

**ANNUAL
REPORT**

2019

Promoting the advancement
and diffusion of knowledge
and understanding.

Carnegie
CORPORATION
OF NEW YORK

CONTENTS

LETTER FROM THE PRESIDENT	3
REPORT ON PROGRAM	
International Program	5
National Program	26
Special Opportunities Fund	51
Andrew Carnegie Fellows Program	59
REPORT ON FINANCES	62
REPORT ON ADMINISTRATION	80
REPORT ON INVESTMENTS	84
TRUSTEES	90
STAFF	91

LETTER FROM THE PRESIDENT



In his 1889 essay, “The Gospel of Wealth,” Andrew Carnegie outlined his philanthropic philosophy. He believed that capitalists were mere trustees of public wealth, which should be reinvested in their respective societies. “The man who dies thus rich dies disgraced,” he declared. Carnegie practiced what he preached. When he died in 1919, he had invested more than 90 percent of his wealth, then \$350 million, in the future of humanity. Today, his legacy includes 22 institutions and trusts in the United Kingdom, Europe, and the United States, including Carnegie Corporation of New York. Over the past year, together with this family of institutions, we marked the 100th anniversary of Andrew Carnegie’s death. The centenary served as an opportunity to reflect on our founder’s vision when he began his philanthropic work and to consider what his influence has accomplished and its enduring impact today.

In our case, Carnegie Corporation of New York was established to “promote the advancement and diffusion of knowledge and understanding.” Andrew Carnegie ensured that the Corporation would be governed by established rules, overseen by a board of trustees, and structured so that it was accountable to the public it would serve. Hence, for the past 100 years our Corporation — always in the public spotlight — has remained transparent about our mission, grantmaking, and finances.

Public accountability has been an integral part of our organization’s mission and work, and was eloquently championed by Russell Leffingwell, the chair of Carnegie Corporation of New York’s board of trustees. In the 1950s, he testified before Congress that a foundation needed to have “glass pockets” and report its finances, income, and investment information as well as the projects and expenditures of its grantmaking. Today, this concept is now integral to our country’s robust philanthropic sector. Not long after, the Corporation’s ninth president, John W. Gardner (1955–67), underscored this priority, saying, “A foundation should practice full disclosure. The larger it is, the more energetically it should disseminate full information on its activities.”

We believe that foundations should reflect the best ideas and impulses of America and the idealism, altruism, and generosity of our nation. Thus, a foundation’s values, and how it conducts itself, must be higher than the prevailing standards. As a foundation, Carnegie Corporation of New York is accountable not only before the law and the court of public opinion but also before history. Our annual reports afford the Corporation an opportunity to take stock of our efforts. In addition, they allow the public a chance to learn about the priorities that guide our institution. The report is comprised of audited financial records as well as descriptions of every single grant. We firmly believe that transparency has never been an impediment to good works. Indeed, over a century of our philanthropy, transparency has allowed the Corporation to gain and maintain public trust.

Transparency still remains essential, especially now when the role of philanthropy itself is subject to debate. One thing is clear though, the success of philanthropy has made the nonprofit sector one of the central engines in our participatory democracy. Many of our public institutions depend on the nonprofit sector to support hospitals, museums, libraries, and universities. As Tom Kean, the current chair of our board of trustees, wrote recently, “We are fortunate because no other country has anything like America’s robust culture of giving: about half of us make charitable donations each year.”¹

Ultimately, our annual report provides not only a historical record of our institution but also a powerful testament to Andrew Carnegie’s vision. Moreover, it demonstrates how his foresight and generosity continues to propel the causes to which he devoted his life: education, democracy, and international peace. As we turn the page on the centenary year, we rededicate ourselves to our mission of achieving “real and permanent good” in the world, in 2020 and in the next century to come.

Vartan Gregorian

March 2020

1. An estimated \$428 billion was donated to U.S. charities in 2018, a 48 percent increase from \$288 billion in 2010.

REPORT ON **PROGRAM**

International Program

HIGHER EDUCATION AND RESEARCH IN AFRICA

American Council of Learned Societies, New York, NY

As a final grant for fellowships in the humanities in Africa.
36 Months, \$5,000,000

The American Council of Learned Societies launched the African Humanities Program (AHP) in 2008 in response to the dearth of research opportunities for early-career African humanities scholars. Fellowships for doctoral dissertation and postdoctoral research and writing have been awarded on a competitive basis to 406 scholars working in universities in Ghana, Nigeria, South Africa, Tanzania, and Uganda. This grant will support an additional 90 postdoctoral fellowships, 37 travel fellowships for senior humanities scholars, six manuscript development workshops for fellows, and the publication of 15 books in the African Humanities Series. Three assemblies will provide opportunities for the AHP community to explore how best to integrate AHP practices for supervision and mentoring into postgraduate training programs in African universities.

Carleton University, Ottawa, Canada

As a one-time grant for a continental policy forum on the role of the academic diaspora in Africa's development.
12 Months, \$300,000

Rapid growth of the higher education sector in sub-Saharan Africa requires academic staff and resources to accommodate rising enrollment. However, with increased scientific mobility, many sub-Saharan Africans with graduate degrees emigrate. Those who stay abroad constitute an academic diaspora that offers a pool of intellectual resources to train the next generation of African academics. Several ongoing

fellowship programs enable African academic diaspora to contribute to Africa's higher education through postgraduate supervision, training, curriculum development, and joint research opportunities. This grant will support a forum and workshop to showcase innovative models for academic diaspora engagement for African Union Commission member policymakers. The grant will also enable the development of guidelines for implementation and support of diaspora policy.

Institute of International Education, Inc., New York, NY

For the Carnegie African Diaspora Fellowship Program.
24 Months, \$3,500,000

The student population is expected to double every 10 years in several countries of sub-Saharan Africa over the next 30 years. Without a timely expansion in faculty development, the future quality and relevance of higher education in the region will be undermined. In this context, the academic diaspora represents a large intellectual resource for capacity building and innovation. Since 2013, the Carnegie African Diaspora Fellowship Program (CADFP), a partnership of the Institute of International Education and United States International University-Africa has supported 397 diaspora fellowships at 138 institutions in participating African countries, resulting in updated curricula, increased research output, and access to funds. With continued Corporation support, CADFP will offer 138 diaspora fellowships with opportunities for academics to participate in conferences, workshops, and field work.

Makerere University, Kampala, Uganda

For a competitive fellowship program for early-career academics. 24 Months, \$1,000,000

To achieve its goal of becoming a research-led university, Makerere University must increase its capacity to nurture and retain talented emerging researchers, assisting them to strengthen their research, publication, outreach, and post-graduate supervision skills. This grant will support a university-wide competition to identify potential research leaders at the lecturer level — holding a PhD with a promising postdoctoral research track record — and award 15 of them with comprehensive research fellowships. Fellowships will include funding for research, disciplinary training, departmental strengthening, and publication support, with at least seven fellowships awarded to women. Under the guidance of a mentor, fellows will supervise a master's student, produce at least two peer-reviewed publications, and disseminate research results to an appropriate public audience.

Partnership for African Social and Governance Research, Nairobi, Kenya

For support to launch a doctoral program in public policy. 24 Months, \$800,000

The Partnership for African Social and Governance Research (PASGR) formed in 2011 with the initial aim of developing a collaborative master's degree program in public policy. Currently, 13 universities in seven African countries run the Master of Research and Public Policy course, graduating 137 students to date. PASGR also launched several other initiatives, including a workshop series on social research methods, which has served more than 1,000 researchers. PASGR's new collaborative doctoral program will be offered by four universities — the Universities of Botswana, Dar es Salaam, Ibadan, and Pretoria — and aims to boost public policy research and research training capacity. This grant will support fellowships for 15 students and the development of a training module for supervisors and an interactive, online doctoral process management guide, among other activities.

Tufts University, Medford, MA

For participation of African academics in the Talloires Network Leaders Conference. 24 Months, \$250,000

The aims of higher education in most sub-Saharan African countries are linked with national development and poverty reduction. African universities have made significant strides in community engagement through extension programs, locally relevant research, and outreach to communities. The Talloires Network (TN) is a global coalition of 385 university presidents, vice-chancellors, and rectors in 77 countries whose mission is to strengthen the civic roles and social responsibilities of higher education. TN seeks to engage expertise of African university leaders through participation in its biennial Talloires Network Leadership Conference (TNLC), and developing a global classification system for university community engagement. Corporation support will contribute to participation of 25 African university leaders in research, workshops, and TNLC 2020.

University of Ghana, Accra, Ghana

For support of early-career, doctoral, and postdoctoral candidates and a pan-African doctoral academy deploying diaspora linkages. 24 Months, \$2,025,000

Reflective of population growth, socioeconomic development, and increased participation rates across sub-Saharan Africa, higher education enrollment in Ghana is growing at two percent annually. A new policy of providing free secondary education will further impact the sector in 2020, when University of Ghana's (UG) first-year intake is projected to double. In addition to its own faculty development, UG is expected to provide academic staff for other universities to benefit the country. UG's faculty profile has progressed significantly with support from the Corporation beginning in 2010. With continued support, UG will further improve the credentials and productivity of UG faculty through post-doctoral and doctoral training and research, international conference participation, and diaspora fellowships.

University of Texas at Austin, Austin, TX

For a study and policy dialogues on the impact of private universities on public universities in Africa. 24 Months, \$275,000

The past three decades have seen accelerated expansion of private universities in Africa. Despite the high number of matriculated students seeking university admission, public universities have inadequate space to admit them. Policy approaches on private higher education vary, but private universities have in many cases alleviated the burden of access placed on public universities. However, not much is known about the evolving patterns and impacts of private universities on public universities in Africa. This grant will support a research study on the impact of private universities on public universities in Nigeria, Ghana, South Africa, Uganda, and Kenya, and two regional policy dialogues to disseminate learnings.

INTERNATIONAL PEACE AND SECURITY

American Councils for International Education, Inc., Washington, D.C.

For the Academic Fellowships in Russia Program. 27 Months, \$231,000

Expert understanding of the languages, cultures, social, and political dynamics of Russia is critical to formulating U.S. policy towards Russia. The American Councils for International Education (American Councils) is a leading organization in promoting academic exchanges with Russia aimed at improving U.S. knowledge of the country. With support from the Corporation, the American Councils will offer fellowships to advanced graduate students and early-career academics in the United States to deepen their expertise and research through visits to Russian academic institutions. The study and research fellowships will result in publications.

American University, Washington, D.C.

For training, research, and outreach to bridge the gap between academia and the policy world. 24 Months, \$704,000

International relations scholars traditionally do not receive training geared to policy-relevant research or its dissemination to policymakers and the broader public. This problem is compounded by university hiring, tenure, and promotion standards, which typically undervalue this type of policy-relevant research and outreach. Bridging the Gap is a flagship project among three institutions — American University, Duke University, and the University of California, Berkeley — promoting greater linkages between the academic and policy worlds. The project approaches this objective by fostering policy-relevant scholarship within universities, providing scholars with the tools and skills to disseminate their knowledge and insights beyond academia, strengthening networks of policy-relevant scholars, and working with university leaders to identify and address obstacles to policy engagement. Continued support will further these approaches.

American University in Cairo, New York, NY

For a project on alternative policy solutions. 24 Months, \$400,000

A key hurdle facing the Arab region is the development of concrete and specific policy recommendations towards inclusive economic development. Alternative Policy Solutions (APS) is a program based at the American University in Cairo that aims to produce coherent and detailed public policies in key areas of socioeconomic development, integrating the inputs of stakeholders. The APS team includes some of Egypt's finest economists and researchers who use their expertise to draft policy solutions in the fields of economic development, resource management, and institutional reform. APS is also building a network of young policy experts and scholars across the region, versed in inclusive development as well as the technical know-how of participatory policy production. Corporation funds will support staff costs, public events, consultation sessions, workshops, training, and publications.

Arms Control Association, Washington, D.C.

For confronting the challenges to nuclear nonproliferation and arms control. 24 Months, \$625,000

Nuclear security and nonproliferation challenges continue to test the leadership of the United States, its allies, and the broader global community. For three decades, the Arms Control Association (ACA) has played a key role as analyst, publisher, communicator, and convener on nuclear developments. With continued support from the Corporation, ACA will focus on building bipartisan understanding of nuclear weapons policy, including the future of current nuclear treaties, missile defense plans, options for avoiding a U.S.–Russia arms race, and policies on nuclear testing and modernization. ACA will continue to produce publications and hold events to bring its research to the attention of policymakers, the media, and the public.

Asia Foundation, San Francisco, CA

As a one-time grant for a project on China's Belt and Road Initiative in Southeast Asia. 24 Months, \$250,000

China's growing international presence is reflected in the scope and magnitude of its ambitious Belt and Road Initiative (BRI). Through trade, investment, aid, and loans, China is changing international dynamics in Asia and beyond. The BRI's complex and unclear foreign and economic policy objectives have raised concerns within the international community, not least in the United States, which remains committed to its national interests and alliances in the region. To examine these dynamics and their implications, the Asia Foundation will focus on the impact of BRI projects in select Southeast Asian countries (Thailand, Malaysia, Indonesia, and the Philippines). Through empirical surveys that assess local community and civil society perceptions of BRI investments, the project will demonstrate how this far-ranging Chinese initiative is impacting peace and security within the region, as well as Sino-U.S. relations. The project will result in a publication.

Aspen Institute, Inc., Washington, D.C.

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

Legislators play a central role in the formation of U.S. foreign policy. The Aspen Institute Congressional Program offers a neutral forum for discussing complex foreign policy issues. As a nongovernmental, nonpartisan Congressional education

program, it brings together senators and representatives with leading American and international experts to delve into critical foreign policy issues and build relationships across the aisle. With Corporation support, the program will continue to sponsor regular breakfast sessions on topical foreign and security developments for congressional members, and convene an annual international meeting on Eurasia — a region that is considered pertinent to international relations and U.S. foreign policy. This grant will also include an educational event for senior congressional staffers.

Boston University, Boston, MA

For the Costs of War Project. 24 Months, \$450,000

The wars in Afghanistan and Iraq have had detrimental consequences for the broader Middle East. Through the Costs of War project, academic experts examine the budgetary and human costs of the wars since 2001, as well as the domestic and economic impact of the Global War on Terror. At the approach of the twentieth anniversary of the 9/11 attacks, the Costs of War Project will increase both research and communication on counterterrorism-based foreign policies affecting both democracy and peace and security globally. The project's activities at Boston University will deepen public understanding of the consequences and alternatives to ongoing policies of armed conflict. The project's upcoming scholarly writings and outreach will focus on the effectiveness of the ongoing conflicts and reconstruction in Afghanistan and Iraq. Corporation support will go towards staff costs, working meetings, reports, web design, interactive mapping, and media dissemination.

Bulletin of the Atomic Scientists, Chicago, IL

For general support. 24 Months, \$550,000

Climate change, disruptive technologies, and potential use of nuclear weapons are among the existential threats that demand attention and action. In a climate of political divisions and subjective media outlets, it is essential to have an authoritative assessment of these and other challenges. The *Bulletin of the Atomic Scientists* (the *Bulletin*), established in 1945, is an organization and publication that provides knowledge-based and scientifically grounded information on critical risks to humanity and offers national and international solutions to mitigate them. Its iconic Doomsday Clock draws attention to its mission. With general support, the *Bulletin* will continue to strengthen its role as a "go-to" site for exploring the intersection of science and global security.

Carnegie Endowment for International Peace, Washington, D.C.

For a project on political and societal changes within the Arab states. 24 Months, \$750,000

In the past eight years, no fewer than four countries have descended into conflict in the Arab region, while many face political and economic challenges. In many cases, central governments' control over previously marginal areas has grown weaker, as new contenders for state authority have rushed to fill power vacuums. The Carnegie Endowment for International Peace will canvass the underlying sources of societal and political unrest in areas of North Africa and the Middle East. Moving beyond the currently dominant approaches that are focused on security and terrorism, the project will provide a more comprehensive review of the drivers of political and societal changes that are unfolding in the regions. The work will entail policy-relevant research, publications, dissemination, workshops, and network-building activities. The outputs will be aimed at governments as well as key stakeholders in the region and beyond.

Carnegie Endowment for International Peace, Washington, D.C.

For support of United States–Iran relations. 24 Months, \$250,000

The United States–Iran relationship remains an intractable foreign policy challenge. Despite an increase in communication leading up to and following the agreement on the Joint Comprehensive Plan of Action (the Iran nuclear deal), these channels have again been severely reduced. The U.S.–Iran Initiative, recently moved to the Carnegie Endowment for International Peace from New America, provides an opportunity for expert-level engagements between the United States and Iran. Through Track II dialogues, policy-relevant research, and a series of bilateral and multilateral roundtable discussions, the initiative develops mutually acceptable strategies for managing a range of challenging issues between the United States and Iran.

