more than \$1.5 trillion in federal resources to the states. Housed at the New Venture Fund, the Census Equity Initiative is a partnership of national, state, and regional funders dedicated to implementing a fair and accurate census. In preparation for the 2020 Census, the initiative helped coordinate more than 100 national, state, and regional funders in pooling resources and coordinating strategies to support public education campaigns and mobilization efforts nationwide. With Corporation support, the initiative will continue to serve as a vehicle for strategic collaboration to reduce census-related funding redundancies, minimize time spent on fundraising, and increase national and state-based organizations' capacity to address emerging challenges and opportunities related to the 2030 Census and the American Community Surveys.

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### **The New York Public Library, New York, NY**

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As a challenge grant for core support of the Vartan Gregorian Center for Research in the Humanities.  
24 Months, \$5,000,000

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Founded in 1985, the New York Public Library (NYPL) is the largest public library system in the United States, overseeing 92 libraries across New York City. It also houses a collection of more than 56 million items, including manuscripts, archives, rare books, maps, photographs, and other unique materials. In 2019, the NYPL opened the Center for Research in the Humanities to enable scholars and independent researchers to engage with the rare materials held within its archives through advanced study, writing, and collaborative programming. With Corporation support in the form of a challenge grant, the NYPL will name and endow the center after the Corporation's most recent president, the late Vartan Gregorian, in honor of the transformative impact that Gregorian had on the library during his tenure as its president from 1981 to 1989.

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### **President and Fellows of Harvard College, Cambridge, MA**

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For support of the Edmond & Lily Safra Center for Ethics' work to develop and pilot renewed civics education curriculum. 36 Months, \$500,000

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For the last 40 years, the dominant educational policy paradigm has focused almost exclusively on education's vocational purpose: the goal has been to ensure that young people, and society generally, can compete in a global economy. The result has been increased investment in science, technology, engineering, and mathematics education (STEM) and correspondingly reduced outlays for the humanities. As civic-minded organizations seek to rebuild history and civic learning, however, it is also important to deepen formal understanding of success in the civic learning space. The Democratic Knowledge Project (DKP) is a K–12 civic education provider based at the Edmond & Lily Safra Center for Ethics at Harvard University. With Corporation support, the DKP will strengthen its K–12 civic education curricula by engaging families, school districts, and administrators to ensure that classroom content is equitable and adaptable enough to address the values, perspectives, and concerns of the diverse students and communities served.

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## **DISCRETIONARY GRANTS**

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### **The 19th, Austin, TX**

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For general support. 24 Months, \$200,000

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### **The 74, New York, NY**

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For general support. 12 Months, \$200,000

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### **American Academy in Berlin, Berlin, Germany**

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As a final grant for support of the Gerhard Casper Fellowship. 36 Months, \$300,000

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### **American Academy in Rome, New York, NY**

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For the Artist Protection Fellowship Program. 36 Months, \$75,000

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### **Armenian Assembly of America, Washington, DC**

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As a one-time only core support grant for the Armenia Tree Project. 24 Months, \$25,000

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### **Aurora Humanitarian Initiative, Washington, DC**

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As a final grant for general support. 24 Months, \$50,000

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### **Baruch College Fund, New York, NY**

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For core support towards educational programming. 36 Months, \$225,000

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**Campaign Legal Center, Inc., Washington, DC**

---

As a one-time only grant for general support. 24 Months, \$200,000

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**CARE, Atlanta, GA**

---

For general support. 12 Months, \$200,000

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**Carnegie Dunfermline Trust, Dunfermline, UK**

---

As a one-time only grant for the "Pittencrieff Park Ambition" Project. 36 Months, \$150,000

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**Carnegie Library of Pittsburgh, Pittsburgh, PA**

---

As a one-time only grant for support of educational programming. 36 Months, \$300,000

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**Carnegie Mellon University, Pittsburgh, PA**

---

As a one-time only grant for support of presidential initiatives. 36 Months, \$300,000

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**Carnegie Museums of Pittsburgh, Pittsburgh, PA**

---

For general support. 36 Months, \$300,000

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**Children of Armenia Fund, New York, NY**

---

For the English Access Program. 24 Months, \$25,000

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**Civic Ventures, San Francisco, CA**

---

For a project to build support for intergenerational programming within the social sector. 12 Months, \$50,000

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**Council on Foundations, Inc., Washington, DC**

---

As a one-time only grant for support of its public education efforts on the value of charitable giving. 36 Months, \$75,000

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**DailyChatter, Boston, MA**

---

As a final grant for helping college students know the world better and combat misinformation. 36 Months, \$25,000

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**Equal Justice Works, Washington, DC**

---

For core support of its Disaster Resilience Program. 36 Months, \$300,000

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**FACE Foundation, New York, NY**

---

For support of Villa Albertine and its annual Night of Ideas. 36 Months, \$30,000

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**Foundation for City College, New York, NY**

---

As a one-time only grant for core support of the Colin Powell School for Civic and Global Leadership. 36 Months, \$300,000

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**The Goodnation Foundation, New York, NY**

---

For core support of NYC Speaks, a public engagement campaign to identify the policy priorities of diverse communities around New York City. 12 Months, \$100,000

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**Greater Washington Educational Telecommunications Association, Inc., Arlington, VA**

---

As a final grant for *Finding Your Roots with Henry Louis Gates Jr.*, Season Eight. 12 Months, \$200,000

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**Harlem Academy, New York, NY**

---

As a one-time only grant for general support. 12 Months, \$50,000

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**Institute of International Education, Inc., New York, NY**

---

For general support. 12 Months, \$10,000

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**Jewish Federation of Greater Pittsburgh, Pittsburgh, PA**

---

For support of the Eradicate Hate Global Summit. 24 Months, \$200,000

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**John F. Kennedy Center for the Performing Arts, Washington, DC**

---

As a one-time only core support grant for educational programming. 36 Months, \$300,000

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**Lower East Side Tenement Museum, New York, NY**

---

As a final grant for general support. 36 Months, \$150,000

---

**Mount Vernon Ladies' Association, Mount Vernon, VA**

---

As a one-time only grant for support of a training program to help teachers engage students on the topics of slavery and race in their classrooms. 12 Months, \$75,000

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**Museum of the City of New York, New York, NY**

---

For educational programming. 36 Months, \$300,000

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**National Academy of Sciences, Washington, DC**

---

As a one-time only grant for core support of a rescue fund targeting Ukrainian researchers and their families. 12 Months, \$200,000

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**National September 11 Memorial & Museum at the World Trade Center, New York, NY**

---

As a final grant for core support of its education programs. 36 Months, \$300,000

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**NEO Philanthropy, New York, NY**

---

For core support of the Democracy Capacity Project. 24 Months, \$150,000

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**New 42nd Street, Inc. / New Victory Theater, New York, NY**

---

For general support. 36 Months, \$200,000

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**The New School, New York, NY**

---

For support of a research project on how expanded civics instruction, equitable education policy, and inclusive workforce strategies can strengthen American democracy. 15 Months, \$75,000

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**New York City Fire Museum, New York, NY**

---

For general support. 12 Months, \$100,000

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**New York Hall of Science, New York, NY**

---

As a one-time only grant for general support. 12 Months, \$200,000

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**New-York Historical Society, New York, NY**

---

For core support of its educational programming.  
36 Months, \$300,000

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**Nobel Peace Center, Oslo, Norway**

---

For support of the centennial of the Nobel Peace Prize to Christian Lous Lange. 12 Months, \$20,000

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**ProPublica, Inc., New York, NY**

---

For general support. 36 Months, \$300,000

---

**Reach Out and Read, Inc., Boston, MA**

---

For general support. 36 Months, \$75,000

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**Rhode Island Public Radio, Providence, RI**

---

For general support, 36 Months, \$300,000

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**Silk Road Project, Boston, MA**

---

For the educational project Silkroad Connect. 36 Months, \$200,000

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**Smithsonian Institution, Washington, DC**

---

As a one-time only grant for support of an initiative to establish an international network for the protection of cultural heritage and cultural workers. 24 Months, \$200,000

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**Solomon R. Guggenheim Museum and Foundation, New York, NY**

---

As a final grant for core support of its educational programming. 36 Months, \$225,000

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**Statue of Liberty-Ellis Island Foundation, Inc., New York, NY**

---

For core support of its educational programming.  
36 Months, \$225,000

---

**The Urban Institute, Washington, DC**

---

For a final grant to support a web publication on the history and social impact of philanthropy, nonprofits, and civil society. 36 Months, \$75,000

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**USAHello, Portland, OR**

---

For general support. 24 Months, \$200,000

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**U.S. Naval Institute, Annapolis, MD**

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For examining the strategic concept of maritime insurgency and counterinsurgency. 12 Months, \$100,000