Center for Arms Control and Non-Proliferation, Washington, D.C.

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

Since the end of the Cold War, congressional knowledge about nuclear threats has diminished even as associated

risks remain high. Moreover, nuclear policy issues have become increasingly politicized. The Center for Arms Control and Non-Proliferation (the Center) serves as an authoritative source of information, analysis, and policy outreach on nuclear issues. With continued Corporation support, the Center will expand its educational and outreach efforts. It will conduct activities to engage congressional offices and other policymakers on topics such as the North Korean and Iranian nuclear programs, U.S.–Russia tensions, the Nuclear Non-Proliferation Treaty 2020 Review Conference, and technological change.

Center for Policy Studies in Russia, Monterey, CA

For strengthening U.S.–Russian nuclear security. 24 Months, \$400,000

Although there are significant impediments to U.S.–Russia nuclear arms control and moves to withdraw from the current agreements, cooperation between the two countries on nuclear issues is necessary for global stability. To evaluate and propose solutions to some of the most pressing problems in the nuclear domain, a project of the Center for Policy Studies in Russia (PIR Center), a nonprofit organization that carries out policy research and educational activities, will establish a working group of high-level Russian and American experts to conduct dialogues on strategic stability and arms control. To help sustain the dialogue, the PIR Center will train and engage young professionals and leaders who could contribute in the longer term to the improvement of U.S.–Russia strategic relations and international security.

Center for Public Integrity, Washington, D.C.

For investigative reporting on the increasing speed of warfare. 24 Months, \$250,000

New military technologies will shape the future of warfare and challenge conventional wisdom about nuclear operations. To expand the understanding of advanced weapons technologies, the Center for Public Integrity (CPI) conducts investigative reporting that offers information and assessments to the mainstream media, policymakers, and the general public. With support from the Corporation, CPI's team will continue to investigate these themes, which include technological change, the increasing speed of warfare, and the nuclear balance.

Center for Strategic and International Studies, Inc., Washington, D.C.

For the China Power Project. 24 Months, \$450,000

For U.S.–China Dialogues on the Global Economic Order. 24 Months, \$350,000

Two Corporation-supported projects at the Center for Strategic and International Studies reflect the importance of China's rapid transformation from a developing country to a global power. The first, launched in 2015 with Corporation support, is the award-winning website, ChinaPower. The project aggregates and elucidates data on Chinese power across five broad categories: economic, military, soft power, technological advancement, and social stability, to better inform the public discourse about the impacts of China's increasing international involvement. The second is a Track II/1.5 project, which brings together American and Chinese experts and officials for dialogues on issues of the future global economic order. The project seeks to build mutual trust, enhance communication, identify emerging issues, and find opportunities for enhancing U.S.–China cooperation on a range of economic issues relevant to both countries and the world.

Center for Strategic and International Studies, Inc., Washington, D.C.

As a one-time grant for technical and strategic analysis of boost-phase missile defense. 18 Months, \$250,000

Current missile defense programs, focused on midcourse or terminal intercept, have technical limitations and create political challenges. For this reason, many experts, including critics of the current missile defense programs, favor boost-phase intercept. However, there is debate over the viability of various boost-phase defense concepts, driven in part by divergent assumptions about threat characteristics, technological capability, and operational constraints. This study will provide a fresh assessment based on the current state of technology and the evolving strategic environment. The project team will also examine the international ramifications of deploying a boost-phase defense and will offer recommendations for policymakers.

Center for Strategic and International Studies, Inc., Washington, D.C.

For research, dissemination, and international engagement activities of the Russia and Eurasia Program. 12 Months, \$250,000

For the last several years, U.S.–Russia relations have been in a period of turbulence, punctuated by occasional crises. A balanced and factual understanding of Russia and its role in the world is critical to shaping effective U.S. policy toward Russia. The Russia and Eurasia Program (REP) of the Center for Strategic and International Studies is engaged in a variety of policy-relevant research, publications, dissemination, and public events on Russia, its neighborhood, and U.S.–Russia relations. With renewed support, the REP will continue its activities with a focus on Euro–Atlantic security, strategic stability in U.S.–Russian relations, Russia's relations with major powers, Russian domestic politics, and the role of sanctions in U.S. policy toward Russia.

Central European University, New York, NY

For an international scholars network on state and social transformations in the Arab region. 24 Months, \$450,000

Changes in the Arab region today call for analysis from the region's historians and social scientists in order to understand the context and direction of current events. In collaboration with an international network of institutional partners, Central European University's Striking from the Margins project is exploring new analytical frameworks to facilitate greater understanding of the historical depth of today's developments. With the goal of contributing to both research and policy actions, the project is advancing understanding of social, political, and geographic processes that move certain communities to the political center. Corporation funds will support research, two academic conferences, and publications.

CNA Corporation, Arlington, VA

For expanding the field of Russian military studies. 24 Months, \$250,000

American understanding of Russian military strategy, capabilities, and intentions declined following the end of the Cold War. The need for such knowledge has become acutely apparent as the United States and Russia have entered a period of declared strategic competition. The growing risks of U.S.-Russian military tensions and confrontations calls for in-depth understanding, assessments, and interpretations of the Russia military. The Center for Naval Analyses intends to strengthen the field of Russian military studies in the United States through policy-relevant research, publications, public events, and engagement with the Russian analytical community.

Columbia University, New York, NY

For expanding and enriching the study of Russia in the United States. 24 Months, \$700,000

The state of Russia-related research and graduate training in the United States has seen a steady decline in federal funding and scholarly interest since the early 1990s, creating a shortage of rising experts with adequate training. The Harriman Institute at Columbia University is committed to promoting Russia-related training and research, as well as broadening interest in Russia among faculty and graduate students who might not otherwise pay attention to the country. Building

on previous Corporation support, the Harriman Institute will engage in a set of activities, including training, research, policy-relevant conferences, public and media outreach, and exchanges with Russian institutions. The intent of these efforts is to deepen and expand the knowledge about Russia in the United States.

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

For a public education and outreach project on U.S. foreign policy. 16 Months, \$1,000,000

Today's international security is facing significant challenges, many of which are of direct consequence to the United States. The unfolding developments affect, and are being affected by, the current administration and the one that will take office in January 2021. Yet, foreign policy issues are not factoring much in the U.S. national discourse and/or the election process. Responding to this reality, the Council on Foreign Relations will launch a special initiative to improve public awareness of U.S. foreign policy choices. The initiative will include various virtual and in-person activities, including a dedicated website, video and podcast series, town hall forums hosted on social media, events at universities across the country, and extensive campaign coverage in *Foreign Affairs* magazine.

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

For the International Affairs Fellowship for Tenured International Relations Scholars. 36 Months, \$994,400

Few tenured political scientists focused 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. With initial Corporation support, the Council on Foreign Relations began to address this gap by a variant of its successful International Affairs Fellowship program, which is aimed primarily at junior academics, to focus on tenured faculty members. With renewed support, the program will continue to place academic fellows in U.S. government agencies or international governmental organizations to gain valuable hands-on experience in the foreign policymaking field.

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

For a project on managing global disorder. 24 Months, \$500,000

Geopolitical rivalry among the major powers is growing with potentially profound implications for global order. Global security is being undermined by localized disputes with the potential to become dangerous flashpoints. Increasing mistrust, if not outright hostility, among the major powers will also hinder cooperation on a range of common security concerns — including the proliferation of highly dangerous technologies, the threat of deadly pandemics, and the complex cluster of challenges associated with global climate change. Building on previous Corporation-funded work, the Council on Foreign Relations' Center for Preventive Action will assess the scope of future major power cooperation on these common security concerns and potential sources of regional disorder, while continuing to monitor and raise public awareness of ongoing threats to international peace and stability. The work will result in a publication.

European Leadership Network, London, U.K.

For a project on Russia and the West. 24 Months, \$650,000

The tense relationship between the West and Russia has potential implications for global stability. At such times, unofficial communications between academic and expert communities from both sides of the divide could help in averting risks and improving understanding. The European Leadership Network (ELN) — an organization dedicated to building bridges between the West and Russia — brings together early-career, mid-level, and senior European experts from the policy world, academia, and the private sector for conversations among themselves and with their Russian counterparts. ELN also uses its international networks to conduct analysis of critical issues of relevance to Euro-Atlantic security. Its materials are widely distributed to policy officials and the general public in the West and in Russia.

Fondation Maison des Sciences de l'Homme, Paris, France

For phase two of the International Panel in Exiting Violence. 24 Months, \$400,000

Diverse forms of transnational violence continue to affect Europe and the Arab region. The leading social science council of France is generating problem-solving research on

entry points and exit strategies for social and violent conflict. The International Panel on Exiting Violence (IPEV) unites over 200 experts globally to produce policy options for de-escalating diverse forms of social conflict. With renewed Corporation support, IPEV will broaden and solidify partnerships with Arab region institutions, produce scientific knowledge, hold working groups and workshops, create a digital hub and a journal, and disseminate research results in the Arab region and beyond.

George Mason University, Fairfax, VA

For enhancing and promoting scholarship on and in the Arab region. 24 Months, \$700,000

Civil conflict and authoritarian governance have both catalyzed and constrained critical and informed analysis across the Arab region. Over the past decade, George Mason University (GMU) has emerged as a leading institution enhancing the capacity and visibility of experts in the region across a wide array of academic disciplines. This project expands the networks, research, publishing, and public profiles of multidisciplinary Arab scholars. It supports the integration of their social science scholarship and legal research with policymaking and civil society activity, with the ultimate goal of gradual but sustained impact on public life in the Arab world. With continued Corporation support, GMU will develop online tools, sponsor conferences and workshops on social science and legal issues, and expand the productivity of Arab scholars.

George Washington University, Washington, D.C.

For the Program on New Approaches to Research and Security in Eurasia. 24 Months, \$700,000

For almost three decades, the Program on New Approaches to Research and Security in Eurasia (PONARS Eurasia), created with Corporation support, has served as an international network of scholars from North America, Russia, and other countries in post-Soviet Eurasia, aimed at advancing the members' research, publications, and outreach in the areas of security, politics, economics, and society. Currently comprised of over 130 academics, PONARS Eurasia has become a source of authoritative information and analyses, as well as policy-relevant conferences in the United States, Russia, and select countries of Eurasia. With continued support, PONARS Eurasia will sustain and expand its activities that include policy-relevant workshops, conferences, briefing papers, and podcast series.

George Washington University, Washington, D.C.

For the Project on Middle East Political Science. 24 Months, \$700,000

Academic and policy challenges of the Middle East have grown more urgent with the proliferation of political unrest, popular movements, and unresolved governance issues. The international scholars network known as the Project on Middle East Political Science (POMEPS) is responding to these developments 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 podcast and publications, and hold thematic workshops and book launches.

Georgetown University, Washington, D.C.

For enhancing academic and public policy understanding of Russia. 24 Months, \$500,000

The state of Russia-related research and graduate training in the United States has seen a steady decline in federal funding and scholarly interest since the early 1990s, creating a shortage of rising experts with adequate training. Georgetown University's Center for Eurasian, Russian, and East European Studies (CERES) is a primary source of trained specialists on the region. CERES graduates pursue careers in government, think tanks, nongovernmental organizations, and business. With previous support, CERES has been expanding and deepening its training, research, and outreach programs. CERES will continue these programs with an added element of connecting Russia and Eurasia specialists to the concerned media.

Georgetown University, Washington, D.C.

For bootcamps on strategic force analysis and technological change. 24 Months, \$292,000

Technological advancements are changing deterrence dynamics, but emerging scholars have few opportunities to learn the methods necessary to assess these shifts. Few programs at government agencies or academic institutions teach these methods even as the demand for this analysis continues to grow. Through this project, Georgetown

University will collaborate with Sandia National Labs in Albuquerque, New Mexico, to organize two seminars for mid-career international security scholars on nuclear force analysis and related approaches. This grant builds on previous Corporation support to RAND Corporation to foster a network of next-generation experts with the training necessary to understand and engage in these debates.

Global Zero, Washington, D.C.

For the Nuclear Crisis Group. 18 Months, \$325,000

The increased military and rhetorical reliance by the United States and Russia on nuclear weapons raises the risk of nuclear use and poses a challenge to global norms. The Nuclear Crisis Group (NCG), an initiative of Global Zero, seeks to sustain U.S.–Russian engagement on nuclear issues and to mitigate negative outcomes, including a new arms race. NCG will convene dialogues between Russian and American experts to clarify differences, identify constructive policy suggestions, and advance existing official dialogues. In addition to its U.S.–Russia focused efforts, NCG will convene a broader cooperative project that brings together American security and regional experts to develop constructive, pragmatic, and integrated nuclear policy initiatives for government consideration and action.

Henry L. Stimson Center, Washington, D.C.

For international peace and security programs. 24 Months, \$750,000

Today's interconnected global problems need practical solutions. The Henry L. Stimson Center (Stimson Center) is a nonpartisan policy research center working to help solve some of the world's most significant threats to security and prosperity by taking pragmatic steps. Established in 1989 with funding from the Corporation, the Stimson Center provides policy alternatives and information to decision makers on a range of challenges. With continued support, the Stimson Center will focus its attention on China, South Asia, and nuclear security. It will also conduct new research on the role of energy in the conflict in the Democratic Republic of the Congo. The Stimson Center analyses will result in publications and various outreach activities to policy communities, the media, and the public in the United States and beyond.

Indiana University, Bloomington, IN

For strengthening Russian-area studies. 24 Months, \$700,000

Since the end of the Cold War, the study of Russian domestic, economic, political, and security developments has atrophied at American universities. This has led to diminished capacity in the United States to assess and understand Russia at a time when the relationship between the two countries has reentered an adversarial state. To expand and deepen both the study and training of Russia within the U.S. academic institutions, the Corporation is supporting a few Russian-area studies programs, including at Indiana University (Indiana). With renewed support, Indiana will continue a variety of advanced research and training programs, including seminars, fellowships, visiting appointments, and research publications.

Library of Congress, Washington, D.C.

For the Congressional Research Program on U.S.–Russia and U.S.–China Relations. 24 Months, \$400,000

Given the importance of U.S. foreign policy and international relations more broadly, it is essential that lawmakers have up-to-date, nuanced information about the political, economic, and security developments of major powers. The Congressional Foreign Policy Research Program, a project of the John W. Kluge Center at the Library of Congress, brings senior scholars to Washington, D.C., for the academic year to both serve as expert resources for legislators and enhance the Library's capacity for policy-relevant research and outreach. With Corporation support, two scholars with expertise in Russia and China will join the Center. They will conduct research, publish articles, and advance the discussion of U.S. relations with these countries through a series of bipartisan events with members of Congress and senior congressional staffers.

London School of Economics and Political Science, London, U.K.

For a project on building political legitimacy and citizenship in the Arab world. 24 Months, \$550,000

Syria, and by extension its neighbors Lebanon and Iraq, have become a focal point for the clash of geopolitical interests in an increasingly complex and multipolar world. A sustainable peace in Syria could be a cornerstone for the Arab

region's stability in the long-term. The Conflict and Civil Society Research Unit at the London School of Economics and Political Science (LSE) is dedicated to impact-driven research and policy engagement on conflict and governance globally. A team of social scientists based at LSE and in the Arab region will advance knowledge on political legitimacy in Syria, Iraq, and Lebanon, and contribute to policies aiming to construct legitimate public authority. With the goal of contributing to the constitution writing and state reconstruction processes, Corporation funds will support research, meetings, policy publications, dissemination, and regional partnerships.

Middlebury College, Middlebury, VT

For the Vienna Center for Disarmament and Non-Proliferation. 24 Months, \$1,000,000

While an effective International Atomic Energy Agency (IAEA) is critical to preventing the spread of nuclear weapons and ensuring peaceful access to nuclear technology, the IAEA faces a growing mandate without commensurate budget growth. The Vienna Center for Disarmament and Non-proliferation (the Vienna Center) conducts research, education, outreach, public education, and networking activities in support of nonproliferation and disarmament. The Vienna Center has established itself as a unique platform for academic and research institutes to engage the IAEA and other Vienna-based international organizations. With support from the Corporation and other funders, the Vienna Center works closely with numerous research organizations to host events and tailor outreach to Vienna audiences, and has become an important venue to discuss innovative ideas in support of the IAEA mission.