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**World Central Kitchen Inc., Washington, DC**

---

For a general support award in honor of José Andrés and the great work of World Central Kitchen. 12 Months, \$50,000

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**YMCA of the USA, Chicago, IL**

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For a project to promote social cohesion among immigrant and nonimmigrant youth. 24 Months, \$200,000

# Andrew Carnegie Fellows Program

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## Rediet Abebe

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As a 2022 Andrew Carnegie Fellow for the project "Algorithms on Trial: Interrogating Evidentiary Statistical Software." 24 Months, \$200,000

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## Joshua P. Darr

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As a 2022 Andrew Carnegie Fellow for the project "Partnering with Local News to Reduce Polarization." 24 Months, \$200,000

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## Keisha N. Blain

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As a 2022 Andrew Carnegie Fellow for the project "A Global Struggle: How Black Women Led the Fight for Human Rights." 24 Months, \$200,000

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## Kyle Harper

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As a 2022 Andrew Carnegie Fellow for the project "Humans and Biodiversity: A Deep History from Origins to Anthropocene." 24 Months, \$200,000

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## Aura Bogado

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As a 2022 Andrew Carnegie Fellow for the project "Separation Generation: How Federal Detention Is Changing Migrant Children." 24 Months, \$200,000

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## Justene Hill Edwards

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As a 2022 Andrew Carnegie Fellow for the project "The Freedman's Bank: The Challenges to Black Economic Equality in Reconstruction America." 12 Months, \$178,180

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## Judson Boomhower

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As a 2022 Andrew Carnegie Fellow for the project "Learning about Climate Risk and Adaptation from Catastrophic Wildfires." 24 Months, \$200,000

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## Tamara G. J. Leech

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As a 2022 Andrew Carnegie Fellow for the project "Community Conversations and Reimagining Public Safety: Methods and Tools to Support a Community-Driven Approach." 24 Months, \$200,000

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## Sarah Cameron

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As a 2022 Andrew Carnegie Fellow for the project "The Aral Sea: Environment, Society, and State Power in Central Asia." 24 Months, \$200,000

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## Sarah Elizabeth Lewis

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As a 2022 Andrew Carnegie Fellow for the project "Vision and Justice." 12 Months, \$198,924



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### **Beili Liu**

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As a 2022 Andrew Carnegie Fellow for the project “Dreams of the High North: Between Survival and Belonging, Sculptural Exploration of Environmental Challenges Facing the Circumpolar North.” 24 Months, \$200,000

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### **Amanda Logan**

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As a 2022 Andrew Carnegie Fellow for the project “An Environmental History of Food Security in Africa.” 24 Months, \$200,000

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### **Matteo Maggiori**

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As a 2022 Andrew Carnegie Fellow for the project “Internationalizing Like China: The U.S.-China Financial Relationship.” 12 Months, \$200,000

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### **Michael Méndez**

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As a 2022 Andrew Carnegie Fellow for the project “Undocumented Disasters: (In)visible Communities Confronting Climate Change and Environmental Injustice.” 24 Months, \$200,000

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### **Beth Rose Middleton Manning**

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As a 2022 Andrew Carnegie Fellow for the project “Healing Rivers, Communities, and Homelands: Indigenous Leadership in 21st-Century Dam Removal and River Restoration in North America.” 24 Months, \$200,000

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### **Wangui Muigai**

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As a 2022 Andrew Carnegie Fellow for the project “Infant Mortality, Race, and the American Roots of a Health Inequality.” 12 Months, \$200,000

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### **George Derek Musgrove**

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As a 2022 Andrew Carnegie Fellow for the project “‘We must take to the streets again’: The Black Power Resurgence in Conservative America.” 24 Months, \$200,000

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### **Vann R. Newkirk II**

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As a 2022 Andrew Carnegie Fellow for the project “Children of the Flood.” 12 Months, \$200,000

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### **Jonathan Corpus Ong**

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As a 2022 Andrew Carnegie Fellow for the project “Human Costs of Disinformation.” 24 Months, \$200,000

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### **Patrick Phillips**

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As a 2022 Andrew Carnegie Fellow for the project “The Kellogg Place: American Wealth in Black and White.” 24 Months, \$200,000

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### **Rashawn Ray**

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As a 2022 Andrew Carnegie Fellow for the project “Policy Solutions to Address Racial Disparities in Police Killings.” 24 Months, \$200,000

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### **Andrew Sluyter**

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As a 2022 Andrew Carnegie Fellow for the project “Slavery and Higher Education: New Narratives on the Plantation Past, New Places for Racial Equity.” 24 Months, \$200,000

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### **Johannes Stroebel**

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As a 2022 Andrew Carnegie Fellow for the project “The Social Integration of International Migrants: Evidence from the Networks of Syrians in Germany.” 24 Months, \$200,000

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## Daniel Treisman

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As a 2022 Andrew Carnegie Fellow for the project  
"Diagnosing Democratic Frailty: What the History of Free  
Government Reveals about Today's Vulnerabilities."  
24 Months, \$200,000

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## Jessica Trounstein

---

As a 2022 Andrew Carnegie Fellow for the project  
"Redlined Forever: How Politics Shapes Neighborhoods and  
Neighborhoods Shape Politics." 24 Months, \$199,835

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## Michael Vandenberg

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As a 2022 Andrew Carnegie Fellow for the project  
"Bypassing Polarization: Engaging Conservatives to Achieve  
Climate Justice." 24 Months, \$200,000

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## Monica M. White

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As a 2022 Andrew Carnegie Fellow for the project "We  
Stayed: Agriculture and Activism of Black Families Who Kept  
the Land." 24 Months, \$200,000

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## Mark R. Wilson

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As a 2022 Andrew Carnegie Fellow for the project "The  
Degradation of Defense: The Transformation of the U.S.  
Military-Industrial Complex, 1950–2025." 24 Months,  
\$200,000