National Committee on American Foreign Policy, New York, NY

For international dialogues and outreach on security challenges in Northeast Asia. 24 Months, \$380,000

The growing salience of Northeast Asia to regional and global security concerns has increased the need for dialogue between American and Asian experts and policymakers. The National Committee on American Foreign Policy has a proven ability to convene high-level dialogues with American, South Korean, Chinese, and Japanese experts, officials, former officials, and scholars, as well as, when circumstances permit, their North Korean counterparts. While never a substitute for official diplomacy, Track II and Track 1.5 (involving officials) dialogues have played an

important role in helping the U.S. coordinate its strategy in Northeast Asia with key allies and partners in the region, and in keeping unofficial channels of communication open with North Korea, both when official talks with the U.S. government are ongoing and when they are not.

Nonproliferation Policy Education Center, Arlington, VA

For research and education on emerging proliferation challenges. 24 Months, \$300,000

The nonproliferation and arms control regime is increasingly challenged by emerging technologies and gaps in the governance regime. The Nonproliferation Policy Education Center (NPEC) plays an important role in bipartisan education and outreach to help policymakers deal with these technical and political challenges. With continued support from the Corporation, NPEC will build on its existing nuclear policy course and fellowship program, which has been designed specifically for Capitol Hill and executive staff, journalists, and foreign diplomats. NPEC's curriculum has been developed with prominent nonproliferation practitioners and is focused on the nuts-and-bolts skills critical to effective policy practice. These education opportunities are especially relevant in today's partisan climate. In addition, NPEC conducts research on emerging threats and has a diversified outreach effort to share its findings.

Nuclear Threat Initiative Inc., Washington, D.C.

For general support. 24 Months, \$1,800,000

In a world facing multiple perils, the risks of nuclear war, proliferation of weapons of mass destruction, and nuclear terrorism remain among the gravest threats to international peace and security. The Nuclear Threat Initiative (NTI) plays a key role in driving policy-relevant assessments, international engagements, and outreach to policymakers, the media, and the public on these issues. With renewed support, NTI will continue a set of comprehensive activities focusing on reducing threats from nuclear weapons, radiological materials, and other weapons of mass destruction, while also helping to expand global capacity for verification of nuclear weapons-related activities.

Nudge Lebanon, Beirut, Lebanon

As a final grant for the Consumer–Citizen Lab. 24 Months, \$300,000

In dozens of countries, behavioral science applications have demonstrated success in identifying and addressing gaps in governance and service provision. The Arab region's first nongovernmental behavioral science entity, Nudge Lebanon, has a mandate "to improve governance through the participation of the governed." In fields ranging from municipal services to education, the Consumer–Citizen Lab will expand its work addressing public policy challenges through evidence-based research and outreach. Corporation funds will support the creation of training modules and programs, policy briefings, publications, and convenings.

Partnership for a Secure America, Inc., Washington, D.C.

For the Congressional Partnership Program to educate congressional staffers. 24 Months, \$500,000

The United States Congress plays a key role in shaping foreign and national security policy, but the demands on the time of both members and their staff limits their chances to focus on complex or long-term challenges. At the same time, the political divides have narrowed the space for those on the Hill to engage in policy conversations with peers across the aisle. The Partnership for a Secure America aims to address these challenges through its Congressional Partnership Program for staffers. The program provides educational sessions with subject matter experts and bipartisan forums that build trust, negotiation skills, and relevant knowledge on peace and security issues. With continued Corporation support, the program will hold two three-month training programs, three alumni dinner series, and an international learning trip each year.

President and Fellows of Harvard College, Cambridge, MA

For the Working Group on the Future of U.S.–Russia Relations. 24 Months, \$338,000

Despite the tensions between the United States and Russia, global stability and the interests of both countries call for expert-level engagements. A Working Group on U.S.–Russia Relations, coordinated by Harvard University's Davis Center for Russian and Eurasian Studies and the Higher School of

Economics in Moscow brings together experts in international relations to discuss and debate the dynamics between the two powers and their global implications. Comprised of both rising and established scholars from leading American and Russian institutions, the Group enables participants with different perspectives to advance mutual understanding, analysis, training, and networking. The Group's written outputs reflect American and Russian perspectives on key global challenges and the options for addressing them.

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

For research collaborations and professional development for displaced Middle East scholars. 24 Months, \$400,000

Deteriorating conditions for academics in parts of the Middle East and North Africa (MENA) region are affecting scholarly productivity, access to field sites, and scholar mobility. The current scholar rescue and scholar mobility support programs do not adequately meet with needs of the displaced communities. In consultation with leading scholar mobility providers, the Graduate Center of the City University of New York and the Middle East Studies Association have designed a Global Academy to fill existing gaps. Through an established network of transregional institutional partnerships, this multi-funder initiative will forge peer-to-peer networks; identify professional opportunities; and sustain research collaborations, mentoring, and knowledge production among displaced MENA-based scholars and their counterparts outside the region. Corporation funds will support workshops, publications, a new website, academic conferences, and grants for travel and research.

Royal Institute of International Affairs, London, U.K.

For a project on the future of the state in the Middle East and North Africa. 24 Months, \$300,000

Social scientists, analysts, and policymakers from the Arab region are coming to grips with the changing nature of their respective states, including formal, informal, nonstate, and hybrid actors in both governance and security sectors. However, Western policy priorities often seem far removed from these debates; the avenues that link social scientists and policy experts from the Middle East and North Africa with policymakers in the West continue to be limited in opportunity and scope. The Royal Institute of International Affairs also known as Chatham House, will bridge regional experts with their counterparts in Western states, in order

to develop a platform for policy frameworks that are more realistic and inclusive. The project will entail the use of online communications by an expanding network of experts to share research and discuss findings, and a set of written products and events to reach the Western policy communities and the general public.

Royal United Services Institute for Defence and Security Studies, London, U.K.

For a transatlantic dialogue on China. 24 Months, \$500,000

China's rise has been accompanied by increasing concerns in the West about the wider implications for international security, multilateral institutions, and a rules-based international order. Differences across the Atlantic over China are magnified by the broader estrangement between the United States and Europe on such issues as trade, climate change, Iran, and some regional conflicts. The Royal United Services Institute and the Royal Institute for International Affairs will team up for a project to explore European and American perspectives on specific areas of China's increasing influence. The project will build on each institution's strengths and focus on four key themes that have been identified as crucial to developing effective and collaborative policy responses: digital technology; trade and investment; governance of global commons; and climate change and the environment.

St Antony's College, Oxford, U.K.

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

The relationships among the United States, Europe, and Russia concern some of the world's most critical challenges. In a climate of tensions between Russia and the United States and Europe, opportunities for scholarly engagements and considerations of cooperative approaches to global threats are rare. With support from the Corporation, six universities in the United States, Russia, and Europe formed a University Consortium (UC) a few years ago to advance training on, and seek solutions to, international issues by enabling regular interactions between students and faculty, as well as between UC members and policymakers. Toward these aims, the UC conducts academic programs and organizes policy-level conferences hosted by participating institutions on a rotational basis. With renewed support, the UC will continue its programs.

Transparency International, London, U.K.

For a project on security assistance, corruption, and prolonged conflict. 24 Months, \$350,000

Policymakers have demonstrated demand for research on the role of American security assistance in dynamics of conflict and corruption. Transparency International is a global nongovernmental organization that works with governments, businesses, and civil society to prevent the abuse of power through transparency. Within its mandate, it has been documenting the impact of defense industries on government policy agendas in Western Europe and the United States. With renewed support from the Corporation, the project seeks to fill gaps in understanding corruption risks in security sector assistance and help to develop better policy tools to mitigate these risks. Corporation funds will support research, workshops, staff costs, and publications.

Truman Center for National Policy, Washington, D.C.

As a final grant for strengthening expertise on national security and U.S. foreign policy. 24 Months, \$500,000

The Truman Center for National Policy (Truman) seeks to facilitate more informed and effective policy by supporting the next generation of decision makers, an especially important goal in today's climate of information overload. Truman is a leadership-development organization that provides training and networking opportunities for emerging national security experts. Its ethos is that America is strongest when it uses all its tools: defense, diplomacy, development, and democracy-promotion. The organization has extensive connections with congressional and administration staff, and its members have channels to both research institutes and policymakers. Truman will facilitate collaboration among policymakers, opinion shapers, community leaders, and peer organizations on nuclear nonproliferation, U.S.–Russia relations, immigration and national security, and transnational threats.

University of California, San Diego, La Jolla, CA

For the Northeast Asia Cooperation Dialogue. 36 Months, \$475,000

The regional security environment in Northeast Asia is at a crossroads. Despite high-level summitry, North Korea continues to make progress in the development of its strategic weapons capabilities, the United States and China appear to be headed into an intensifying geo-strategic and geo-economic competition, and historical controversies remain a thorn in regional relations. In the absence of a formal regional security architecture, informal or quasi-formal mechanisms enable dialogue promotion and confidence-building. One of the longest and authoritative dialogue processes is the Northeast Asia Cooperation Dialogue (NEACD), a forum that straddles the official and non-official domains. NEACD is organized by the University of California-wide Institute on Global Conflict and Cooperation based at the University of California, San Diego. It brings together approximately 50 government officials, military officers, academics, and specialists from the United States, China, South Korea, Russia, Japan, and North Korea for regular discussions of regional security issues.

University of Denver, Denver, CO

For a project on promoting ethical approaches to policy engagement. 24 Months, \$500,000

Conducting policy-relevant research outside of government and bringing it to the attention of policymakers provides an opportunity to improve the effectiveness of policymaking. However, policy engagement has not always been without controversy, and the unintended and unforeseen consequences of researcher and policymaker engagement can raise ethical dilemmas. This context hinders academics' engagement with policy matters. The Sié Center at the University of Denver's Josef Korbel School of International Studies proposes a two-year project that will focus on the ethical dimensions of academic-policy engagement. The project will build a knowledge base and supporting network to assist relevant academics in interacting responsibly and constructively with governmental and nongovernmental policy actors. With Corporation support, the project will form an emerging international community attuned to questions of ethical scholarship.

University of Gothenburg, Gothenburg, Sweden

For a project on local governance under decentralization in Oman and the Arab region. 24 Months, \$350,000

The devolution or decentralization of authority and public services often appears as a top policy recommendation for Arab states. The Program on Governance and Local Development (GLD) at the University of Gothenburg will promote policy-relevant research on decentralization, initiating cross-national studies and analyses on the topic that will include experts and practitioners in the Arab region. With Corporation support, GLD will produce and disseminate policy-relevant research; strengthen and expand networks of scholars in the Arab region, sub-Saharan Africa, the United States, and Europe; and establish policy dialogues on different models of decentralization and local governance.

University of Maryland, College Park, MD

For training and research on nuclear and international security. 24 Months, \$400,000

Since the end of the Cold War, several programs have strived to connect American and Russian foreign and security policy specialists at universities and think tanks for the joint exploration of issues of mutual concern. The Center for International and Security Studies at the University of Maryland (CISSM) has been building such connections with support from the Corporation. CISSM programs have entailed research, training, informed debates, and exchanges. At a time of strained relations between the United States and Russia, maintaining contacts between the academic communities has the potential of reducing risks and misunderstandings. Continued Corporation support will enable CISSM to carry on its activities with the goal of contributing to these efforts.

University of Pennsylvania, Philadelphia, PA

For a project on policy-relevant responses to emerging policy issues. 24 Months, \$500,000

Despite some notable progress in advancing efforts to bridge the gap between academia and the policy world — from the rise of a generation of faculty members committed to engaging critical global policy issues to new media outlets that help academics reach out to a broader audience — further work remains to be done. Specifically, this involves consolidating the progress made to date in the international

relations community, devising mechanisms for more productive engagement between scholars and policymakers, and continuing to connect new ideas derived from academic work to the policy world. To help meet these challenges, the University of Pennsylvania's Perry World House (PWH) was launched three years ago with Corporation support. PWH will continue bringing together scholars, policymakers, and other key constituencies to advance debates, conversations, and policy processes on topics with critical relevance to international peace and security.

University of Southampton, Southampton, U.K.

For research on the history of the Treaty on the Non-Proliferation of Nuclear Weapons. 24 Months, \$215,000

The Treaty on the Non-Proliferation of Nuclear Weapons (NPT), soon to enter its 50th year, faces an uncertain future and a contested past. At the upcoming Review Conference in 2020, state parties are almost certain to resurface frustrations with the treaty's implementation. These debates highlight the need for a clear understanding of the historical context and rationale for the NPT. Through this project, University of Southampton will examine original negotiation records in multiple languages to clarify the intent and implications of the treaty. Among other things, the project will revisit the simplistic narrative of a "grand bargain" among disarmament, nonproliferation, and peaceful uses of nuclear energy to reveal a more complex reality. This study will be completed in time for the NPT Review Conference, where parties will meet to discuss the state of the treaty.

University of Sydney, Sydney, Australia

As a final grant for a project on the implications of quantum theory and its application for international peace and security. 24 Months, \$400,000

Quantum theory, the most accurately tested theory in modern science, is used in a vast array of everyday applications, from lasers to MRI scanners to cell phones, and was fundamental to the development of the atom bomb. Yet, its core principles remain difficult to grasp. The renewal grant will support a final phase of an innovative, interdisciplinary "Project Q" at the University of Sydney's Centre for International Security Studies that teases out the implications of new and poorly comprehended developments in this highly complicated field. The project will continue bringing together an eclectic mix of scientists, philosophers, diplomats, soldiers, scholars, writers, artists, and futurists to

explore the origins, elements, and outcomes of a quantum age. Through films, podcasts, e-books, traditional scholarly volumes, journal articles, and trade publications, the project will remain focused on the central question: To what extent will quantum be a technology for peace or war?

Woodrow Wilson International Center for Scholars, Washington, D.C.

For a fellowship program for early-career scholars on China and Asia. 30 Months, \$1,500,000

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 is launching a fellowship program aimed at expanding the range of current American scholarship on China and, where appropriate, challenging conventional wisdom. The program will support 40 early career scholars and will also include a policy outreach dimension to expose fellows and their work to the policy-making community in Washington, D.C.

Woodrow Wilson International Center for Scholars, Washington, D.C.

For strengthening U.S. expertise and knowledge about Russia. 24 Months, \$1,000,000

The U.S. relationship with Russia matters to key U.S. and international concerns, from nuclear security to nonproliferation to international terrorism to regional conflicts. To enhance the understanding of this relationship, the Kennan Institute of the Woodrow Wilson International Center for Scholars (Kennan), a premier American institution dedicated to the study of Russia and Eurasia, advances expertise, enhances the capacity of scholars to communicate their findings to policy and general audiences, provides a nonpartisan space to present and debate research findings, and promotes academic exchanges between the United States and Russia. With Corporation support, Kennan will continue a set of programs, activities, and publications to help improve the U.S. understanding of Russia so as to offer a solid and objective analytical base for U.S. policy toward Russia.

Woodrow Wilson International Center for Scholars, Washington, D.C.

For the Foreign Policy Fellowship Program to educate congressional staffers. 24 Months, \$600,000

The United States Congress plays a key role in shaping foreign and national security policy, but the demands on the time of both members and their staff leave limited opportunities to focus deeply on complex or long-term challenges. The Foreign Policy Fellowship Program (FPFP) of the Woodrow Wilson International Center for Scholars offers the opportunity to improve staffers' knowledge of foreign policy issues and reduce polarization and partisanship on Capitol Hill. The FPFP brings professional committee staff and legislative staff from Republican and Democratic offices from both chambers of Congress together for a series on critical peace and security challenges. It also organizes learning visits to different countries for alumni. The FPFP will continue these programs with Corporation support.

Woodrow Wilson International Center for Scholars, Washington, D.C.

As a final grant for the Nuclear Proliferation International History Project. 24 Months, \$520,000

Scholars and practitioners still have an incomplete understanding of the forces that drive nuclear proliferation. This results, in part, from a lack of access to closed historical archives, which has real-world implications. Over the past decade, the Nuclear Proliferation International History Project (NPIHP) has demonstrated its ability to surface new empirical evidence that offers additional insights and challenges outdated assumptions. By supporting researchers through an interlinked network of institutions across 15 countries, NPIHP has helped revitalize the field of nuclear history. The network will continue research into previously closed archives, facilitate collaboration between scholars, and engage the policy community through workshops, briefings, and media outreach. This final grant will consolidate the partner network as part of a decade-long investment in capacity building, archival research, and outreach.

Woodrow Wilson International Center for Scholars, Washington, D.C.