# REPORT ON **FINANCES**

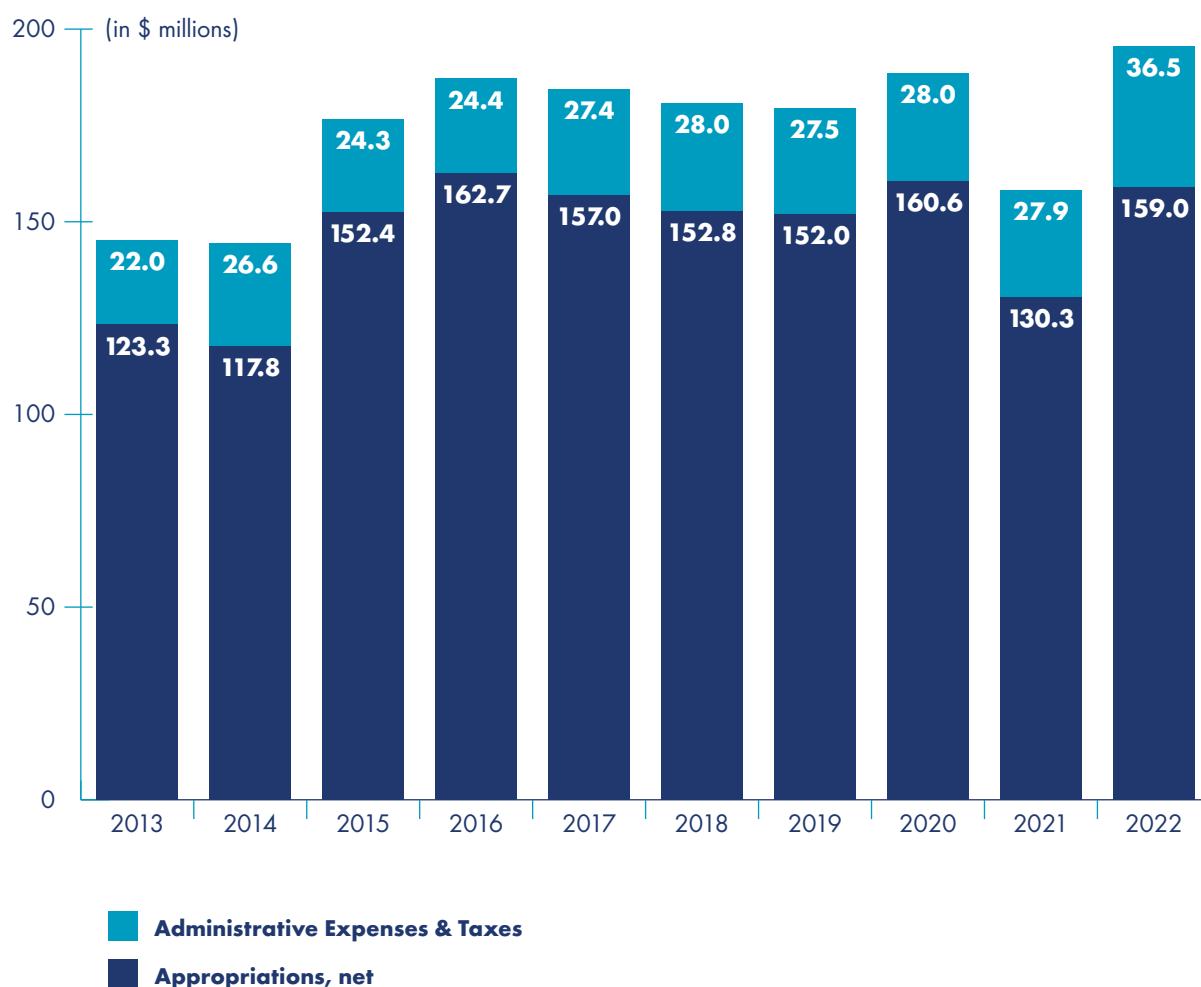
# Financial Highlights

## APPROPRIATIONS AND EXPENSES

For the 10 years ended September 30, 2022, the Corporation awarded 3,688 grants totaling \$1,467.9 million and incurred expenses of \$238.6 million for program management, direct charitable activities, and administrative expenses, excluding investment expenses, and \$34.0 million for taxes, for a total of \$1,740.5 million.

The graph below illustrates the change in expenses by category over the 10-year period ended September 30, 2022.

**Expenses by Category  
2013–2022**



Each year the trustees' appropriate funds to be used for grants and for projects administered by the officers. Many of the grants involve multiyear commitments. In the fiscal year ended September 30, 2022, 58 percent of the appropriated funds were paid within the fiscal year. Appropriations, net of refunds and cancellations, totaled \$159.0 million, compared to \$130.3 million in the preceding year.

Program management and direct charitable activities expenses were \$18.9 million in the fiscal year ended September 30, 2022, compared to \$17.3 million in the previous fiscal year. Included in these amounts are direct charitable activities of \$5.6 million in 2022 and \$5.0 million in 2021. Direct charitable activities are services provided directly to other exempt organizations, governmental bodies, and the general public. Such services include providing technical assistance to grantees and potential grantees, conducting educational conferences and research, publishing and disseminating educational materials, and serving on boards of other charitable organizations or public commissions.

General administration expenses were \$8.6 million in FY2021–2022 and \$6.7 million in FY2020–2021.

The schedule below breaks down total expenses, excluding appropriations and taxes, into categories for the year ended September 30, 2022.

(in \$000)	Program Management and Direct Charitable Activities	Investment	General Administration	TOTAL
Salaries and Benefits	\$ 12,036.1	\$ 7,407.3	\$ 5,151.7	\$ 24,595.1
Investment Advisory and Custody Fees	—	20,998.8	—	20,998.8
Rent	1,799.4	303.6	884.8	2,987.8
Professional Fees and Consultants	1,282.7	724.8	757.0	2,764.5
Communications	1,023.6	—	—	1,023.6
Travel and Meetings	853.7	116.7	14.9	985.3
Office and IT Expenses	710.5	144.8	315.2	1,170.5
Amortization and Depreciation	552.3	—	271.6	823.9
Trustees' Honoraria and Expenses	148.5	—	62.4	210.9
Other	525.0	21.2	1,117.6	1,663.8
<b>TOTAL *</b>	<b>\$ 18,931.8</b>	<b>\$ 29,717.2</b>	<b>\$ 8,575.2</b>	<b>\$ 57,224.2</b>

\* In FY2020–2021, total expenses, excluding appropriations and taxes, were \$41.9 million, which included \$17.9 million of investment expenses.

## TAXES

Private foundations are subject to 1.39% excise tax on net investment income under the Further Consolidated Appropriations Act of 2020. Accordingly, the Corporation's current federal excise taxes are estimated at 1.39% of its net investment income, as defined in the Internal Revenue Code, for each of the years ended September 30, 2022 and 2021.

The Corporation had unrelated business income of \$15.2 million in 2022 from certain investment partnership activities. After applying carryforward losses from prior years, the Corporation expects a tax benefit of \$0.3 million in unrelated business income taxes.

Deferred tax liability represents the potential tax (1.39 percent) on unrealized gains as well as a book-to-tax timing difference.

## AUDIT BY INDEPENDENT ACCOUNTANTS

The bylaws provide that the Corporation's accounts are to be audited each year by an independent public accountant. Accordingly, the firm of RSM US LLP audited the Corporation's financial statements as of and for the year ended September 30, 2022. The Corporation's financial statements, together with the independent auditor's report, appear on the following pages.



## Independent Auditor's Report

Board of Trustees  
Carnegie Corporation of New York, Inc.

### Opinion

We have audited the financial statements of Carnegie Corporation of New York (the Corporation), which comprise the balance sheets as of September 30, 2022 and 2021, the related statements of changes in net assets, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as of September 30, 2022 and 2021, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

### Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Corporation and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Responsibilities of Management for the Financial Statements

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Corporation's ability to continue as a going concern within one year after the date that the financial statements are issued or available to be issued.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

## THE POWER OF BEING UNDERSTOOD

### AUDIT | TAX | CONSULTING

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In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Corporation's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings and certain internal control-related matters that we identified during the audit.

*RSM US LLP*

New York, New York  
March 9, 2023

**THE POWER OF BEING UNDERSTOOD**  
AUDIT | TAX | CONSULTING

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## BALANCE SHEETS

As of September 30, 2022 and 2021

	2022	2021
<b>ASSETS</b>		
Cash	\$ 183,302	\$ 133,042
Investments	4,059,795,569	4,677,259,887
Taxes Receivable	257,052	2,221,425
Prepaid Expenses and Other Assets	445,733	209,560
Fixed Assets	4,598,661	5,144,923
<b>TOTAL ASSETS</b>	<b>\$ 4,065,280,317</b>	<b>\$ 4,684,968,837</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Grants Payable	\$ 97,716,550	\$ 100,949,083
Accounts Payable and Other Liabilities	5,948,400	5,948,216
Deferred Taxes Payable	14,864,598	29,132,077
<b>Total Liabilities</b>	<b>118,529,548</b>	<b>136,029,376</b>
<b>Net Assets</b>		
Restricted by Donor		
Legacy	135,336,868	135,336,868
Accumulated Earnings	3,811,413,901	4,413,602,593
<b>Total Net Assets</b>	<b>3,946,750,769</b>	<b>4,548,939,461</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 4,065,280,317</b>	<b>\$ 4,684,968,837</b>

See accompanying notes to financial statements.

# STATEMENTS OF CHANGES IN NET ASSETS

For the years ended September 30, 2022 and 2021

	2022	2021
<b>Changes in Net Assets Restricted by Donor</b>		
Net Investment Return	\$ (421,167,132)	\$ 1,292,176,819
Provision for Taxes on Net Realized Investment Earnings	(8,952,285)	(3,869,314)
Deferred Tax (Expense) Benefit on Net Unrealized Investment Gains and Losses	14,267,479	(15,763,494)
Investment Income Released from Restriction – Appropriation for Expenditures	(186,336,754)	(154,316,796)
<b>Change in Net Assets Restricted by Donor</b>	<b>(602,188,692)</b>	<b>1,118,227,215</b>
<b>Changes in Net Assets Without Restrictions</b>		
Contribution	200,000	–
Investment Income Released from Restriction – Appropriation for Expenditures	186,336,754	154,316,796
Expenses:		
Grant Appropriations	159,029,696	130,326,254
Program Management and Direct Charitable Activities	18,931,839	17,333,560
General Administration	8,575,219	6,656,982
Total Expenses	186,536,754	154,316,796
Change in Net Assets Without Restrictions	–	–
<b>Change in Total Net Assets</b>	<b>(602,188,692)</b>	<b>1,118,227,215</b>
Net Assets, Beginning of Year	4,548,939,461	3,430,712,246
<b>Net Assets, End of Year</b>	<b>\$ 3,946,750,769</b>	<b>\$ 4,548,939,461</b>

See accompanying notes to financial statements.