For support to the Mainstreaming Russian Expertise project at the Kennan Institute. 18 Months, \$270,000

Despite Russia's importance to global stability, mainstream discussions about Russia often lack nuanced political, social, and cultural perspectives needed to understand the country and its behavior at home and abroad. A project of the Kennan Institute (Kennan), a division of the Woodrow Wilson International Center for Scholars, aims to examine Russia in-depth and bring its findings into the broader domestic dialogue on U.S. national security and foreign policy. Kennan will convene small group sessions of researchers, thought leaders, and experts in Washington, D.C., and New York to bring greater public awareness to the U.S.–Russia relationship.

PEACEBUILDING IN AFRICA

Alliance for Peacebuilding, Washington, D.C.

As a final grant for general support. 24 Months, \$400,000

The Alliance for Peacebuilding (AfP) is a global membership association of more than 100 peacebuilding organizations that promotes collective action to influence, impact, and innovate the peacebuilding field. Through a series of focused meetings and its broad-ranging, annual “PeaceCon” conference in Washington, D.C., AfP brings together an exceptional coalition of peacebuilding actors addressing key areas of strategy and policy. Importantly, the organization’s learning and evaluation portfolio has advanced a culture of rigorous design, monitoring, and evaluation to generate better evidence-based standards for the field to demonstrate the impact of peacebuilding programming. As a hub and knowledge clearing house for the field, AfP also encourages cross-sector networking, advocacy, and public awareness-raising of important issues on the global peace and security agenda.

King’s College London, London, U.K.

For core support to the African Leadership Centre. 24 Months, \$1,850,000

Building on previous Corporation-funded work, the African Leadership Centre (ALC), which coexists at King’s College London (King’s) and in Nairobi as an independent center, will continue its support of African-led peacebuilding research and training, grounded empirically on the continent. The ALC offers several programs, including a master’s degree and a joint PhD program at King’s and the University of Pretoria. In 2017, the ALC launched a research agenda that focuses on critical topics at the nexus of peacebuilding and leadership with an emphasis on joining theory and practice. Research teams bring together senior and emerging scholars and practitioners to build knowledge across disciplines. ALC’s growing alumni network connects African universities and policy bodies to conduct high-quality field research and share results with an interested policymaking audience.

Social Science Research Council, Brooklyn, NY

For the African Peacebuilding Network and Next Generation Social Sciences in Africa program. 24 Months, \$4,400,000

Africa continues to be home to the world's longest and deadliest conflicts. Over the past 20 years, a major critique of conflict resolution and security initiatives across the continent has been that these conflicts are externally configured, led, and implemented. To increase and elevate African voices, agency, and leadership in the peacebuilding field, the Social Science Research Council created the African Peacebuilding Network and the Next Generation Social Sciences in Africa projects with initial funding from the Corporation. Together, the projects support the pipeline of African scholars based on the continent producing rigorous and relevant research on conflict-affected countries and neighboring regions. Research is made available to the academic community, as well as packaged in digestible and useful ways for the international and African policy communities. Renewed support will enable the continuation of the two projects.

TRANSNATIONAL MOVEMENTS INITIATIVES

American Political Science Association, Washington, D.C.

For the Middle East and North Africa Workshops and the Arab Political Science Network. 24 Months, \$700,000

Academic networks and capacity-building opportunities are essential to expanding cohorts of dynamic young scholars working to build local knowledge on the Arab region. The American Political Science Association's Middle East and North Africa (APSA MENA) Program supports political science research and networking among early-career scholars across the MENA region. With previous support from the Corporation, APSA MENA has advanced institutional-level impact through a series of workshops, departmental collaborations, research grants, and other academic opportunities. With continued support, it will expand alumni program services and nurture a regionally based Arab Political Science Network. Corporation support will go toward staff costs, workshops, publications, scholarships, and departmental grants.

INTERNATIONAL PROGRAM DISCRETIONARY GRANTS

African Studies Association, Piscataway, NJ

6-month grant of \$50,000 for participation of early-career African academics in skills-enhancement workshops

American Council of Learned Societies, New York, NY

18-month grant of \$100,000 for support of the International Association for the Humanities

Asia Society, New York, NY

12-month grant of \$200,000 for ongoing support of the Task Force on U.S.–China policy

Asia Society, New York, NY

24-month grant of \$100,000 for a project on the military and security dimensions of the Belt and Road Initiative

Association of African Universities, Accra-North, Ghana

12-month grant of \$130,000 for media programming and a biennial conference of African university leaders

Brandeis University, Waltham, MA

24-month grant of \$200,000 as a final grant for core support to the Everyday Peace Indicators project

British American Security Information Council, London, U.K.

12-month grant of \$160,000 for a consensus-building effort around pragmatic, short-term disarmament measures

Brookings Institution, Washington, D.C.

10-month grant of \$50,000 for a legislative working group on the role of Congress in foreign affairs

Carnegie Endowment for International Peace, Washington, D.C.

7-month grant of \$100,000 for strengthening the guardrails in U.S.–Russian Relations: Phase II

Center for Arms Control and Non-Proliferation, Washington, D.C.

12-month grant of \$75,000 for nuclear policy outreach and education for Congress

Centre for Democracy & Development, Abuja, Nigeria

12-month grant of \$50,000 for facilitating multistakeholder engagements on farmer-herder conflicts in Nigeria

Chicago Council on Global Affairs, Chicago, IL

12-month grant of \$200,000 for a trilateral dialogue series among the United States, Japan, and South Korea on future security and economic dynamics of the Asia-Pacific

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

10-month grant of \$70,000 for participation of African academics in the 15th General Assembly conference on "Africa and the Crisis of Globalization"

Democracy: A Journal of Ideas, Washington, D.C.

12-month grant of \$125,000 for a conference and publication on United States-China diplomatic and economic relations

Eurasia Foundation, Inc., Washington, D.C.

24-month grant of \$180,000 for a regional open data initiative in the South Caucasus

Federation of American Scientists, Washington, D.C.

18-month grant of \$147,000 for research on conventional deterrence of nuclear powers

Foreign Policy Research Institute, Philadelphia, PA

12-month grant of \$100,000 for a project on mapping Russia's economic leverage

Foreign Policy Research Institute, Philadelphia, PA

12-month grant of \$91,000 as a one-time grant for analysis on the implications of technological change for tracking mobile missiles

Fund for Constitutional Government, Washington, D.C.

6-month grant of \$15,000 for a project to build an interactive mapping of peace and security foundation grants

George Washington University, Washington, D.C.

9-month grant of \$200,000 for the Project for Media and National Security

George Washington University, Washington, D.C.

24-month grant of \$100,000 for Johnson's Russia List

Global Platform for Syrian Students, Lisbon, Portugal

18-month grant of \$200,000 for capacity building and emergency scholarships for Syrian students

Graduate Center Foundation, New York, NY

12-month grant of \$100,000 as a final core support grant to the Global Centre for the Responsibility to Protect

International School on Disarmament and Research on Conflicts, Rome, Italy

24-month grant of \$150,000 for two advanced courses on arms control and nuclear risk

Jordan Media Institute, Amman, Jordan

24-month grant of \$200,000 for a project on media education and training

King's College London, London, U.K.

12-month grant of \$120,000 for follow-up research and outreach of the study on the North Atlantic Treaty Organization and Missile Defense

Long Island University, Greenvale, NY

12-month grant of \$100,000 for a congressional education project on international security

Massachusetts Institute of Technology, Cambridge, MA

24-month grant of \$170,000 for training technical policy experts on new technologies

Massachusetts Institute of Technology, Cambridge, MA

12-month grant of \$160,000 for building a rapid digital response capacity in the nuclear policy community

National Academy of Sciences, Washington, D.C.

12-month grant of \$35,000 for a second West–Russia workshop on the intersections of violent extremism and radiological security

The New School, New York, NY

24-month grant of \$200,000 for support of a digital publication that covers the United Nations

One Earth Future, Broomfield, CO

7-month grant of \$50,000 for a project on gathering and using data to strengthen nuclear security

Pacific Forum International, Honolulu, HI

12-month grant of \$200,000 for international engagements on nuclear risk reduction in Northeast Asia

Paris Peace Forum, Paris, France

12-month grant of \$100,000 for core support to the Paris Peace Forum

PERI Support Fund, Amherst, MA

12-month grant of \$150,000 for a project on security and geopolitics in a global Middle East

PopTech, Camden, ME

18-month grant of \$160,000 for establishing a Washington D.C.–based innovation hub

Public Radio Exchange, Cambridge, MA

11-month grant of \$125,000 for a new season of *Things That Go Boom*

Reset Dialogues, U.S., Locust Valley, NY

24-month grant of \$200,000 for capacity-building for Reset Dialogues U.S.

Royal Institute of International Affairs, London, U.K.

18-month grant of \$200,000 for understanding North Atlantic Treaty Organization member states' obligations regarding nuclear nonproliferation and disarmament

Social Science Research Council, Brooklyn, NY

12-month grant of \$138,000 for a project to help develop cooperative solutions to problems involving security on the Korean peninsula and in northeast Asia

University of Dar es Salaam, Dar es Salaam, Tanzania

12-month grant of \$50,000 as a one-time only grant for participation of African early-career academics in a continental conference

University of Notre Dame, South Bend, IN

24-month grant of \$50,000 as a final grant to disseminate research findings on bridging the gap between scholarship and policy related to international peace and security

University of Pretoria, Hatfield, South Africa

24-month grant of \$200,000 for a study and policy dialogue on governance of African science granting councils

University of Pretoria, Hatfield, South Africa

12-month grant of \$140,000 as a one-time only grant for a convening of Corporation-supported postdoctoral fellows

University of the Witwatersrand, Johannesburg, South Africa

12-month grant of \$110,000 as a one-time only grant to evaluate programs aimed at transforming the university's faculty

U.S. Civilian Research and Development Foundation, Arlington, VA

12-month grant of \$50,000 for the Robin Copeland Memorial Fellowship to support women in nonproliferation

U.S. Diplomatic Studies Foundation, Washington, D.C.

24-month grant of \$200,000 for State Department Training and Education

War on the Rocks Media LLC, Washington, D.C.

12-month grant of \$80,000 for a documentary podcast on the nuclear age and the weapons it produced

Women in International Security, Washington, D.C.

24-month grant of \$100,000 for the Next Generation Gender, Peace, and Security Symposium

World Agroforestry Centre, Nairobi, Kenya

6-month grant of \$100,000 for participation of emerging female African researchers in the Global Forum on Women in Scientific Research

Yale University, New Haven, CT

12-month grant of \$200,000 for expanding and enriching the study of Russia

National Program

EDUCATION

4.0 Schools, New Orleans, LA

For the development of entrepreneurial pathways for new schools and learning models. 21 Months, \$525,000

The education sector is not set up to foster large-scale innovation or entrepreneurship, particularly among underrepresented and marginalized individuals who are best positioned to craft solutions for challenges facing their communities. Founded in 2010, 4.0 Schools (4.0) has demonstrated expertise in coaching, connecting, and investing in diverse leaders to develop breakthrough learning models with youth and families in their local communities. Through its fellowship programming and early stage investments, and by leveraging its extensive alumni network, 4.0 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. This approach creates a low-risk, low-cost environment for a diverse set of fellows to innovate and learn, and it also establishes a community of practitioners whose fellowship experiences position them to become local education leaders in their cities.

Achieve, Washington, D.C.

For a project to support smarter implementation of the Next Generation Science Standards focused on increased demand for high-quality instructional materials. 12 Months, \$500,000

The lack of high-quality science instructional materials available to teachers and students poses a challenge to the implementation of the Next Generation Science Standards (NGSS). Achieve, the nonprofit organization that has spent one decade leading the effort to help states make college and

career readiness a priority played a significant role in the development and adoption of NGSS. Now, Achieve is working to improve the supply and demand of science instructional materials and supporting states and districts to help them implement the NGSS. Through this renewal grant, Achieve will (1) review science units and provide feedback to developers, including OpenSciEd instructional units, (2) create and sustain a network of districts using NextGen TIME to select and implement instructional materials, (3) advise states and districts on science implementation work, (4) create a tool to evaluate NGSS high-school science courses, and (5) increase the number of individuals that deliver EQUIP-focused professional learning sessions to educators.

Achievement Network, Boston, MA

For a project with school districts to work on content-rich, equity-focused professional learning and the adoption of high-quality curricula. 18 Months, \$800,000

Despite the adoption of higher college and career standards across the country, far too few teachers and leaders receive the professional development needed to deliver instruction that meets the rigor of these standards. The Achievement Network (ANet) provides this support to teachers and leaders by working alongside school teams to strengthen their practice and culture of using learning standards and achievement data to get results in underserved communities. Through this renewal grant, they seek to improve the quality and consistency of their professional learning across their national network of partner schools. ANet has seen substantial impact in its 900 partner schools and hopes to scale and accelerate this impact in three key ways: (1) providing deeper professional learning on the implementation of high-quality curricula, (2) equipping their coaches with skills to address issues of equity and bias, and (3) refining their approach to progress monitoring and coach development with early stage partners.

Aspen Institute, Inc., Washington, D.C.

For core support of the Aspen Education & Society Program. 15 Months, \$400,000

Currently, our nation's collective aspirations for student learning far outstrip the capability of our public education systems to deliver, particularly for students of color and those from low-income families. Achieving the vision of student learning that policymakers and educators have embraced requires a clear focus on coherence, learning, and systemic human capital improvements in order to avoid exacerbating the existing lack of coordination among programs, organizations, and systems. By focusing on coherence and the development of learning organizations, the Aspen Education and Society Program aims to improve leadership and strategy in key districts and states, and to frame critical issues and opportunities for the broader field. They will do so in the context of three interconnected priorities: (1) advancing a richer vision of student success that integrates the social, emotional, and academic dimensions of learning as essential to advancing equity; (2) transforming education systems so that they can sponsor and model exemplary learning and continuous improvement practices; and (3) developing education leaders to achieve transformation in learning, equity, and efficacy.

Bank Street College of Education, New York, NY

For continued support of sustainable residency-based teacher preparation programs and coherent improvement strategies in school districts. 12 Months, \$1,000,000

Over the past century, the Bank Street College of Education has earned a reputation for effective educator development. With this renewal grant, their Education Center will continue to implement two projects that tackle human capital challenges: the absence of coherent supports for district-wide instructional improvement, and the lack of sustainable funding for clinical teacher preparation programs. The School System Partnerships & Programs will design a plan for financial sustainability that diversifies funding sources for its intervention model work with school districts. Prepared to Teach will support six district/teacher preparation partnerships in New York State to continue to plan for long-term sustainability of residencies and will grow the movement by identifying sites that will host workshops to grow interest in sustainable funding of residencies in New York State.

Bellwether Education Partners, Sudbury, MA

For continued support of a project to align services to better serve students with interrupted education. 24 Months, \$600,000

More than five million youth in the United States today experience education disruption related to traumatic life events and have some of the lowest educational outcomes of any student group. While they are served by multiple social service agencies, their needs are still not fully met, due in part to the deep silos that exist between systems of care in this country. With prior Corporation support as part of the Integration Design Consortium, Bellwether Education Partners developed an approach intended to lead to wholesale rethinking of the ways in which social service agencies interact with one another and with the children in their care. They worked with agencies in New Orleans, LA; El Dorado County, CA; and the state of Utah, to leverage two interrelated strategies: a tactical model for planning for reform for local leaders and the creation of field-facing materials that act as resources for approaching this problem. They plan to build on their success so far by supporting implementation of the first set of plans; engaging a second cohort of leaders; and increasing the intensity of their field-facing work.

Blue Engine, New York, NY

For a project to support a co-teaching model in New York City high school algebra classrooms. 18 Months, \$400,000

The current structure of high school classrooms, consisting of an average student-teacher ratio of 30:1, is a barrier to individualizing instruction for students. To solve this problem, Blue Engine, a nonprofit organization founded in 2010, has developed an innovative co-teaching model that leverages multiple adults in classrooms to ensure that students receive targeted support and effective differentiation. Through this grant, Blue Engine proposes to improve and expand their algebra focused co-teaching model by supporting at least 13 co-teaching teams of existing classroom teachers, reaching at least 800 students. Blue Engine will also test mechanisms to spread co-teaching practices beyond algebra by working with school administrators to create mechanisms to transfer effective co-teaching practices schoolwide.

Chalkbeat, New York, NY

For general support. 12 Months, \$350,000

We believe that an informed public together with independent news organizations are vital to a healthy democracy and to ensuring educational equity. From teachers' strikes advocating for larger school budgets and higher wages to the March for Our Lives student-led demonstrations, this past year has signaled a surge of public demand for equity and access to high-quality education. In order to enable demand-driven improvements in our education system, we need in-depth coverage of the system at the local, state, and national levels. Founded in 2013, Chalkbeat is a nonprofit news organization producing in-depth local and national reporting that enables the public, particularly low-income communities, to engage in the democratic process around public education. With continued support from the Corporation, Chalkbeat will create and disseminate news that supports families in navigating the education system as well as policymakers in making decisions that improve outcomes in the communities they are elected to serve.

Charter School Growth Fund, Inc., Broomfield, CO

For continued support to scale promising Next Generation Learning school designs. 36 Months, \$3,000,000

The New Designs to Advance Learning portfolio aims to catalyze system-level transformation through the proliferation of new school models that exemplify three core design principles: personalization, mastery, and positive youth development. 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. With Corporation support since 2011, CSGF has launched and implemented a next generation schools investment strategy that has resulted in the creation of over 23,000 new seats in high-quality, personalized learning environments. With renewed support, CSGF will continue to expand access to these kinds of learning experiences by supporting new schools and accelerating performance across its portfolio.

Chiefs for Change, Washington, D.C.

For general support. 24 Months, \$750,000

Next generation leadership at the district and state levels will be key to effective change management in education systems across the country, and the integration of high-quality instructional materials with redesigned student learning experiences is necessary to create and sustain more effective postsecondary pathways for all students. However, these leaders face challenges in acting upon this imperative, including policies that inhibit new approaches and a lack of capacity to transform existing structures. Founded in 2015, Chiefs for Change (CfC) supports a bipartisan network of 35 best-in-class district and state leaders, including 25 active members and 10 alumni members, to tackle these challenges so that all students are prepared to reach their full potential. The specific supports that CfC provides include facilitated peer-to-peer learning, development of a diverse talent pipeline through the Future Chiefs program, project management support, communications advising and support, and timely technical assistance from CfC partners.

CityBridge Education, Washington, D.C.

For the creation and launch of innovative new schools. 24 Months, \$750,000

Over the past decade, the Corporation has played a significant role in expanding access to student-centered learning opportunities, and we continue to believe that the proliferation of innovative school models is a necessary catalyst for system-level transformation. We also believe that new school models are most effective when developed in partnership with the communities that they serve. CityBridge Education (CityBridge) is a local portfolio organization uniquely positioned to incubate and support grassroots, new school development in Washington, D.C. Through this work, CityBridge not only creates high-quality learning opportunities for the students served directly by its schools, but also builds the pipeline of local education talent and influences the education landscape in Washington, D.C. Renewed support will enable CityBridge to build a robust pipeline of education entrepreneurs in Washington, D.C.; support the development of new school models; and engage local stakeholders in support of education transformation in their local context.

Columbia University, New York, NY

For Center for Public Research and Leadership's project to support education systems and organizations to improve professional learning of teachers linked to the use of high-quality instructional materials. 24 Months, \$500,000

Effective implementation of college and career-ready standards requires both high-quality instructional materials and aligned professional learning systems for teachers and school leaders. While multiple districts have begun adopting standards-aligned curriculum, most have not adequately planned for implementing aligned professional learning systems. This project of the Center for Public Research and Leadership (CPRL) is designed to bring its evolutionary learning methodology to districts and nonprofits. Through this proposed grant, CPRL will continue to meet increasing demand for its services by (a) continuing to strengthen systems' and curriculum and professional learning organizations' capacities to improve their professional learning initiatives, so that these are linked to standards-aligned curriculum through Evolutionary Learning Institutes and consulting services, and (b) creating openly available tools and resources to further the education field's use of their Evolutionary Learning materials.

Common Sense Media, San Francisco, CA

For building public understanding and supporting the home-to-school connection in a digital age. 15 Months, \$750,000

Research shows that student achievement increases when parents are engaged in their children's learning. But in today's digital world, learning happens both in and out of school, often through technology and portable devices. Families are in need of tools and resources to support their children's learning and healthy development in this context. Common Sense Media is the country's leading nonprofit organization working to help all kids thrive in the world of media and technology, by empowering parents, teachers, and policymakers with unbiased information, trusted advice, and innovative tools to help them harness the power of media and technology as a positive force in all children's lives. With continued Corporation support, Common Sense will provide guidance to families through their valued ratings and reviews, advance the national dialogue around the roles media and technology play in children's learning through national surveys and research, and strengthen the school-home connection by helping educators support families in the learning process.

Council of Chief State School Officers, Inc., Washington, D.C.

For the Coherence Lab Fellowship: Cohort II. 24 Months, \$1,700,000

Disconnected and sometimes dueling education reforms cause inefficiency, confusion, alienation, and lackluster results for schools and students. This results from a lack of coherence in state (SEA) and local (LEA) education agencies. In 2017, as part of the Corporation's Integration Design Consortium, Education First and Aspen Education developed the Coherence Lab Fellowship (CLF), focused on building capacity among SEA and LEA participants in three areas: building focus and coordination; executing with attention to equity; and authentic and early engagement of stakeholders in order to make sustainable progress at scale. The first cohort of 48 fellows from Nevada, Ohio, and Wisconsin provided early evidence that suggests that the CLF experience is transformative, both for fellows and their agencies. This grant is for Council of Chief State School Officers to run a second cohort with four states, working with Aspen Education and Education First.

Data Quality Campaign, Washington, D.C.

For changing the role of data to improve education outcomes. 24 Months, \$750,000

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 the 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. With current Corporation support, DQC has created infographics and videos that increase understanding of education data use; conducted original opinion research that demonstrates positive shifts in parent and teacher attitudes towards education data; and convened policymakers and thought leaders to build their understanding of critical education data topics and their role in advancing progress.

Denver Museum of Nature & Science, Denver, CO

For a project involving Urban Advantage Denver to work with Denver Public Schools to support the implementation of Amplify Science in Middle Schools. 24 Months, \$300,000

In 2018, Colorado adopted new science standards based on the Next Generation Science Standards (NGSS). Although Denver has adopted Amplify Science as its NGSS-aligned middle school curriculum, teachers need effective professional learning linked to the use of this high-quality instructional material. Urban Advantage Denver (UA Denver), a partnership between Denver Museum of Nature & Science, Denver Zoo, Denver Botanic Gardens, and Denver Public Schools, is providing high-quality professional learning for teachers and focused museum-based learning experiences for students. Through this renewal, UA Denver will: (a) offer professional learning for teachers and on-site school support to help the school district implement Amplify Science in middle schools; (b) offer school field trips, outreach programs, or virtual programs with the museum, zoo, or gardens for students, and (c) evaluate the project, and develop a business model featuring services that can be purchased based on each school's needs.

DonorsChoose.org, New York, NY

For support of a family engagement challenge and dissemination. 12 Months, \$500,000

A family's income level or zip code often determine the quality of education that their children receive. Research shows that parent and teacher partnerships are a powerful way to support student learning, but teachers need exposure to best practices and innovative ideas that enable these partnerships to flourish. As a crowdfunding platform with over 3.5 million donors to date, DonorsChoose.org (DonorsChoose) has engaged the public in directly funding classroom projects. Since its founding in 2000, teachers at more than 80 percent of all American public schools have used DonorsChoose.org to request resources to support the needs of their students and families, bringing 1.3 million classroom projects to life, and about 75 percent of projects funded come from teachers working in low-income communities. With support from the Corporation, DonorsChoose.org will launch a Family Engagement Challenge to surface best-in-class ideas on family engagement and propagate these ideas to classrooms nationwide.

DreamYard Project, Inc., Bronx, NY

For providing work-based learning opportunities to high school students in partnership with Here to Here. 30 Months, \$950,000

Students in underserved communities are less likely than their peers to be connected to opportunities and resources that align their high school experiences to what they will need to be successful in college and career. With support from the Corporation in 2017, DreamYard Project Inc. (DreamYard) launched Here to Here (H2H) to address this challenge by coordinating efforts across the secondary, post-secondary, and career sectors such that students in the Bronx have access to work-based learning opportunities while in high school. Together, DreamYard and H2H, which is now an independent organization, have established a network of 10 partner high schools and supported them to provide internships and work-based learning (WBL) opportunities to their students. In the summer of 2018 alone, 1,055 students participated in paid internship experiences. With renewed Corporation support, these organizations will continue to partner with one another and with cross-sector actors to provide high-quality WBL, internship, and apprenticeship opportunities to Bronx students.

EdReports.org, Durham, NC

For a project to review grades K–8 science curricula and determine the alignment with the Next Generation Science Standards. 12 Months, \$300,000

With the creation and adoption of the Common Core State Standards in English Language Arts and Mathematics there was an increase in curricula on the market claiming alignment to these higher standards. EdReports, an independent nonprofit, seeks to improve K–12 education by providing free, educator-led reviews of instructional materials to college and career-ready standards. EdReports supports states, districts, and educators as they make decisions about curriculum adoption. This grant will support EdReports' recent expansion to reviewing science curricula to aid the nearly 40 states who have adopted new science standards based on the Next Generation Science Standards. In this grant, EdReports proposes to (1) continue to review middle school science materials; (2) expand their reviews to include K–5 science materials; and (3) promote their science reviews.

Education Pioneers, Inc., Boston, MA

As a final grant for general support. 12 Months, \$300,000

To realize the promise of systemwide excellence in education, a critical mass of managers and leaders is needed. Founded in 2003, Education Pioneers is a nonprofit with a mission to identify, train, connect, and inspire a new generation of professionals dedicated to transforming our education system so that all students receive a quality education. Their signature fellowship model recruits, develops, and places early and mid-career professionals in job opportunities involving project management and data analysis across the education sector. Through this final grant, Education Pioneers will (a) implement the Emerging Human Capital Leaders Initiative for 30 human capital leaders in collaboration with the Urban Schools Human Capital Academy, another Corporation grantee; (b) run their fellowship program by recruiting and selecting a diverse cohort of 125 rising early-to mid-career leaders; (c) plan and execute a national alumni strategy; and (d) strengthen their financial sustainability.

EL Education, Inc., New York, NY

For a project to design and field test learning progressions that support teachers, coaches, and school and district leaders implementing a high-quality Language Arts curriculum. 24 Months, \$800,000

Multiple education professionals, such as school and district leaders and district coaches, have key roles in supporting teachers' effective implementation of high-quality and standards-aligned curriculum. Yet, although these professionals provide instructional leadership and conduct classroom observations providing teachers with feedback and reflection opportunities, professional learning for school and district leaders and coaches linked to the use of high-quality curriculum is not yet the norm. Through this renewal grant, EL Education plans to (a) collect data about strengths and weaknesses in EL Education's approach to providing supports to district coaches and school and district leaders; (b) develop a learning progression about what education professionals need to know and do to be able to support implementation of EL Education's curriculum across multiple education roles; (c) build the capacity of EL Education's staff to do this work; and (d) share lessons learned with five partner professional learning organizations that support districts' implementation of EL Education's curriculum and the field at large.

Foundation for Excellence in Education, Tallahassee, FL

For continuation of a research project focused on the alignment of education programs with the future of work. 12 Months, \$470,000

Better alignment between students' high school experiences and labor market demand is required to effectively prepare students for success in a twenty-first century economy. However, there remains a lack of understanding among key stakeholders about which career pathways are currently available to students and which are most efficacious in preparing students for professional success. With Corporation support over the past year, the Foundation for Excellence in Education (ExcelinEd) has begun to address this challenge through research activities designed to shed light on the current landscape of CTE credentials available to students and on whether those credentials have currency in the job market. ExcelinEd's research, findings, and recommendations are housed within its Credentials Matter microsite, which includes an interactive map showing state-specific data as well as a report and three state deep-dive analyses that were created as a part of this project. With renewed support from the Corporation, ExcelinEd will build upon this foundation by updating and enhancing the microsite and completing additional deep-dive research.

Foundations, Inc., Mount Laurel, NJ

For the Campaign for Grade-Level Reading's parent and teacher initiative and knowledge-sharing system. 12 Months, \$300,000

Research has shown that children learn anywhere, anytime, and not just in school. For this reason, there is a need to discover the best methods for enabling families, educators, and community practitioners to join forces in support of student learning. The Campaign for Grade-Level Reading (CGLR) is a collaborative effort by foundations, nonprofit partners, business leaders, government agencies, states, and communities across the country to ensure that more children in low-income families succeed in school and graduate prepared for college, a career, and active citizenship. The Campaign focuses on an important predictor of school success — grade-level reading by the end of third grade. With support from the Corporation, CGLR will conduct the Productive Parent/Teacher Partnerships project to engage, encourage, and equip cohorts of local funders to provide informed leadership that will strengthen the relationships between parents and teachers.

FSG Inc., Boston, MA

For continued support of a project to improve educational equity by building capacity for systems change and collective impact. 24 Months, \$750,000

The field's approach has overwhelmingly been to solve educational challenges with technical change: new technologies, governance structures, accountability mechanisms, and so on. Collectively, we have paid far less attention to the mindsets, adult capacity, and cultural change that are needed in order to deepen and sustain the impact of reform. This project brings together vanguard organizations in creating large-scale, lasting social change and developing leaders of systemic change: FSG and the Society for Organizational Learning. These organizations have been partners for two years as members of the Corporation's Integrated Design Consortium, implementing projects in two communities — Staten Island, NY, and Oceanside, CA — to integrate the three disciplines of systems thinking, collective impact, and equity framing. Going forward, they plan to deepen the level of cultural change that is occurring in Staten Island and broaden impact by creating a learning community on multis-takeholder approaches to deep change in education.

Fund for the City of New York, Inc., New York, NY

For core support of the Student Success Network. 24 Months, \$400,000

College and career readiness requires more than academic knowledge — research indicates that students' socio-emotional and metacognitive skills are key to their lifelong success. While the literature establishes the relationship between socio-emotional learning (SEL) and academic outcomes, there remains a lack of capacity to integrate SEL into academic and youth development programming. The Student Success Network (SSN) is a network of sixty-five education and youth development organizations committed to empowering over 200,000 of New York City's low-income students with the SEL competencies they need to succeed in college and career. SSN plays a unique role in building member capacity through SEL data collection, improvement science training, and collaborative learning communities focused on problems of practice. Previous grants have allowed SSN to develop and administer a rigorous SEL survey, identify best practices, and equip members to assess student growth. With continued support, SSN will deepen efforts to identify promising SEL practices, integrate youth voice into programming, disseminate resources to the network and the field, and support data collection and analysis to promote continuous improvement.

Highlander Institute, Providence, RI

For expansion of a school-based process to implement blended and personalized learning approaches. 24 Months, \$800,000

While schools and districts articulate great demand for personalized learning experiences for students, they often lack the capacity to support the instructional shifts required. Highlander Institute (Highlander) has been focused on improving educational experiences of underserved students for over 15 years and has emerged as an expert partner to schools seeking to shift to personalized models at scale. Highlander's track record of school partnership and classroom-level expertise make it a uniquely effective partner. Having supported all traditional public school districts in Rhode Island and coached more than 700 teachers nationwide, Highlander published a framework for integrating personalized learning titled, "Pathways to Personalization: A Framework for School Change." With previous support, Highlander piloted the framework at the whole-school level at Dutemple Elementary School in Cranston, RI, with promising early results. With continued support over two years, Highlander will work with Dutemple and four additional schools to implement and scale the framework in a variety of contexts, build implementation guidance for the field, and deepen organizational capacity to support the transformation of learning environments at scale.

Illustrative Mathematics, Oro Valley, AZ

For a project to develop partnerships with other professional learning organizations to support the implementation of a high-quality math curriculum. 12 Months, \$300,000

Despite decades of attention and research into what mathematics curriculum, teaching, and learning should look like, the United States continues to see large achievement gaps between students in low socioeconomic status schools and their wealthier counterparts. In order to impact mathematics teaching and learning at scale and to close this gap, teachers need access to high-quality curriculum materials and complementary professional learning supported by school and district leaders. Even when schools adopt a coherent K–12 curriculum, well aligned, job-embedded professional learning supports are often missing. Through this renewal grant Illustrative Mathematics will explore a partnership with Teaching Lab and the New Teacher Center to provide professional learning aligned to their math curriculum, and create and adapt assets for district and school-based coaches working in districts implementing their math curriculum.

Innovate Public Schools, San Jose, CA

For support of programs that train and develop effective community organizers and parent leaders. 12 Months, \$300,000

There is a growing understanding in the field that community organizing and parent advocacy are critical to achieving significant change in our education system. Innovate Public Schools, a nonprofit organization founded in 2015, fills this particular demand by developing the leadership skills, communication abilities, and organizing capacities of parent leaders from local organizations so that families themselves drive the movement toward school improvement. Innovate's flagship programs, the Community Organizer Training Program and Parent Leader Institute have trained over 440 parents, providing them with the professional training needed to lead reform efforts and advocate for equitable policies and practices in their communities. Through continued support from the Corporation, Innovate will deliver its flagship programs, expand coaching to new focus cities, and offer deeper support across all partner organizations, including workshops for parents and assistance in advancing coordinated grassroots strategies.