# STATEMENTS OF CASH FLOWS

For the years ended September 30, 2022 and 2021

	2022	2021
<b>Cash Flows from Operating Activities</b>		
Change in Net Assets	\$ (602,188,692)	\$ 1,118,227,215
Adjustments to Reconcile Change in Net Assets to Net Cash Used in Operating Activities		
Change in Unrealized Appreciation of Investments and Net Realized Gains	425,040,854	(1,284,545,331)
Depreciation and Amortization	823,927	826,903
Amortization of Deferred Rent Obligation and Lease Incentive	(413,242)	(413,242)
Change in Deferred Taxes Payable	(14,267,479)	15,763,494
Total Adjustments	411,184,060	(1,268,368,176)
Change in Taxes Receivable and Prepaid Expenses and Other Assets	1,728,200	(443,246)
Change in Grants Payable and Accounts Payable and Other Liabilities	(2,819,107)	7,367,081
Net Cash Used in Operating Activities	(192,095,539)	(143,217,126)
<b>Cash Flows from Investing Activities</b>		
Proceeds from Sales or Redemptions of Investments	1,926,667,047	1,048,245,723
Purchases of Investments	(1,734,243,583)	(885,016,144)
Purchases of Fixed Assets	(277,665)	—
Net Cash Provided by Investing Activities	192,145,799	163,229,579
<b>Cash Flows from Financing Activities</b>		
Payment on Loan Payable	—	(20,000,000)
<b>Change in Cash</b>	50,260	12,453
Cash, Beginning of Year	133,042	120,589
<b>Cash, End of Year</b>	\$ 183,302	\$ 133,042
<b>Supplemental Cash Flow Information</b>		
Interest Paid	\$ 466,389	\$ 475,800
Securities Received as Distributions from Investment Funds, at Fair Value	\$ 170,414,832	\$ 45,101,392

See accompanying notes to financial statements.

# NOTES TO FINANCIAL STATEMENTS

## (1) ORGANIZATION

Carnegie Corporation of New York (the “Corporation”) is a philanthropic grantmaking foundation that was created by Andrew Carnegie in 1911 to promote the advancement and diffusion of knowledge and understanding. The Corporation has a policy of selecting a few areas at a time in which to concentrate its grants.

## (2) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying financial statements have been prepared on the accrual basis of accounting and conform to accounting principles generally accepted in the United States of America (“GAAP”) as applicable to not-for-profit entities.

The Corporation maintains an endowment fund consisting of the original sums received from Andrew Carnegie and accumulated income thereon. The terms of the conveying instrument stipulated that the principal may never be expended; however, the income is expendable. The Corporation is subject to the New York Uniform Prudent Management of Institutional Funds Act (“NYPMIFA”) and has interpreted NYPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. Accordingly, the Corporation reports its endowment funds as net assets restricted by donor because the remaining portion of the endowment fund that is not restricted in perpetuity by Andrew Carnegie are deemed time restricted until the Board of Trustees (“Board”) appropriates those amounts for expenditure by the Corporation in a manner consistent with the standard of prudence prescribed by NYPMIFA (Note 5).

Consistent with NYPMIFA, the Board, when determining the annual appropriations, considers the duration and preservation of the endowment, the purposes of the Corporation and the endowment, general economic conditions, the possible effect of inflation or deflation, the expected return from income and the appreciation of investments, other resources of the Corporation, alternatives to expenditure of the endowment giving due consideration to the effect that such alternatives may have on the Corporation, and the Corporation’s investment policy.

The fair value of investments has been determined as indicated in Note 3.

For purposes of the statements of cash flows, cash includes all cash held in bank accounts at September 30, 2022 and 2021. Cash equivalents, which consist of highly liquid instruments with original maturity of three months or less, are held and reported as investments in the financial statements. At September 30, 2022 and 2021, cash and cash equivalents include \$62,000,000 and \$22,000,000 that are held by investment funds for additional investment on October 1, 2022 and October 1, 2021, respectively. At September 30, 2022 and 2021, cash and cash equivalents also include amounts due from investment funds of \$74,530,461 and \$913,918, respectively.

Fixed assets are stated at cost. Depreciation is calculated on a straight-line basis over the estimated useful lives of the related assets ranging from five to 10 years. Leasehold improvements are amortized over the remaining life of the lease.



Grant appropriations, including multiyear grants, are recorded as an expense and a payable when grants are approved and communicated to the grantees. Grants payable are expected to be paid as follows:

	2022	2021
Within 1 Year	\$ 61,341,634	\$ 73,835,101
Within 2–3 Years	36,374,916	27,113,982
	\$ 97,716,550	\$ 100,949,083

The Corporation is a not-for-profit organization exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code (“IRC”) and is subject to federal excise taxes and taxes on unrelated business income. The Corporation follows the accounting standard on accounting for uncertainty in income taxes. Accordingly, the Corporation recognizes the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by taxing authorities, based on the technical merits of the position. The tax benefits recognized in the financial statements from such a position are measured based on the largest benefit that has a greater than 50% likelihood of being realized upon ultimate settlement. With few exceptions, the Corporation is no longer subject to income tax examinations by U.S. federal, state, or local tax authorities for years before 2019.

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

The Corporation evaluates events occurring after the date of the financial statements to consider whether or not the impact of such events needs to be reflected or disclosed in the financial statements. Such evaluation is performed through the date the financial statements are issued, which is March 9, 2023, for these financial statements.

The Corporation follows Financial Accounting Standards Board (“FASB”) Accounting Standards Update (“ASU”) 2016-14, *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities*, in reporting and disclosing information about its net asset classification, liquidity, financial performance, and flexibility. Accordingly, investment income, realized and unrealized gains and losses, as well as associated investment expenses are reported in the statement of changes in net assets as net investment return.

In February 2016, the FASB issued ASU 2016-02, *Leases (Topic 842)*. The guidance in this ASU supersedes the leasing guidance in Topic 840, *Leases*. Under the new guidance, lessees are required to recognize lease assets and lease liabilities on the statement of financial position for all leases with terms longer than 12 months. Leases will be classified as either finance or operating, with classification affecting the pattern of expense recognition in the statement of changes in net assets. The new standard is effective for fiscal years beginning after December 15, 2021, including interim periods within those fiscal years. Management has not yet evaluated the impact of this ASU on the accompanying financial statements.

The Corporation applies FASB ASU 2018-08, *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*, in (1) evaluating whether transactions should be accounted for as contributions (nonreciprocal transactions) within the scope of Topic 958, *Not-for-Profit Entities*, or as exchange (reciprocal) transactions subject to other guidance, and (2) determining whether a contribution is conditional.

### (3) INVESTMENTS

All investments are reported at fair value. Realized and unrealized gains and losses, as well as interest and dividends, are reflected as investment return, net of direct external and internal expenses, in the statements of changes in net assets.

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3). Inputs are broadly defined under Accounting Standards Codification (“ASC”) 820 as assumptions market participants would use in pricing an asset or liability. The three levels of the fair value hierarchy under ASC 820 are described below.

**Level 1:** Unadjusted quoted prices in active markets for identical assets or liabilities that the reporting entity has the ability to access at the measurement date. The types of investments in Level 1 include listed equities.

**Level 2:** Inputs other than quoted prices within Level 1 that are observable for the asset or liability, either directly or indirectly. Investments which are generally included in this category are corporate debt and less liquid securities such as securities traded on certain foreign exchanges. A significant adjustment to a Level 2 input could result in the Level 2 measurement becoming a Level 3 measurement.

**Level 3:** Inputs are unobservable for the asset or liability and include situations where there is little, if any, market activity for the asset or liability. The inputs into the determination of fair value are based upon the best information in the circumstances and may require significant management judgment or estimation. Investments that are in this category generally include equity and debt positions in private companies.

There were no significant transfers between Levels 2 and 3 during 2022 and 2021.

In certain cases, the inputs used to measure fair value may fall into different levels of the fair value hierarchy. In such cases, an investment’s level within the fair value hierarchy is based on the lowest level of input that is significant to the fair value measurement. The Corporation’s assessment of the significance of a particular input to the fair value measurement in its entirety requires judgment, and considers factors specific to the investment. The following section describes the valuation techniques used by the Corporation to measure different financial instruments at fair value and includes the level within the fair value hierarchy in which the financial instrument is categorized.

Investments in securities traded on a national securities exchange, or reported on the NASDAQ national market, are stated at the last reported sales price on the day of valuation. These financial instruments are classified as Level 1 in the fair value hierarchy.

Securities traded in the over-the-counter market and listed securities for which no sale was reported on that date are stated at the last quoted bid price. These financial instruments are classified as Level 2 in the fair value hierarchy.

Investments in other funds, which may include restricted securities and other securities for which quotations are not readily available, are reported at fair value based on the applicable percentage ownership of the funds’ net assets as of the measurement date. In determining fair value, the Corporation utilizes, as a practical expedient, the net asset value (or equivalent) provided by the fund managers (“NAV”). The majority of funds value securities and other financial instruments on a fair value basis of accounting.

The estimated fair values of certain investments of the funds, which may include private placements and other securities for which prices are not readily available, are determined by the fund managers or sponsor of the respective funds and may not reflect amounts that could be realized upon immediate sale, nor amounts that ultimately may be realized. Accordingly, the estimated fair values may differ significantly from the values that would have been used had a ready market existed for these investments. The fair value of the Corporation’s investments in other funds generally represents the amount the Corporation would expect to receive if it were to liquidate its investment in the other funds excluding any redemption charges that may apply. Certain funds, primarily those that hold private equity and real estate investments, do not permit redemptions.

The following tables present the Corporation's investments that are measured at fair value on a recurring basis as of September 30:

2022 Fair Value Measurements Using				
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and Cash Equivalents	\$ 366,263,038	\$ 366,263,038	\$ —	\$ —
Investments in Securities:				
Common Stock	545,990	545,990	—	—
Investments Reported at NAV <sup>(1)</sup> :				
Global Equity	807,454,798			
Private Equity – Venture Capital	680,504,042			
Private Equity – Leveraged Buyouts	389,693,290			
Real Estate	338,230,558			
Natural Resources	376,652,808			
Absolute Return	1,100,451,045			
<b>TOTAL</b>	<b>\$ 4,059,795,569</b>	<b>\$ 366,809,028</b>	<b>\$ —</b>	<b>\$ —</b>

2021 Fair Value Measurements Using				
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and Cash Equivalents	\$ 312,073,353	\$ 312,073,353	\$ —	\$ —
Investments in Securities:				
Common Stock	65,639,518	65,639,518	—	—
Investments Reported at NAV <sup>(1)</sup> :				
Global Equity	1,107,676,856			
Private Equity – Venture Capital	972,041,334			
Private Equity – Leveraged Buyouts	440,307,318			
Real Estate	361,130,560			
Natural Resources	275,932,676			
Absolute Return	1,142,458,272			
<b>TOTAL</b>	<b>\$ 4,677,259,887</b>	<b>\$ 377,712,871</b>	<b>\$ —</b>	<b>\$ —</b>

(1) In accordance with the guidance provided by FASB ASU 2015-07, *Fair Value Measurement (Topic 820): Disclosures for Investments in Certain Entities that Calculate Net Asset Value Per Share (or its Equivalent)*, Subtopic 820-10, certain investments that are measured at fair value using the NAV (or its equivalent) practical expedient are not classified in the fair value hierarchy. The fair value amounts presented in this table are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the balance sheets.

The following table lists the redemption terms and unfunded commitments for the investments in other funds:

	2022 Fair Value	Unfunded Commitments (in millions)	Redemption Frequency	Redemption Notice Period
Investments in Other Funds:				
Global Equity	\$ 807,454,798	\$ 66.0	Various <sup>(2)</sup>	10 days – n/a
Private Equity – Venture Capital	680,504,042	170.8	Illiquid	n/a
Private Equity – Leveraged Buyouts	389,693,290	185.7	Illiquid	n/a
Real Estate	338,230,558	196.8	Illiquid	n/a
Natural Resources	376,652,808	94.3	Illiquid	n/a
Absolute Return	1,100,451,045	–	Various <sup>(3)</sup>	15 days – n/a
<b>TOTAL</b>	<b>\$ 3,692,986,541</b>	<b>\$ 713.6</b>		

(2) Redemptions are permitted as follows: \$295.47 million monthly, \$183.00 million quarterly, \$64.03 million biannually, \$100.12 million annually, \$163.49 million have rolling lock-up periods, and \$1.34 million are illiquid.

(3) Redemptions are permitted as follows: \$346.34 million monthly, \$518.08 million quarterly, \$54.64 million biannually, \$130.90 million annually, \$44.12 million have rolling lock-up periods, and \$6.37 million are illiquid.

	2021 Fair Value	Unfunded Commitments (in millions)	Redemption Frequency	Redemption Notice Period
Investments in Other Funds:				
Global Equity	\$ 1,107,676,856	\$ –	Various <sup>(4)</sup>	10 days – n/a
Private Equity – Venture Capital	972,041,334	63.9	Illiquid	n/a
Private Equity – Leveraged Buyouts	440,307,318	184.0	Illiquid	n/a
Real Estate	361,130,560	173.8	Illiquid	n/a
Natural Resources	275,932,676	68.4	Illiquid	n/a
Absolute Return	1,142,458,272	25.7	Various <sup>(5)</sup>	15 days – n/a
<b>TOTAL</b>	<b>\$ 4,299,547,016</b>	<b>\$ 515.8</b>		

(4) Redemptions are permitted as follows: \$467.64 million monthly, \$223.97 million quarterly, \$51.52 million biannually, \$123.79 million annually, \$238.73 million have rolling lock-up periods, and \$2.02 million are illiquid.

(5) Redemptions are permitted as follows: \$132.91 million monthly, \$689.10 million quarterly, \$135.66 million biannually, \$131.29 million annually, \$9.70 million have rolling lock-up periods, and \$43.80 million are illiquid.

Several of the investments in the Funds have “side pocket” investments in illiquid assets, the redemption of which is dependent on the eventual sale of the underlying investment. The aggregate fair value of these investments held in side pockets was \$21,272,065 and \$60,326,572 as of September 30, 2022 and 2021, respectively.

The Corporation’s assets are invested with the objective of maintaining in perpetuity the purchasing power of the portfolio net of the 5% spending for private foundations mandated by the IRC. In order to achieve this ambitious goal, the portfolio is invested in a diversified, multi-asset portfolio with a strong equity bias.

## **Global Equity**

The global equity portfolio is comprised of investments in developed markets and emerging markets. The global developed markets equity portfolio is invested primarily in securities of developed countries in order to generate a total return net of fees in excess of the Morgan Stanley Capital International (“MSCI”) World Index over a market cycle. The portfolio is actively managed.

The emerging markets portfolio is invested primarily in securities of emerging markets companies to generate a total return net of fees in excess of the MSCI Emerging Markets Index. The emerging markets portfolio is actively managed.

## **Fixed Income**

The bond portfolio, when held, is largely comprised of low-risk investments and is generally designed to act as protection for the portfolio and a source of rebalancing.

## **Private Equity — Leveraged Buyouts and Venture Capital**

The Corporation invests with leveraged buyout and venture capital managers in order to generate annualized returns at the portfolio level in excess of Cambridge Associates’ Private Equity Index Median and the Cambridge Associates’ Venture Capital Index Median, respectively. Individual managers are selected based on their superior ability to add value in this highly inefficient market, and are expected to perform in the top quartile of managers within their vintage year. Further, they are expected to outperform public market alternatives over a market cycle.

## **Real Estate**

The Corporation invests in real estate via private real estate investment trust structures and partnerships that are managed by superior operators who have demonstrated the ability to acquire, lease, reposition, and sell assets. Most of the Corporation’s operating partners are focused on a particular property type or geographic area. The Corporation’s real estate managers are expected to generate annualized returns at the portfolio level in excess of the National Council of Real Estate Investment Fiduciaries (“NCREIF”) property index.

## **Natural Resources**

Although the endowment holds no direct investments in fossil fuel companies, the Corporation invests with managers that buy, improve, and operate natural resource-related assets, including producing oil and gas properties. The Corporation also invests with managers developing alternative energy sources, carbon mitigation strategies, and technologies designed to accelerate the energy transition.

## **Absolute Return**

Absolute return managers have a broad investment mandate and in aggregate have a low correlation with, and lower volatility than, the public equity markets. The absolute return portfolio is expected to generate equity-like returns over a market cycle with volatility between that of fixed-income and public equities. The Corporation’s absolute return managers are expected to generate annualized returns at the portfolio level in excess of the Hedge Fund Research Inc. (“HFRI”) Fund of Fund Composite Index.

During the years ended September 30, 2022 and 2021, the Corporation received distributions of marketable securities with a total fair value of approximately \$170.4 million and \$45.1 million, respectively, from limited partnerships.

#### (4) NET INVESTMENT RETURN

The net investment return reported in the statements of changes in net assets is comprised of the following:

	2022	2021
Interest and Dividends	\$ 33,590,830	\$ 25,565,042
Net Realized Gains	519,890,953	298,572,458
Net Unrealized (Losses)/Gains	(944,931,807)	985,972,873
<b>TOTAL</b>	(391,450,024)	1,310,110,373
Less: Investment Expenses	(29,717,108)	(17,933,554)
<b>Net Investment Return</b>	\$ (421,167,132)	\$ 1,292,176,819

#### (5) FINANCIAL ASSETS, SPENDING RATE POLICY, AND LIQUIDITY MANAGEMENT

The Corporation's financial assets consist of cash and investments, as follows:

	2022	2021
Cash	\$ 183,302	\$ 133,042
Investments	4,059,795,569	4,677,259,887
<b>TOTAL</b>	4,059,978,871	4,677,392,929
Less: Amounts Unavailable for Program and General Expenditures Within One Year:		
Restricted to Investment in Perpetuity by Donor	(135,336,868)	(135,336,868)
Subject to Appropriation (inclusive of approximately \$1,792.8 million and \$2,095.2 million of illiquid investments at September 30, 2022 and 2021, respectively)	(3,710,842,003)	(4,348,756,061)
Financial Assets Available for Program and General Expenditures Within One Year	\$ 213,800,000	\$ 193,300,000

In order to plan and budget in an orderly manner and to meet the IRC-mandated 5% spending requirement, the Corporation maintains an annual spending rate policy of 5.5% of a 12-quarter rolling average of the fair value of the investment portfolio with the last quarter being March 31. This spending policy is reviewed periodically and may be amended at any time by the Board as circumstances warrant. The Board appropriated \$213.8 million of the investments to be available for program and general expenditures within the next 12 months. Program and general expenditures include grant appropriations, salaries and employee benefits, other operating costs, and taxes. Program and general expenditures do not cover direct external and internal costs of investments.