Jefferson Education Exchange, Arlington, VA

For general support. 18 Months, \$400,000

Annually, over 13 billion dollars are invested in K–12 education technology (edtech) in the United States, but only 5 percent of products are used with the intended frequency, and approximately 65 percent of purchased student licenses for edtech products are completely unused or meet zero usage goals. So while evidence suggests edtech can have a positive impact on students under the right conditions, there is no currently coordinated collection of contextualized information so that educators can make informed decisions about which products to use. The Jefferson Education Exchange (JEX), launched in 2018, aims to significantly deepen and expand edtech implementation analysis to help education decision-makers (a) better allocate the money they spend on education technologies toward technologies that will be a good fit for their contextualized needs; and (b) provide information that helps educators effectively implement those technologies in their contexts. This grant is for general support.

KIPP Foundation, New York, NY

For work on college and career access and success and the launch of the Charter Management Organizations Alumni Success Collaborative. 24 Months, \$1,250,000

KIPP, a high-performing charter management organization (CMO), has been serving low-income and minority students with groundbreaking success, proving that those children can achieve at high levels and can graduate from college at unprecedented rates. Now serving about 100,000 students in 224 schools, KIPP seeks to substantially improve student outcomes, reach more students, and find scalable ways to support thousands of alumni on to college and career, all the while sharing practices to benefit others. Under a prior Corporation grant, KIPP built out their college access and success strategies, codified and scaled them across the network, and shared them with other CMOs and districts. This grant builds on and continues to improve that successful work; supports the launch of a new collaboration with other CMOs to drive collective alumni success; and starts more intensive exploration, development, and implementation of career supports for their students and alumni.

Learning Accelerator, Princeton, NJ

For general support. 24 Months, \$750,000

Years of education innovation have yielded proof points of effective practices and models, but a lack of systemic capacity to scale these innovations has meant that they continue to benefit only a fraction of students. Launched in 2012, the Learning Accelerator (TLA) addresses this challenge through three interconnected strategies that drive learning and change across the sector: knowledge development, networked learning, and strategic dissemination. Together, these strategies comprise a collective impact model that TLA uses to move new, high-potential approaches from experiments to broader adoption. For example, with current Corporation support, TLA has worked directly with 12 schools to develop education toolkits featuring their work, and with well over 100 additional schools to showcase specific strategies. TLA then shares these models and strategies in actionable formats to support practitioners outside of these schools, making personalized, mastery-based learning experiences accessible to more students.

Learning Forward, Dallas, TX

For a project to support the What Matters Now Network, an improvement community focused on professional learning and instructional materials. 18 Months, \$800,000

State, district, and school leaders have an integral role to play in accelerating access to job-embedded professional learning focused on the use of high-quality instructional materials. Leaders must align their policies and practices; and this is the objective of Learning Forward's What Matters Now Network (WMNN), a coalition of states, districts, and schools using improvement science focused on professional learning linked to the use of high-quality instructional materials. Through this renewal grant, Learning Forward, the national nonprofit membership association that builds the capacity of education leaders to sustain effective professional learning, will continue to support the WMNN. Through this grant, Learning Forward will (1) support three state coalitions to engage within and across the WMNN, (2) develop tools and processes to support data collection, (3) support coalitions as they develop plans and use cycles of inquiry to improve professional learning systems, and (4) work with coalitions to develop strategies to sustain its work beyond the grant period.

MDRC, New York, NY

For the Center for Effective Career and Technical Education. 24 Months, \$500,000

New models of career and technical education (CTE) can prepare students for twenty-first century success by helping them navigate an increasingly complex labor market. However, the renewed interest in CTE has come largely without the benefit of a strong evidence base about the efficacy of next generation CTE models. MDRC, a social policy research organization with a two-decade history of developing and evaluating CTE programs, is beginning to fill that gap. With Corporation support in 2018, MDRC launched its Center for Effective Career and Technical Education, a hub for building evidence on CTE effectiveness, synthesizing research and lessons learned, and providing technical assistance and resources related to CTE programs, policy, and evidence. Renewed support will enable the ongoing growth and development of the Center as well as research activities to inform policy and practice among CTE stakeholders.

National Academy of Sciences, Washington, D.C.

For enhancing science and engineering in prekindergarten through fifth grade. 24 Months, \$800,000

The Board on Science Education (BOSE) at the National Academies of Sciences, Engineering, and Medicine (NASEM) provides guidance to the nation on science, technology, engineering, and math (STEM) education. The primary goals are to improve government decision-making and public policy, increase public understanding, and promote the acquisition and dissemination of knowledge in matters involving science education. Through this grant BOSE proposes to convene an expert committee to conduct a consensus study to provide evidence-based guidance on effective approaches to science and engineering instruction in prekindergarten through fifth grade. The committee will consider how new approaches can be incorporated into early childhood and elementary classrooms. Through open sessions, committee members will hear from interested stakeholders such as education researchers, science teachers, state and district leaders, and curriculum and professional development providers. The final report will provide recommendations for incorporating science education in kindergarten and elementary schools aligned with the vision of Next Generation Science Standards.

National Center for Civic Innovation, New York, NY

For a project to support OpenSciEd. 12 Months, \$2,000,000

OpenSciEd is a collaborative initiative that brings together states and curriculum developers, and national science education leaders and experts to create a complete set of robust, research-based, openly licensed K–12 science instructional materials, while building in tandem demand for these materials and supports for their implementation. The OpenSciEd Project will address several challenges currently facing science education in the United States, including designing exemplary research-based curricula to meet new standards and supporting high-quality enactment that results in deeper learning outcomes for students. The partner states (CA, IA, LA, MA, MI, NM, NJ, OK, RI, WA) volunteered to join this effort, which is initially focusing on grades six through eight. Through this renewal grant, OpenSciEd will develop and field test six additional units of instruction.

New Teacher Center, Santa Cruz, CA

For a project to develop a curriculum implementation coaching program aligned to Expeditionary Learning Education's high-quality K–8 Language Arts curriculum and pilot in Detroit and New York City Public Schools. 24 Months, \$800,000

Although in recent years the field has advanced significantly to recognize the importance of adopting high-quality instructional materials, there is demand in the field to address the gap between their adoption and strong implementation. The New Teacher Center (NTC), an education nonprofit founded in 1998 with the mission to disrupt the predictability of educational inequities for underserved students, recognizes this need in the field to support districts to effectively implement high-quality instructional materials. Through this grant, NTC will collaborate with Expeditionary Learning Education (EL Education) to support teachers implementing EL Education's K–8 English Language Arts curriculum, highly rated by EdReports for its quality, usability, and alignment with the college and career-ready standards. NTC will also design job-embedded professional learning to enable teachers to effectively implement EL Education's curriculum. They will train coaches who will support teachers, by piloting the new coaching model in two districts that have adopted EL Education's curriculum: New York City and Detroit Public Schools.

New Venture Fund, Washington, D.C.

For core support of Learning Heroes. 12 Months, \$720,000

While we know parents and families are on the front lines of their children's education, engaged and deeply committed to their children's success, they are frequently underserved and overlooked as a key stakeholder and customer of their children's education. Gaps in information and understanding often prevent parents from playing an active role in helping to ensure their children's academic success. There is a critical need to address these gaps in order to enable parents to actively support their children's academic success. Founded in 2016 with Corporation support, Learning Heroes has emerged as a national organization supporting and challenging the field to incorporate parent perspectives into new solutions, while translating research on parent perspectives into actionable messaging and tools for educators, the advocacy community, academia, and philanthropy. With continued support from the Corporation, Learning Heroes conduct its annual parent survey and three seasonal informational campaigns, disseminate its research through its extensive network of partners.

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

For a project to develop and field test a Next Generation Science Standards–designed high school biology curriculum. 24 Months, \$800,000

New York State recently adopted new science standards that were adapted from the Next Generation Science Standards (NGSS) and articulate a vision for science teaching and learning that radically shifts from prior state standards. Without instructional materials that are explicitly designed for these new science standards and comprehensive support for teachers to navigate the shifts in instruction, science teachers will not be able to effectively help students master the content. Through this renewal grant, New Visions will complete a full-course set of instructional materials and supports for a six-unit high school biology course that is in alignment with the New York State Science Learning Standards and the NGSS. They will also field test the course materials and build teachers' capacity to implement NGSS-aligned instruction supports, and partner with Digital Promise, an education nonprofit to gather data about usability of the course materials and shifts in practice and analyze field test data.

New York Hall of Science, New York, NY

As a final grant for launching the Coalition for a STEM Future. 12 Months, \$400,000

We believe that local educational institutions, such as museums and science centers, serve to strengthen communities, especially communities with low-income or immigrant families. These neighborhood centers can offer access to educational and career opportunities through their programming and local outreach efforts. Founded in 1964, the New York Hall of Science (NYSCI) in Queens, New York, is the city's home for interactive science as well as a hub for providing science, technology, engineering, and math (STEM) opportunities to local families by using a two-generation approach with both parents and their children. Over the past year, NYSCI has partnered with leading science centers across the country to create a community of practice around family engagement in STEM. Through this final grant from the Corporation, NYSCI will formally launch the Coalition for a STEM Future, bringing together five science centers from across the county to create a common aim for the Coalition, share best practices, and coordinate new and refined programming for family and community engagement.

North American Council for Online Learning, Vienna, VA

For general support. 24 Months, \$1,000,000

Demand for personalized, mastery-based learning experiences continues to grow, but sustainability at scale requires the active cultivation of enabling policy conditions and diffusion of strategies for implementation. The North American Council for Online Learning (iNACOL) has been on the forefront of this work since 2003, helping to build the nascent field of personalized learning through policymaker education, practitioner networking, convenings, and the publication of seminal reports. With current Corporation support, iNACOL has provided information and assistance to more than 100 federal and state policymakers across 41 states and Washington, D.C.; shared knowledge and built capacity among its 8,500-member network; produced the annual iNACOL Symposium for over 3,000 attendees; and published 22 reports and issue briefs to advance the field. Program staff believe that iNACOL is well-positioned to build upon these successes, maintaining its unique and vital role as field leader, capacity-builder, and trusted source.

NYC Leadership Academy, Long Island City, NY

For a project to develop tools and professional learning for school leaders focused on the use of standards-aligned, culturally relevant instructional materials and support for engaging families. 15 Months, \$700,000

School leaders and district personnel such as leadership coaches and principal supervisors are central to improving student outcomes. They ensure teachers get the supports they need to excel, and engage families by building strong relationships with them. New York City Leadership Academy (NYCLA), an organization that has provided professional learning to 4,200 school and system leaders across 33 states, offers professional learning services school and system leaders need to do this work. Through this grant, NYCLA will: (a) develop professional learning materials so that school leaders can engage parents, and support standards-aligned and culturally responsive instruction, (b) refine professional learning materials for district leadership coaches and principal supervisors, (c) build NYCLA's internal capacity to develop new content, and (d) share learnings with the field.

Relay Graduate School of Education, New York, NY

For a project to redesign and pilot Relay's Master of Arts in Teaching program with disciplinary content and pedagogy courses integrated with high-quality K-12 instructional materials. 18 Months, \$500,000

The Relay Graduate School of Education, a national accredited institution of higher education that offers teacher preparation programs for every grade level and nearly every subject area, is prepared to redesign its Master of Arts in Teaching (MAT) program so novice teachers can learn to use high-quality standards-aligned instructional materials. This grant will support Relay to integrate the use of high-quality K-12 instructional materials reviewed by EdReports, beginning with their online MAT elementary and secondary math courses; develop program faculty who teach these courses; pilot redesigned math courses; collect data to assess the impact of redesigned courses; and submit materials to obtain regulatory program approval.

Riverdale Country School, Bronx, NY

For core support of the Teachers Guild. 24 Months, \$500,000

While there is broad consensus that change efforts in schools are needed in order to improve the quality and equity of education, this change is often incredibly complex, requires shifts in personal beliefs and behaviors, and is difficult to get started. To navigate this complexity, the adults who serve them must get good at making change and collaborating in order to do so. One promising approach to building this capacity is the use of human-centered design, which empowers teachers and principals to act as designers who are better able to problem-solve for their students. Together with an intentional focus on building relationships, community, and positive school culture, this approach can help teachers and school leaders develop the collective self-efficacy needed to make change. The Teachers Guild, a professional learning community of teachers, and School Retool, a fellowship program for schools principals, use human-centered design methods as core to their approaches to professional development and are now joining forces to build a coherent program for teachers and principals. They reach 15,000 educators, over 850 schools, and over 350 districts, which together serve over 650,000 students.

Student Achievement Partners, Inc., New York, NY

For a project to design new online professional learning and elevate teachers' voices on the use of instructional materials. 12 Months, \$500,000

Although the standards that shape curriculum remain rigorous across the country, by themselves they cannot raise achievement. Professional learning is rarely standards-aligned and job-embedded, and most teachers don't demand standards-aligned instructional materials. Student Achievement Partners (SAP), an organization that serves as a technical advisor to curriculum publishers, assessment developers, professional learning organizations, states, and districts, ensures that teachers have access to standards-aligned resources. Through this renewal grant, SAP will undertake three projects: (1) providing technical advisory support to Learning Forward, a Corporation grantee with national reach and influence over professional learning policy and practice; (2) piloting new professional learning opportunities leveraging standards-aligned resources and free digital platforms, and (3) developing blog posts by content experts and teachers working with standards-aligned instructional materials.

Students for Education Reform, New York, NY

For general support. 18 Months, \$400,000

Students in the American public school system, particularly from low-income communities, are too often poorly prepared for college and careers. Young people who have recently graduated from public schools become cognizant of the poor quality education they've experienced only after they reach college. With rising tensions in the political climate in this country, civic engagement is more important than ever in supporting an equitable public education system that prepares all students to participate in our democracy and global economy. In 2009, Students for Education Reform (SFER) was founded by a group of students at Princeton University on the premise that students can spur the movement toward educational equity. Since then, SFER has grown into a national community organization supporting students on 93 campuses to accelerate reform at the local level. Since 2009, 16,000 students have joined SFER, and annually SFER supports about 1,500 student members. With renewed support from the Corporation, SFER will use storytelling to support local campaigns, build the capacity of student leaders, and strengthen issue campaigns and executive leadership.

Surge Institute, Chicago, IL

For general support. 30 Months, \$650,000

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 socioeconomic or racial diversity of the populations that they serve. For example, while over half of U.S. students are now nonwhite, only 6 percent of CEOs and superintendents and 11 percent of board members reflect that diversity. The sustainability of efforts to improve outcomes for young people and their communities depends on the inclusion of leaders who reflect those being served. The Surge Institute was founded in 2014 to address the lack of representation in educational leadership by elevating, developing, and accelerating a pipeline of well-prepared, connected, and supported leaders of color. Surge has now graduated 128 fellows who work with and lead organizations that collectively serve more than 2.25 million students across the United States.

Teach For All, New York, NY

For continued development of the Global Learning Lab. 24 Months, \$1,300,000

Insufficient progress in schools, classrooms, and systems has been made to ensure that all children can thrive, regardless of the circumstances of their birth — in part because the purposes, strategies, and outcomes of schools are not aligned to the children they serve and the future those children will face. The research is weak around how to develop teachers to teach to broader student outcomes and solicit community input on vision, and the ability of the education sector to share learning is limited. The Global Learning Lab (GLL) of Teach for All, launched in October 2016 with Corporation support, aims to explore the multifaceted challenge described above, and to undertake research and sharing that addresses the research limitations that exacerbate that challenge. The Lab leverages insights from a network of 48 partner organizations to develop hypotheses about what systemic changes are needed; test these insights in a variety of contexts worldwide; learn quickly; and support network partners and other stakeholders to act on the latest insights.

Teachers College, Columbia University, New York, NY

For support of the Hechinger Report in its coverage of post-secondary pathways. 18 Months, \$300,000

According to 2017 data from the National Assessment of Education Progress (NAEP), about 25 percent of high school seniors are proficient in math while about 37 percent are proficient in reading. While the popular narrative highlights the national problems facing college and career readiness, local communities have identified innovative ways to solve for these problems. But these local stories are infrequently told due to the decline in local news sources. An independent, nonpartisan newsroom based in Teachers College, Columbia University, the Hechinger Report (Hechinger) is committed to uncovering the solutions found at the intersection of K–12 and postsecondary pathways. The Hechinger Report, uses credible and in-depth evidence to report on the successes and growth areas related to improving pathways from high school to postsecondary. With continued support from the Corporation, Hechinger will conduct investigative reporting into diverse communities, find stories with the potential to shape the national debate, and through partnerships with local and national news outlets, share these stories with the public.