As part of its liquidity management, the Corporation structures its investments to be available as its general expenditures, grants, and other liabilities become due. In addition, the Corporation has \$140 million committed lines of credit which it could draw upon to help manage unanticipated liquidity needs (Note 11). Although the Corporation does not intend to spend in excess of the amounts appropriated for program and general expenditures as part of its annual budget and appropriation process, amounts above the original \$135.3 million gift from Andrew Carnegie in the Corporation's endowment could be made available by the Board, if necessary. The Corporation's investment portfolio contains certain investment funds that have lock-up provisions which would reduce the total investments that could be made available (Note 3).

## (6) FIXED ASSETS

Fixed assets are composed of the following at September 30:

	2022	2021
Leasehold Improvements	\$ 9,211,956	\$ 9,170,580
Furniture and Equipment	3,733,263	3,496,974
	12,945,219	12,667,554
Less Accumulated Depreciation and Amortization	(8,346,558)	(7,522,631)
<b>TOTAL</b>	<b>\$ 4,598,661</b>	<b>\$ 5,144,923</b>

## (7) TAXES

The Corporation is liable for federal excise taxes on its net investment income, as defined, which includes net realized capital gains, for the year. Pursuant to the Further Consolidated Appropriations Act of 2020, the Corporation is liable for excise taxes equivalent to 1.39% of its net investment income. Therefore, the Corporation recognizes current excise taxes at 1.39% of net investment income, as defined, for the years ended September 30, 2022 and 2021. The Corporation also provides for deferred taxes at 1.39% of unrealized appreciation of investments at September 30, 2022 and 2021. No deferred taxes are provided for unrelated business income on unrealized appreciation as such amount cannot be estimated.

The Corporation had unrelated business income of \$15,172,000 in 2022 from certain investment partnership activities. After applying carryforward losses from prior years, the Corporation expects a tax benefit of \$342,000 in unrelated business income taxes and this amount is included in the provision for taxes. During the fiscal year 2021, the Corporation had unrelated business income of \$627,000 from certain investment partnership activities. After applying carryforward losses from prior years, the Corporation expects a tax benefit of \$1,635,000 from unrelated business income activities.

The Corporation paid federal excise taxes of \$6,950,000 in 2022 and \$4,208,000 in 2021. The Corporation also paid state unrelated income taxes of \$415,000 in 2022 and \$127,000 in 2021.

## (8) BENEFIT PLANS

The Corporation purchases annuities for qualifying employees under the terms of a noncontributory, defined contribution retirement plan with Teachers Insurance and Annuity Association and College Retirement Equities Fund ("TIAA-CREF"). Retirement plan expense for the years ended September 30, 2022 and 2021 was \$2,043,000 and \$1,812,300, respectively.

In addition, the Corporation has a noncontributory defined benefit annuity plan to supplement the basic plan described above. This plan is also administered by TIAA-CREF. Contributions to this plan are based on actuarial calculations. No contribution

was required in 2022 or 2021. At December 31, 2021 and 2020, the assets of the plan exceeded the actuarial present value of accumulated plan benefits by approximately \$346,400 and \$384,300, respectively. Accumulation of benefits under this plan has been frozen effective April 1, 2007.

In addition, the Corporation provides certain medical benefits to its retirees. The cost of providing these benefits was \$1,002,000 in 2022 and \$896,600 in 2021, on a cash basis.

## (9) EXPENSES

The nature and functional classification of the Corporation's expenses are as follows:

2022			
	Program Services	General Administration	Total Expenses
Grant Appropriations	\$ 159,029,696	\$ —	\$ 159,029,696
Salaries and Employee Benefits	12,036,137	5,151,677	17,187,814
Consultants and Other Professional Fees	1,282,657	756,952	2,039,609
Rent and Other Occupancy Costs	1,799,359	884,838	2,684,197
Travel, Conferences, and Meetings	1,002,185	77,259	1,079,444
Office and Other Expenses	2,811,501	1,704,493	4,515,994
<b>TOTAL EXPENSES</b>	<b>\$ 177,961,535</b>	<b>\$ 8,575,219</b>	<b>\$ 186,536,754</b>

2021			
	Program Services	General Administration	Total Expenses
Grant Appropriations	\$ 130,326,254	\$ —	\$ 130,326,254
Salaries and Employee Benefits	11,926,147	4,508,923	16,435,070
Consultants and Other Professional Fees	892,238	517,089	1,409,327
Rent and Other Occupancy Costs	1,841,883	905,749	2,747,632
Travel, Conferences, and Meetings	246,152	14,962	261,114
Office and Other Expenses	2,427,140	710,259	3,137,399
<b>TOTAL EXPENSES</b>	<b>\$ 147,659,814</b>	<b>\$ 6,656,982</b>	<b>\$ 154,316,796</b>

The statements of changes in net assets include certain categories of expenses that are attributable to both program services and general administration and are therefore allocated on a reasonable basis. These expenses include rent and other occupancy costs, and certain office and other expenses such as depreciation and amortization, computer equipment, and services which are allocated on square footage basis.

## (10) LEASES

The Corporation occupies office space at 437 Madison Avenue under a lease agreement that expires on February 28, 2030. The lease is subject to customary escalation clauses for real estate taxes and certain building operating expenses. Rent expense is recognized on a straight-line method over the life of the lease. The value of certain rent-free periods and deferred lease incentives of approximately \$4,412,000 at September 30, 2022 and \$4,825,000 at September 30, 2021, is included in accounts payable and other liabilities in the accompanying balance sheets.

The following is a schedule of the future minimum lease payments:

Fiscal year ending September 30	Amount
2023	\$ 3,146,000
2024	3,146,000
2025	3,319,000
2026	3,412,000
2027	3,412,000
Thereafter	8,247,000
<b>TOTAL</b>	<b>\$ 24,682,000</b>

Rental expense for 2022 and 2021, including escalations, was \$2,977,000 and \$3,034,000, respectively.

## (11) LINE OF CREDIT FACILITIES

The Corporation has \$80 million and \$60 million committed line of credit facilities with The Bank of New York Mellon and JP Morgan Chase, respectively, for grant funding and administrative expenses. The line of credit facilities at The Bank of New York Mellon and JP Morgan Chase will expire on July 5, 2023 and September 30, 2023, respectively.

There were no outstanding loans on either facility as of September 30, 2022 and 2021.

Total interest expense on undrawn capital was \$466,389 and \$475,800 for the years ended September 30, 2022 and 2021, respectively.

# REPORT ON **ADMINISTRATION**

# FY2021–2022: The Year in Review

## BOARD AND COMMITTEES

### Annual Election as of March 10, 2022

- **Thomas H. Kean** was reelected chairman of the board at the March 10, 2022, board meeting for the 2022–2023 term.
- **Janet L. Robinson** was reelected vice chairman of the board at the March 10, 2022, board meeting for the 2022–2023 term.
- **Kevin J. Conway's** and **Maria Elena Lagomasino's** first four-year terms conclude at the end of the March 2023 trustee meeting. They will be reelected to second terms that are expected to end March 2027.

### New Trustees

- **Edward P. Djerejian** was elected at the June 9, 2022, board meeting to a four-year term effective September 15, 2022–September 2026.
- **Stephen A. Oxman** was elected at the June 9, 2022, board meeting to a four-year term effective March 9, 2023–March 2027.
- **Astrid Tuminez** was elected at the June 9, 2022, board meeting to a four-year term effective March 9, 2023–March 2027.

### Trustee Resignation

- **Caroline Kennedy**, effective May 9, 2022, resigned from the board after four years of service following her successful confirmation as the United States Ambassador to Australia.

### Deceased Trustees

The trustees of Carnegie Corporation of New York wish to express their profound sadness and sense of loss at the deaths of:

- **James J. Renier** on November 26, 2019 (trustee from 1996 to 2000)
- **Franklin A. Thomas** on December 22, 2021 (trustee from 1970 to 1977)
- **Thomas A. Troyer** on May 20, 2022 (trustee from 1983 to 1992)

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### The Corporation's standing committees were constituted as of the March 10, 2022, board meeting:

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- Elected to serve on the **Audit Committee** were Pedro Aspe, chairman; Jared L. Cohon; Kevin J. Conway; John J. DeGioia; Maria Elena Lagomasino; and Janet L. Robinson.
- Elected to serve on the **Investment Management Committee** were Anne M. Tatlock, chairman; Pedro Aspe; Lionel Barber; Kevin J. Conway; Maria Elena Lagomasino; and Dame Louise Richardson, *ex officio*.
- Elected to serve on the **Planning and Finance Committee** were Dame Louise Richardson, chairman; Martin Baron, Kevin Conway; Caroline Kennedy; Marcia McNutt; and Martha Minow.
- Elected to serve on the **Committee on Trustees** were Janet L. Robinson, chairman; Jared L. Cohon; John J. DeGioia; Jean-Marie Guéhenno; Maria Elena Lagomasino; and Kurt Schmoke.
- Thomas H. Kean, chairman of the board, served *ex officio* on all standing committees.
- Membership on the ad hoc **Committee on Compensation** includes Thomas H. Kean, chairman of the board; Janet L. Robinson, vice chairman of the board; and Anne M. Tatlock, chairman of the Investment Management Committee.

## BOARD RESOLUTION

- Pedro Aspe, Lionel Barber, and John J. DeGioia saw their trustee term limit extended for one year until the December 2023 board meeting, to allow for continuity in light of the leadership transition.

## BOARD ACTIONS

### DECEMBER 2, 2021, BOARD MEETING

None

### MARCH 10, 2022, BOARD MEETING

**RESOLVED:** That the trustees authorize the chairman to appropriate \$1,000,000 from the FY2021–2022 21st-Century Fund as an emergency response to the current crisis in Ukraine. The grant will be made to the International Rescue Committee to be distributed for immediate relief/emergency aid.

### JUNE 9, 2022, BOARD MEETING

**RESOLVED:** That the trustees authorize a grant up to \$300,000 to the American Councils for International Education from the International Program's budget in FY2021–2022 toward support for displaced academics from Ukraine and Russia.

### SEPTEMBER 15, 2022, BOARD MEETING

None



## STAFF MILESTONES, FY2021–2022

During FY2021–2022, there were number of staff changes as the Corporation recognized professional growth with promotions and welcomed new people to the foundation. Appreciation was also expressed to departing staff members.

### The following individuals joined the Corporation:

- **Ayana Bartholomew** | Program Analyst, Education | 4/19/2022
- **Aranza Caballero** | Program Assistant, Strengthening U.S. Democracy | 4/12/2022
- **Daniel Correia** | Operations Analyst, Investments | 5/17/2022
- **Amanda Hua** | Program Assistant, International Peace and Security | 12/6/2021
- **Margie Jimenez** | Program Assistant, Education | 2/14/2022
- **Sean Chiyong Kang** | Infrastructure and End-User Technology Specialist, Information Technology | 12/6/2021
- **Roland Kennedy Jr.** | Director, Grants Management | 11/22/2021
- **Sohyun Kim** | Operations Coordinator, Strengthening U.S. Democracy | 2/14/2022
- **Bob Runfeng Liu** | Investment Analyst, Investments | 9/12/2022
- **Andy Lopez** | Grants Associate, Grants Management | 4/14/2022
- **William Moon** | Vice President, Chief Financial Officer | 8/15/2022
- **Hiba Said** | Program Assistant, HERA | 7/5/2022
- **Chad Salter** | Grants Data Analyst, Grants Management | 5/3/2022
- **Samara Shaz** | Program Assistant, International Peace and Security | 7/12/2022
- **Chayse Sheppard** | Receptionist, Grants Management Support | 9/6/2022
- **Dwight Singleton** | Coordinator, Office Services and Mailroom | 7/19/2022
- **Darleny Suriel** | Program Assistant, Education | 7/25/2022

- **Mwangi Thuita** | Program Assistant, International Peace and Security | 1/18/2022
- **Sharon K. Weiner** | Senior Resident Fellow, International Peace and Security | 1/18/2022
- **Andrew Yu** | Accounting Manager, Finance | 11/1/2021

### The titles of the following individuals were updated:

- **Kenneth Benson** | Editorial Manager, Communications
- **Trecia Nandakumar** | Grants Assistant, Grants Management
- **Geri Mannion** | Managing Director, Strengthening U.S. Democracy and the Special Opportunities Fund
- **Michelle Napoli** | Director, Human Resources
- **Damon C. Roundtree** | Executive Assistant, Office of the President

### The following individuals left the Corporation:

- **Greta Essig** | 5/31/2022
- **Lindsay Fenga** | 11/3/2021
- **Mary Gentile** | 1/28/2022
- **Elise Henson** | 10/29/2021
- **Amanda Hua** | 8/22/2022
- **Andrea Johnson** | 3/31/2022
- **Joseph Jung** | 7/15/2022
- **Karim Kamel** | 6/7/2022
- **Virginia Mallon-Ackermann** | 6/1/2022
- **Veronica Pagnotta** | 11/15/2021
- **Michael Rettig** | 4/20/2022
- **Deborah Rodriguez** | 9/13/2022
- **Marisa Siroka** | 5/31/2022
- **Tashie Ann Sloley** | 10/9/2021
- **Aaron Stanley** | 12/24/2021

### The following individual was recognized for their years of service at the Corporation:

- **Jose Rivera** | 30 years

# REPORT ON **INVESTMENTS**

# Investment Office FY2021–2022 Summary

Carnegie Corporation of New York's endowment returned -9.2% for the fiscal year ending September 30, 2022. The endowment gave back some of the gains from the record-setting FY2020–2021, with assets dropping to \$4.1bn.

## Carnegie Corporation of New York Endowment Asset Value (\$ billions)

Fiscal Years 2017–2022



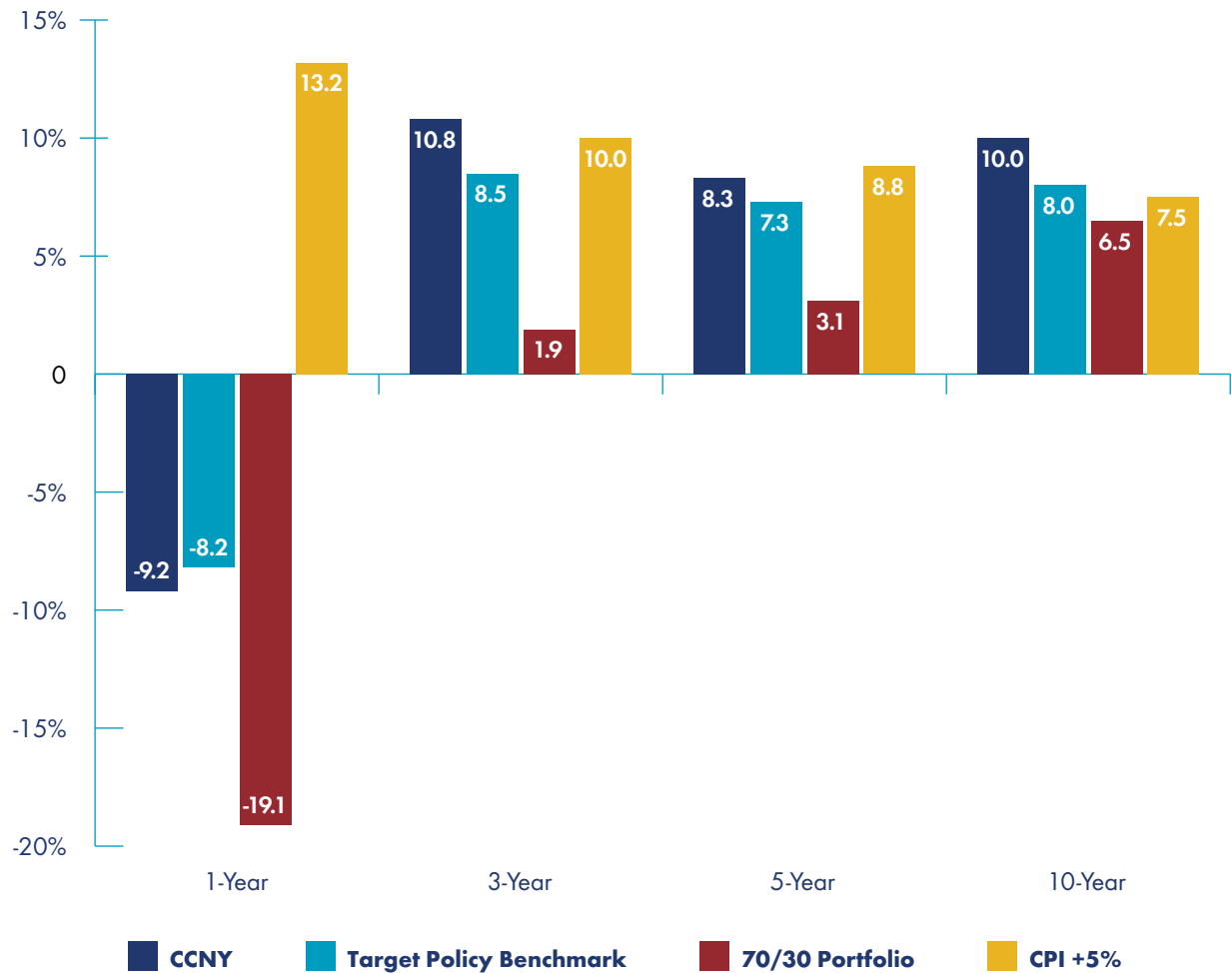
Endowment losses were driven by the sharp decline in global equities, which fell -21.2% over the period due to concerns about rising inflation and falling economic growth. The main driver of equity market performance was persistently high inflation and anticipation of lower economic growth as central banks tightened financial conditions. U.S. CPI increased +8.2% for the one-year period ending September 30, primarily driven by increased costs of food and housing. The Russian invasion of Ukraine created fear of an energy crisis in Europe, adding to the volatility in markets. Finally, fixed-income assets, which traditionally serve as ballast for portfolios, suffered their worst losses in decades as central banks aggressively raised interest rates.