Teaching Lab, Washington, D.C.

For a project to build organizational capacity around data collection and analysis. 15 Months, \$300,000

While billions are spent annually on teacher professional learning, many professional learning experiences do not result in improved teacher practice or student learning. With a mission to achieve educational equity through instructional improvement, Teaching Lab aims to change professional learning through a research-based model with teacher-led cycles of inquiry focused on the implementation of high-quality curricula. They partner with teachers, schools, districts, and states to integrate curriculum and professional learning while building capacity for continuous improvement in instructional practices. Through this grant, Teaching Lab will create and test a comprehensive data system — including technical, human capital, and cultural components — that will support real-time learning and improvement for the organization centered on cycles of improvement.

TNTP, Inc., New York, NY

For general support. 12 Months, \$800,000

Less than a quarter of a student's time in class is spent on assignments that are aligned to grade-level standards, which is critical to student success. This finding from a recent report from TNTP, an organization with a commitment to addressing educational inequity, demonstrates the need for teachers to be equipped with the knowledge and resources that support grade-level aligned instruction. TNTP recognizes that the impact that high-quality teachers can make is limited by the conditions they operate within. TNTP has taken a holistic approach and developed a suite of multiple support services. Through this renewal grant, TNTP will continue to implement five strands of work: (1) build diverse and effective educator pipelines at scale; (2) deliver academic services; (3) develop partnerships with stakeholder groups; (4) measure students' outcomes; and (5) execute a business development plan and learning agenda.

Transcend Inc., Hastings-on-Hudson, NY

For general support. 24 Months, \$750,000

While several years of education innovation have yielded a variety of new school models, the capacity rarely exists to design new models, implement with quality, and undertake the important research and development (R&D) work necessary to continuously improve. Transcend exists to address these needs. Founded in 2015 with Corporation support, Transcend accelerates innovation in model design by serving as a design partner for schools and districts and as an R&D engine for the field. With current Corporation support, Transcend has helped to build, codify, and spread innovative models currently reaching over 5,000 students; developed and supported a talent network of over 300 education experts that supports Transcend's partners and the field at large; and created and disseminated a robust set of knowledge products reaching over 700 unique organizations and nearly 300 schools beyond Transcend's direct partners.

Tulane University, New Orleans, LA

For core support of the Cowen Institute. 24 Months, \$250,000

The Cowen Institute is uniquely positioned to address the considerable challenges facing New Orleans and the country by continuing to examine, innovate, and advocate for post-secondary outcomes for all New Orleans youth. The Cowen Institute will build its capacity to lead and convene the New Orleans College and Career Counseling Collaborative and the New Orleans College Persistence Collaborative, as well as examine the feasibility of a youth pathway from the Institute's Earn and Learn Career Pathways Program through its pilot Trellis hybrid college initiative. The Institute will build on the momentum from the Life After High School launch to develop solutions that prepare students for future success in college, careers, and life.

Turnaround for Children, Inc., New York, NY

For building system capacity to support socio-emotional learning. 24 Months, \$670,000

While the literature indicates a positive relationship between socio-emotional learning (SEL) and long-term life outcomes, there remains a dearth of program models and readily available tools that enable educators to marry SEL with academic instruction. In its 16-year history, Turnaround for Children (Turnaround) has both contributed to this research base and helped translate it into practice in schools. During that time, Turnaround has partnered with educators in over 100 school environments serving high-needs populations, resulting in improved student perceptions of school safety, quality of relationships with teachers, classroom belonging, and classroom engagement. Turnaround has also actively worked to build awareness of the impact of adversity on a child's ability to learn, including significant research and dissemination activities. With renewed Corporation support, Turnaround will build upon this work through continued tool development, innovative measurement approaches, and a diverse set of service delivery models that build practitioner capacity.

UnboundEd, Brooklyn, NY

For a project to expand the Standards Institute focused on improving local capacity to implement standards-aligned instruction and increase access to high-quality open education resources. 18 Months, \$800,000

There is a persistent gap between low-income, minority student's academic outcomes and their counterparts which is often referred to as the "achievement gap," but UnboundEd sees this as a "provision gap" based on the opportunity to learn what adults provide students. Therefore, to remedy this gap, educator's biased beliefs about student's abilities and a lack of pedagogical content knowledge must be addressed. UnboundEd does this through open education resources designed to accelerate students to grade-level work and by providing content-aligned, bias-free resources and professional learning programs for teachers and school leaders. Through this grant, UnboundEd will (1) enhance the Standards Institute program and expand two newly launched programs focused on chief academic officers and facilitators of professional learning in districts (equity influencers), (2) invest in marketing and communications to scale these programs, and (3) implement a Learning Management System for their programs.

University System of Maryland Foundation, Inc., Adelphi, MD

For continued development of Transforming Post-Secondary Education in Mathematics, a project to transform education in postsecondary mathematics in the United States. 24 Months, \$1,000,000

Postsecondary education in mathematics does not adequately meet the evolving needs of today's students, employers, or society due largely to outdated teaching materials, methods, and content. Few undergraduates have an understanding of the many stimulating and vital ways mathematics is now used in diverse fields, and many students, especially those from underserved communities, experience mathematics as a barrier rather than a gateway. Transforming Post-Secondary Education in Mathematics (TPSE Math) was created in 2013 with funding from the Corporation, to understand how postsecondary education in mathematics might better meet students' and employers' needs, and to serve as a catalyst for change by identifying innovative practices where they exist, advocating for such practices where they do not, and working with partners to implement and scale up effective practices. This grant supports further development with a particular emphasis on upper division pathways and graduate education.

Urban Assembly, Inc., New York, NY

For codification and expansion of the Resilient Scholars Program, an evidence-based socio-emotional learning model for high school students. 24 Months, \$750,000

While the literature indicates a positive relationship between socio-emotional learning (SEL) and long-term life outcomes, there remains a dearth of program models and readily available tools that enable educators to marry SEL with academic instruction, particularly at the high school level. The Urban Assembly (UA), a network of 22 public middle and high schools in New York City, created the Resilient Scholars Program (RSP) to ensure consistent implementation of socio-emotional programming across a diversity of school contexts. With Corporation support, the UA has embedded RSP into 14 of its schools as well as launched partnerships with four additional New York City schools and five Los Angeles schools to spread RSP beyond the reach of its network. With continued Corporation support, the UA will strengthen the implementation, assessment, and sustainability of RSP in its schools, cultivate a model for RSP adoption in several new districts, and utilize its schools as demonstration sites to share best practices in SEL across the country.

Urban Teachers, Baltimore, MD

For a project to evaluate the effectiveness of Urban Teachers' model of teacher preparation. 18 Months, \$800,000

Teachers in urban schools are routinely underprepared to meet their students' needs. Founded in 2009, Urban Teachers thinks that the quality of teachers matters, and that the quality of instruction can make an enormous difference to a child. Through its clinical approach to teacher preparation, Urban Teachers is redesigning teacher preparation in order to build a highly effective urban teacher workforce. Clinically rich teacher residency programs allow candidates to combine practitioner experience with academic knowledge. This renewal grant will support Urban Teachers to (a) conduct a retrospective outcome evaluation to explore how Urban Teachers' graduates perform on district or state tests compared to graduates of other teacher preparation programs in the same district; (b) strengthen internal capacity to attract diverse applicants to the program by improving its recruitment strategy and operations; and (c) raise awareness of the importance of clinical residencies and teacher diversity in the ecosystem of teacher preparation providers, including policymakers, districts, schools, and funders.

NATIONAL PROGRAM STRENGTHENING U.S. DEMOCRACY

Catholic Legal Immigration Network, Inc., Silver Spring, MD

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

The current Administration has issued numerous changes to longstanding United States immigration policies, which have not only caused long backlogs to develop for those seeking to adjust their immigration status but also forced legal service providers to make significant adjustments to their client services. With more than 360 affiliates across 49 states and the District of Columbia, Catholic Legal Immigration Network (CLINIC) is an authoritative voice in the realm of immigration. Using its deep knowledge of the country's complex immigration system, CLINIC provides invaluable trainings and technical assistance to nonprofit organizations and pro bono attorneys who are serving the country's most vulnerable immigrants, including asylum seekers and undocumented immigrants. With renewed Corporation support, CLINIC will continue to build the capacities of legal service providers who are directly supporting immigrants nationwide.

Center for Community Change, Washington, D.C.

For general support. 21 Months, \$900,000

Founded in 1968 by leaders of the civil rights, labor, and anti-poverty movements, Center for Community Change (Community Change) is a national organization working to empower people impacted by injustice and ensure that no one is kept out of the democratic process. Community Change has expanded its work with immigrant communities over the past 20 years and today leads the Fair Immigration Reform Movement, a network of 45 organizations in 32 states and Washington, D.C. With Corporation support, Community Change will provide technical support, capacity-building resources, and opportunities for collaboration among state and local groups throughout the country working to increase civic participation, including participation in the census, among historically underrepresented communities.

Grantmakers Concerned with Immigrants and Refugees, Sebastopol, CA

For support of an initiative coordinating national, state, and local level grantmaking efforts. 24 Months, \$500,000

Without access to reliable, low-cost legal services, immigrants are more likely to fall prey to fraudulent legal practitioners and experience abuse in various sectors of society, impeding their ability to integrate. However, due to the escalating policy challenges in the field of immigration, foundations and nonprofit organizations are struggling to coordinate their efforts to meet the growing needs of immigrants and refugees. Established in 1990, Grantmakers Concerned with Immigrants and Refugees (GCIR) is a hub and informational resource for funders who are active in or new to the immigration field. GCIR coordinates the Delivering on the Dream initiative, a network of 20 local funder collaboratives in 15 states across the country. With Corporation support, GCIR's Delivering on the Dream collaboratives will bring new foundations into the immigration space and connect national funders with local, state, and regional philanthropy, helping to cultivate strategic and long-term partnerships that help local stakeholders fill gaps in immigration legal services.

iCivics Inc., Cambridge, MA

For a campaign to elevate civic education in the national political discourse. 18 Months, \$500,000

Civic education in the United States has been remarkably underfunded at both federal and local levels. Civic knowledge has consistently remained at 20–25 percent proficiency among students, and many young people are inadequately prepared with the civic skills and dispositions necessary to become engaged citizens. Following her retirement from the bench of the United States Supreme Court, Justice Sandra Day O'Connor founded iCivics in 2009 to address young people's growing lack of knowledge and engagement in America's civic life. iCivics has become one of the largest scaled civic education content providers in K–12 education. With Corporation support, iCivics and its coalition of more than 90 partner organizations will develop a roadmap of policy recommendations and best practices for expanding civic education.

Migration Policy Institute, Washington, D.C.

For general support. 24 Months, \$1,260,000

As the native-born United States population ages and the national birthrate declines, immigrants have been helping to revitalize communities and entire industries. Immigrants and their children now account for 86.5 million people, or 27 percent, of the U.S. population. Children of immigrants represent one in four young children of ages five and under, and nearly one in ten students in American schools is an English learner. Yet, immigration remains a highly divisive policy issue in politics and society. Dedicated to the study of American and global migration, the Migration Policy Institute (MPI) is a leading think tank in the United States and the advanced industrial world. With renewed Corporation support, MPI will provide nonpartisan analysis and evaluation of migration and refugee policies at the local, national, and international levels, in order to help meet the demand for pragmatic and thoughtful responses to the challenges and opportunities that large-scale migration presents to communities and institutions in an increasingly integrated world.

National Immigration Forum, Inc., Washington, D.C.

For general support. 24 Months, \$1,000,000

Founded in 1982, the National Immigration Forum works to bring diverse communities from across the political spectrum into the immigration debate. Over the past seven years, the forum has executed a range of innovative strategies that have aimed to shift the immigration narrative in order to bring conservatives and moderates into a constructive conversation regarding the value of immigrants and immigration to the United States. Among the forum's trademark initiatives is Bibles, Badges, and Business, a national network of leaders in faith, law enforcement, and business who are helping to influence hearts and minds in key rural and suburban regions. With renewed Corporation support, the forum will continue to build relationships with leaders of diverse backgrounds in order to create values-based frameworks through which all Americans can recognize the importance of immigrant-friendly policies.

**National Immigration Law Center,
Los Angeles, CA**

For general support. 24 Months, \$1,000,000

In September 2018, the current administration proposed new “public charge” guidelines for legal immigration, targeting low-income immigrants who are aiming to secure permanent status. Under these guidelines, immigrants who use public benefits may receive a “strongly weighted negative factor” on their applications for status adjustment. For context, approximately 50 percent of the 18 million children living in immigrant families, of whom 15.9 million were born in the United States, live below the poverty line. Since 1979, the National Immigration Law Center (NILC) has been one of the leading legal advocacy organizations in the United States dedicated to defending and advancing the rights and opportunities of immigrants and their families. With renewed Corporation support, NILC will continue to advocate for humane, common sense policies that make it possible for immigrants to emerge from poverty and live with dignity, and use legal advocacy and litigation strategies to defend fundamental due process and civil rights.

NEO Philanthropy, New York, NY

For core support of the Four Freedoms Fund, a donor collaborative on immigrant civic integration at the state level. 12 Months, \$4,200,000

Over the past two years, immigrants have experienced a sharp increase in anti-immigrant policies at the federal level, affecting their ability to work and contribute to their communities. Immigration enforcement under the current Administration has targeted immigrants who are not only without criminal records but are also established members of their communities, including business owners, religious leaders, parents of young United States citizens, and others. Established in 2003 with Corporation support, the Four Freedoms Fund (FFF) is a national donor collaborative housed at NEO Philanthropy that supports state-based and regional immigrant-serving coalitions across the country. With renewed Corporation support, FFF will continue to support state and regional groups across the country through grants that build institutional capacity, strategic collaboration among grantees, effective communications, and alliances with other constituencies.

NEO Philanthropy, New York, NY

For core support of the State Infrastructure Fund focused on nonpartisan voter engagement. 24 Months, \$3,500,000

All Americans should have an equal opportunity to have their voices heard through voting yet low-income communities, young voters, naturalized citizens, and historically marginalized minority groups participate at lower levels and are more likely to experience voter suppression. Based at NEO Philanthropy, the State Infrastructure Fund (SIF) supports, complements, and enhances organizations that provide voting rights protection and nonpartisan voter engagement to historically underrepresented groups across the country. With renewed Corporation support, SIF will increase voter participation and civic engagement of citizens from historically underrepresented communities, help ensure that all Americans have their right to vote respected, and build communications capacity in states for long-term voter education and mobilization.

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

For support of the Edmond J. Safra Center’s role in developing and piloting renewed civics education curriculum in Massachusetts public schools. 12 Months, \$500,000

In 2012, the United States Department of Education acknowledged that civic learning and democratic engagement in the United States have become “add-ons” rather than “essential parts of the core academic missions” of schools. A recent nationwide survey of more than 40,000 adults revealed a majority of respondents in 49 states were unable to pass the U.S. citizenship test, which tests basic U.S. history and civics knowledge. Housed at Harvard University, the Edmond J. Safra Center for Ethics is incubating a national initiative for renewed civic education at all levels of schooling. With Corporation support, the center will partner with Massachusetts teachers and school districts to develop curricular materials and active learning exercises for eighth-grade civics courses in Massachusetts. The center will provide consulting services to teachers as they transform their curriculum to meet the state’s new civics standards. If successful, this will be a model for working in other states.