While FY2021–2022 investment results were disappointing, it is important to remember that the portfolio is not immune to market reactions to shifting growth and inflation sentiment. It is exactly our willingness to tolerate the short-term pain those risks entail that increases the likelihood that we will achieve our long-term return objectives. Staff continues to focus on building a high-quality, diversified portfolio that will be resilient across a variety of macro environments.

# INVESTMENT RESULTS AND ATTRIBUTION

The endowment’s FY2021–2022 return of -9.2% underperformed its target policy benchmark by -1.0%. Returns were mixed across other relevant benchmarks, trailing CPI + 5% in a year when inflation surprised higher, but meaningfully outperforming a 70/30 stock/bond portfolio as both stocks and bonds suffered significant drawdowns. Of course, endowment performance is most appropriately evaluated over longer-term timeframes. The illustration below includes annualized returns over 3-year, 5-year, and 10-year horizons. Results have been strong over longer-term periods, despite the particularly weak contribution from last year.

**Carnegie Corporation of New York Endowment Returns**  
Period Ending September 30, 2022



The endowment’s recent underperformance stemmed largely from declines in the public and private equity portfolios, but was somewhat offset by outperformance of natural resources and absolute return strategies. Over longer periods, private equity has been a particularly strong contributor to total performance, while the absolute return portfolio has also been a material contributor to relative returns.

## ASSET ALLOCATION AND THE ROAD AHEAD

The table below shows the endowment's fiscal year-end asset allocation relative to policy target weights. The largest over/underweights from policy weight derive from the two different sources of equity risk, as the overweight to private equity was more than offset by the underweight to global equity assets. The portfolio was modestly overweight absolute return and real assets while meaningfully underweight traditional fixed income.

	Allocation as of September 30, 2022	Policy Target
<b>Global Equity</b>	<b>22.0%</b>	<b>33.0%</b>
Developed Markets	15.9%	20.5%
Emerging Markets	6.1%	12.5%
<b>Fixed Income</b>	<b>5.8%</b>	<b>12.0%</b>
Bonds	0.0%	5.0%
Cash	5.8%	7.0%
<b>Absolute Return Strategies</b>	<b>27.6%</b>	<b>22.0%</b>
<b>Private Equity</b>	<b>27.2%</b>	<b>18.5%</b>
<b>Real Estate and Resources</b>	<b>17.4%</b>	<b>14.5%</b>
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>

Last year, staff concluded a detailed review of the endowment's asset allocation and adopted a new framework for interpreting the portfolio's sources of risk and return. The new policy portfolio considers expected returns, relative risks, and diversification potential along two key dimensions: liquidity and equity risk. In the year ahead, we expect to be in transition to the new asset allocation with a continued focus on improving the odds of achieving our stated objectives: maintaining the real long-term value of the endowment, and a continued support of the Corporation's mission and grantmaking capabilities.

# TRUSTEES AND STAFF

# Trustees

**Thomas H. Kean, Chairman**

**THK Consulting, LLC**, Chairman  
Far Hills, NJ

**Janet L. Robinson, Vice Chairman**

**The New York Times Company**, Former President and CEO  
New York, NY

**Pedro Aspe**

**Insignia Capital**, Chairman  
Mexico City, Mexico

**Lionel Barber**

**Financial Times**, Former Editor  
London, England

**Martin Baron**

**The Washington Post**, Former Executive Editor  
Washington, DC

**Jared L. Cohon**

**Carnegie Mellon University**, President Emeritus  
Pittsburgh, PA

**Kevin J. Conway**

**Clayton, Dubilier & Rice, LLC**, Vice Chairman  
New York, NY

**John J. DeGioia**

**Georgetown University**, President  
Washington, DC

**Edward P. Djerejian \***

**Baker Institute for Public Policy at Rice University**,  
Founding Director  
Houston, TX

**Leymah Gbowee**

**Gbowee Peace Foundation Africa**, Founder and President  
New York, NY

**Jean-Marie Guéhenno**

**United Nations**, Former Under-Secretary-General for Peacekeeping  
New York, NY

**Caroline Kennedy\*\***

Former United States Ambassador to Japan  
New York, NY

**Maria Elena Lagomasino**

**WE Family Offices**, Managing Partner and CEO  
New York, NY

**Marcia McNutt**

**National Academy of Sciences**, President  
Washington, DC

**Martha Minow**

**Harvard University**, 300th Anniversary University Professor  
Cambridge, MA

**Dame Louise Richardson**

**University of Oxford**, Vice-Chancellor  
Oxford, England

**Kurt L. Schmoke**

**University of Baltimore**, President  
Baltimore, MD

**Anne M. Tatlock**

**Fiduciary Trust Company International**, Former Chairman  
and CEO  
Brooklyn, NY

**Ann Claire Williams**

**Jones Day**, Of Counsel  
Chicago, Illinois

**Judy Woodruff**

**PBS NewsHour**, Anchor and Managing Editor  
Arlington, VA

\* Term began September 15, 2022

\*\* Resigned May 9, 2022

**HONORARY TRUSTEES****Helene L. Kaplan****Newton N. Minow**



# Staff

The following individuals were on staff at the Corporation in FY2021–2022:

**Nehal Amer**, Program Analyst, Transnational Movements and the Arab Region, International Program

**Ashley Arana**, Program Analyst, Public Understanding, Education, National Program

**Deana Arsenian**, Vice President, International Program, and Program Director, Russia and Eurasia

**Farhad Asghar**, Program Officer, Pathways to Postsecondary Success, Education, National Program

**Ayana Bartholomew**, Program Analyst, Equitable Systems Portfolio, Education, National Program

**Mark Baumgartner**, Vice President and Chief Investment Officer

**Kenneth Benson**, Editorial Manager, Communications

**Mary Kate Boughton**, Director, Digital Engagement Strategies, Communications

**Nicole Howe Buggs**, Chief Administrative Officer and Corporate Secretary

**Mervin Burton**, Managing Director, Portfolio Management, Investments

**Aranza Caballero**, Program Assistant, Strengthening U.S. Democracy, National Program

**Trish Callahan**, Chief Human Resources Officer

**Preet Chawla**, Senior Director, Investments

**Cecelia Chen**, Director, Investments

**Jon-Michael Consalvo**, Managing Director, Investments

**Daniel Correia**, Operations Analyst, Investments

**Alexandra Cox**, Program Analyst, New Designs to Advance Learning, Education, National Program

**Khafra Crooks**, Manager, Web Analytics and Email Marketing, Communications

**Lorena Daley**, Director, Investment Operations

**Natasha Davids**, Executive Assistant to the President, Office of the President

**Stephen J. Del Rosso**, Program Director, International Peace and Security, International Program

**Kelly Devine**, Director of Content and Publications, Communications

**Jeanne D’Onofrio**, Chief of Staff, Office of the President

**Paula Douglas**, Operations Coordinator, Human Resources and Secretary’s Office

**Alloya Elwadie**, Program Analyst, Higher Education and Research in Africa, International Program

**Sheila Enright**, Coordinator, Correspondence and Special Projects, Office of the President

**Greta Essig**, Manager, Fellowship Program and Special Projects, Office of the President

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