NATIONAL PROGRAM DISCRETIONARY GRANTS

The 74, [New York, NY](#)

9-month grant of \$200,000 for general support

America's Promise Alliance, [Washington, D.C.](#)

11-month grant of \$200,000 for a national campaign supporting the National Commission on Social, Emotional, and Academic Development recommendations

American Immigration Council, [Washington, D.C.](#)

24-month grant of \$200,000 for general support

Asian Americans Advancing Justice – Los Angeles, [Los Angeles, CA](#)

24-month grant of \$200,000 for general support

Aspen Institute, Inc., [Washington, D.C.](#)

9-month grant of \$200,000 as a final grant for core support of the National Commission on Social, Emotional, and Academic Development

Aspen Institute, Inc., [Washington, D.C.](#)

12-month grant of \$75,000 for support of the Inclusive America Project

Association of College and University Educators, [New York, NY](#)

12-month grant of \$150,000 for support of a pilot initiative within the City University of New York system to deploy the newest career guidance and readiness credential for faculty in effective instruction

Ballot Initiative Strategy Center, [Washington, D.C.](#)

24-month grant of \$200,000 for general support

Big Picture Learning, [Providence, RI](#)

15-month grant of \$200,000 for a pilot project to develop programming and infrastructure for high-quality internship experiences that leverage the Career Development and Occupational Studies options in New York State

Bipartisan Policy Center, [Washington, D.C.](#)

24-month grant of \$200,000 for core support of its immigration program

Bottom Line, Inc., [Boston, MA](#)

12-month grant of \$200,000 for core support of Bottom Line New York

Bottom Line, Inc., [Boston, MA](#)

10-month grant of \$185,000 for core support of Bottom Line New York

Braven, [Chicago, IL](#)

12-month grant of \$150,000 for expansion of undergraduate career education and related support network programming in New York City

Camelback Ventures, [New Orleans, LA](#)

18-month grant of \$200,000 for general support

Carnegie Foundation for the Advancement of Teaching, Stanford, CA

4-month grant of \$25,000 for the 2019 Carnegie Foundation Summit on Improvement in Education

Cato Institute, Washington, D.C.

18-month grant of \$200,000 for core support of its immigration program

Center for American Progress, Washington, D.C.

10-month grant of \$200,000 for developing and promoting an equity-focused Future of Work agenda

Center for Effective Philanthropy, Inc., Cambridge, MA

12-month grant of \$200,000 for project support to scale and analyze YouthTruth surveys

College Advising Corps, Chapel Hill, NC

12-month grant of \$200,000 for support of capacity-building efforts to increase the organization's ability to help students apply to and enroll in college

College Possible, Saint Paul, MN

12-month grant of \$110,000 for general support

Common Application, Arlington, VA

18-month grant of \$150,000 for support of the Reach Higher Initiative

Conference Board of the Mathematical Sciences, Saint Paul, MN

24-month grant of \$190,000 for the Forum on High School to College Mathematics Pathways

Council of Chief State School Officers, Inc., Washington, D.C.

15-month grant of \$200,000 for bringing state education leaders together

D.C. Public Education Fund, Washington, D.C.

9-month grant of \$50,000 for developing a strategic plan for resource allocation in the District of Columbia Public Schools

EdNavigator, New Orleans, LA

6-month grant of \$200,000 for general support

Education Trust, Washington, D.C.

9-month grant of \$150,000 for support of a community of practice for parent leaders

Educators for Excellence, New York, NY

6-month grant of \$200,000 for general support

ENVISION Excellence in STEM Education, Cleveland Heights, OH

12-month grant of \$100,000 for a project to design a Family Engagement Playbook

ENVISION Excellence in STEM Education,
Cleveland Heights, OH

12-month grant of \$10,000 for a project to support the STEM Funders Network

Flamboyant Foundation, Washington, D.C.

9-month grant of \$200,000 for support of the National Fellowship Program and planning the distribution of tools and resources for the field

Fondation Entreprendre, Paris, France

8-month grant of \$25,000 for support of a conference on challenges to democracies around the world and the future of the nation-state

Fund for the City of New York, Inc., New York, NY

12-month grant of \$25,000 for the *School Colors* podcast

George W. Bush Foundation, Dallas, TX

10-month grant of \$50,000 for core support of the George W. Bush Institute's immigration program

Georgetown University, Washington, D.C.

12-month grant of \$200,000 for core support of the FutureEd think tank based at Georgetown University's McCourt School of Public Policy

GO Public Schools, Oakland, CA

12-month grant of \$150,000 for support of a toolkit and the expansion of the family leadership model

Grantmakers for Education, Portland, OR

4-month grant of \$100,000 for the 2019 Grantmakers for Education annual conference "Supporting Students in Overcoming Adversity: Agency, Justice, Equity"

Great Oaks Foundation, New York, NY

12-month grant of \$150,000 for the design of a new high school model and codification of educator training resources

Greater Washington Educational Telecommunications Association, Inc.,
Arlington, VA

15-month grant of \$150,000 for support of a public engagement campaign for a documentary on the impact of Asian immigration to the history and culture of the United States

GreatSchools, Oakland, CA

5-month grant of \$150,000 for strategic planning

GreatSchools, Oakland, CA

12-month grant of \$100,000 for core support of the Family Engagement Lab

Hispanic Federation, Inc., New York, NY

15-month grant of \$200,000 for support of an initiative to provide immigration services to eligible Latino immigrants and to educate Latino communities nationwide about the 2020 Census

iMentor, New York, NY

12-month grant of \$200,000 for core support of iMentor New York City

Immigrant Justice Corps, New York, NY

24-month grant of \$200,000 for general support

InnovateEDU, Brooklyn, NY

12-month grant of \$150,000 for the development and launch of a national community of practice on talent strategies to support innovative schools and systems

Institute for Educational Leadership, Inc., Washington, D.C.

7-month grant of \$20,000 for support of the 2019 National Family and Community Engagement Conference

Kids in Need of Defense, Washington, D.C.

24-month grant of \$200,000 for general support

KnowledgeWorks Foundation, Cincinnati, OH

9-month grant of \$200,000 for support of the Robust and Equitable Measures to Inspire Quality Schools project

Learning Forward, Dallas, TX

6-month grant of \$15,000 for support of Learning Forward's summer institute on aligning standards, instructional materials, and professional learning

Learning Policy Institute, Palo Alto, CA

12-month grant of \$150,000 for writing and dissemination of policy papers based on findings from Teacher Preparation for Deeper Learning and Leader Preparation for Deeper Learning studies

Literacy Design Collaborative, New York, NY

24-month grant of \$50,000 for general support

Manhattan Institute for Policy Research, Inc., New York, NY

12-month grant of \$50,000 for the development and dissemination of long-form *City Journal* articles on multiple pathways to postsecondary success

MarGrady Research, New York, NY

10-month grant of \$120,000 for data analysis and technical assistance support to New York State school districts

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

12-month grant of \$200,000 for a communications campaign to reframe the conversation around family engagement

National Association of State Boards of Education, Alexandria, VA

15-month grant of \$120,000 for support of training programs and a resource guide

National College Access Network, Washington, D.C.

12-month grant of \$200,000 for support of an initiative to increase cross-sector engagement to close the postsecondary equity gap

New America Foundation, Washington, D.C.

12-month grant of \$200,000 for support of the Partnership Advancing Youth Apprenticeship's pathways to careers in education

New Classrooms Innovation Partners, Inc., New York, NY

12-month grant of \$200,000 for advancing changes in education policy and practice

The New School, New York, NY

9-month grant of \$125,000 for a project to create a middle school search for families in New York City

New Venture Fund, Washington, D.C.

9-month grant of \$200,000 for support of Seek Common Ground's project to build equity, conduct research, and develop a new business model

New Venture Fund, Washington, D.C.

12-month grant of \$125,000 for core support of the Collaborative for Student Success

New World Foundation, New York, NY

12-month grant of \$25,000 for the Anchor Institutions Task Force 10th annual conference and associated work

New York University, New York, NY

36-month grant of \$150,000 for core support of the Research Alliance for New York City Schools

Niskanen Center, Washington, D.C.

24-month grant of \$150,000 for a public engagement project on immigration

Niskanen Center, Washington, D.C.

24-month grant of \$150,000 for core support of its immigration policy program

Nonprofit VOTE, Cambridge, MA

18-month grant of \$200,000 for support of activities related to National Voter Registration Day

OneGoal, Chicago, IL

12-month grant of \$200,000 for core support of OneGoal New York

OneGoal, Chicago, IL

8-month grant of \$115,000 for core support of OneGoal New York

Opportunity Institute, Berkeley, CA

24-month grant of \$200,000 for general support

Parent Revolution, Los Angeles, CA

9-month grant of \$75,000 for a research project on public school families and capacity-building of parent leaders to understand and support instructional quality in their schools

Parent Teacher Home Visits, Sacramento, CA

9-month grant of \$25,000 for support of a national evaluation communications campaign on parent-teacher home visits

PeerForward, Washington, D.C.

12-month grant of \$200,000 for core support of PeerForward New York

PeerForward, Washington, D.C.

10-month grant of \$150,000 for core support of PeerForward New York

PeerForward, Washington, D.C.

12-month grant of \$100,000 for support of a project to launch the Youth Activation Learning and Action Community

Per Scholas, Bronx, NY

12-month grant of \$200,000 for the Youth Career Pathways in Technology program

Phi Delta Kappa International, Arlington, VA

9-month grant of \$200,000 for a project to expand the impact of the 2019 Phi Delta Kappa poll of the public's attitudes toward public schools

PIE Network, Minneapolis, MN

12-month grant of \$200,000 for general support

Police Executive Research Forum, Washington, D.C.

24-month grant of \$200,000 for core support of its immigration program

Pro Bono Net, Inc., New York, NY

15-month grant of \$200,000 for support of a project to enhance the digital experience of an online citizenship application platform and expand its audience reach

Project Basta, New York, NY

12-month grant of \$150,000 for support of two programs to scale services in support of first-generation career advisement

Propel America, Boston, MA

12-month grant of \$200,000 for launching a unified system of career navigation, job training, job placement, and ongoing education for young adults

Refugee Center Online, Portland, OR

24-month grant of \$150,000 for general support

Rennie Center for Education Research & Policy, Boston, MA

24-month grant of \$200,000 for support of the Excellence through Social Emotional Learning Network

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

10-month grant of \$50,000 for planning the City of New York Early Entry program

Results in Education Foundation, Oak Forest, IL

12-month grant of \$150,000 for support of work around communications and public dialogue on education

School Empowerment Network, Brooklyn, NY

15-month grant of \$200,000 for strategic growth

Social Science Research Council, Brooklyn, NY

12-month grant of \$65,000 for support of a conference and digital platform commemorating the 75th anniversary of the publication of Gunnar Myrdal's *An American Dilemma*

Squash and Education Alliance, New York, NY

12-month grant of \$25,000 for general support

SRI International, Menlo Park, CA

12-month grant of \$100,000 for a project to evaluate the effectiveness of Zearn's professional learning model to support their elementary math curriculum

Student Leadership Network, New York, NY

12-month grant of \$150,000 for support of capacity building efforts to improve postsecondary advisement to include multiple pathways and persistence

TalkingPoints, San Francisco, CA

12-month grant of \$200,000 for general support

Taxpayers for Common Sense, Washington, D.C.

12-month grant of \$150,000 for research and public education on government spending for border security

Teachers College, Columbia University, New York, NY

12-month grant of \$200,000 for the Center for Educational Equity's work to advance education policy to prepare all students for civic participation with a focus on work in New York state

Thomas B. Fordham Institute, Washington, D.C.

12-month grant of \$70,000 for a study on teachers' grading practices and student achievement

TSNE MissionWorks, Boston, MA

9-month grant of \$200,000 for building capacity for next generation family and community engagement

TSNE MissionWorks, Boston, MA

6-month Grant of \$150,000 for support of the Global Family Research Project to conduct a landscape analysis of family engagement capacity-building efforts

UnidosUS, Washington, D.C.

12-month grant of \$200,000 for core support of its immigration program

University of Washington, Seattle, WA

24-month grant of \$150,000 for a project by the Center for Education Data & Research on parent engagement

Urban Schools Human Capital Academy, Reston, VA

7-month grant of \$200,000 for a project to implement cohort five of the Emerging Human Capital Leaders Initiative

Urban Schools Human Capital Academy, Reston, VA

3-month grant of \$125,000 for a project to recruit cohort five of the Emerging Human Capital Leaders Initiative

WGBH Educational Foundation, Boston, MA

24-month grant of \$200,000 for support of *Working*, a documentary film series and multimedia engagement campaign

YouthForce NOLA, New Orleans, LA

12-month grant of \$110,000 for soft-skills capacity building and scaling

Zearn, New York, NY

12-month grant of \$200,000 for a project to design and test curriculum implementation supports for elementary teachers using a high-quality standards-aligned math curriculum

Special Opportunities Fund

American Indian Cultural Center Foundation, Oklahoma City, OK

For general support. 24 Months, \$1,000,000

The American Indian Cultural Center and Museum (AICCM) is an emerging cultural institution located in Oklahoma City. The mission of AICCM is to educate the broader public about the unique cultures, diversity, history, and contributions of the tribal nations that were removed from their original homelands to Indian Territory, now the state of Oklahoma. With Corporation support, AICCM will develop content for three signature exhibitions which will tell the collective stories of the removal of tribes from their ancestral homelands to what is now Oklahoma; create content descriptions for the approximately 140 objects that will be placed in the Smithsonian Exhibition gallery; and design content and materials for the Family Discovery Center which promote and encourage an intergenerational transference of knowledge from elders to youth, especially with regard to Native languages, tribal history, cultural-lifeways and traditions, and community values.

Brookings Institution, Washington, D.C.

For the Hamilton Project. 24 Months, \$500,000

Launched in 2006 and housed within Economic Studies at Brookings, the Hamilton Project provides a platform for a broad range of leading economic thinkers to inject innovative and pragmatic policy options into the national debate. The Hamilton Project strives to strengthen independent scholarship, bridging the gap between academia and policy, deepening congressional knowledge, and responding to special challenges and opportunities affecting economic security ranging from training to education to labor and competition policy. With Corporation support, the Hamilton Project will continue its work toward developing and promulgating evidence-based policy proposals and research, with the goal of promoting inclusive economic growth.

Brown University, Providence, RI

For the Watson Institute for International and Public Affairs' Military Fellows Program. 24 Months, \$1,000,000

The Watson Institute of Brown University is a well-established policy-oriented academic center engaged in research, training, and public outreach on international relations. With support from the Corporation and other funders, the Watson Institute will embark on an ambitious effort to build up its Security Studies Center. The Corporation grant will specifically contribute to the establishment of a new Military Fellows Program, which will offer opportunities to mid-career members of the U.S. military to spend a year in residence at the Institute, so as to expand their knowledge of international issues while also contributing to the Institute's mission. The fellowship program is designed to create linkages between active military officers and the Institute through a series of studies, events, and outputs. The competitively chosen fellows will represent all branches of the U.S. military and will have an active participation in the life of the Institute, Brown University, and the broader community.

Greater Washington Educational Telecommunications Association, Inc., Arlington, VA

For core support of the *PBS NewsHour*. 24 Months, \$1,000,000

Public perception of the news media is the lowest it has been in decades. According to a 2017 Gallup and Knight Foundation poll on trust, media, and democracy in the United States, 62 percent of respondents said the news they see on television, hear on the radio, or read in newspapers is biased. Despite this widespread mistrust of the media, the *PBS NewsHour* remains a trusted news source for millions of Americans. The 2017 Erdos & Morgan's Opinion Leaders Survey rated the *PBS NewsHour* as the most objective among all media and the most credible TV news program. Also, in a 2017 POLITICO Poll, the NewsHour was ranked as

the most trusted major news outlet, ahead of the *Wall Street Journal*, *New York Times*, *Washington Post*, ABC, CBS, and others. In this era of political polarization and “fake news,” supporting trusted sources of news is of critical importance. With renewed support from the Corporation, the NewsHour will continue its coverage of international affairs, states at risk, and science and technology and devote extra focus to the immigration and education policy changes.

Human Rights Watch, Inc., New York, NY

For general support. 24 Months, \$250,000

Today’s complex global dynamics present multiple challenges to human rights throughout the world. Human Rights Watch (HRW) is one of the world’s leading organizations dedicated to upholding human rights standards. Mistreatment of migrants, constraints and attacks on civil society organizations and journalists, and increasing xenophobia have brought heightened attention to human rights violations in a number of regions. By raising awareness of and investigating these abuses, HRW is able to engage the involved public, civil society, governments, and intergovernmental organizations. This grant provides for general support to HRW to continue its important work in defending human rights whenever and wherever they are being undermined.

International Rescue Committee, Inc., New York, NY

For general support. 24 Months, \$250,000

According to the United Nations High Commissioner for Refugees, 68.5 million people around the world are currently displaced from their homes due to violence and persecution. Among them are 25.4 million refugees and 3.1 million asylum seekers, many of whom have fled ongoing wars and conflict. Yet, only 102,800 refugees were resettled globally in 2017, including 22,000 in the United States. Founded in 1933, the International Rescue Committee (IRC) provides emergency relief and sustainable development assistance to vulnerable populations affected by humanitarian crises. IRC provides health care, infrastructure, learning, and economic support to more than 23 million people around the world. With Corporation support, IRC will continue responding to humanitarian crises around the world, help meet the needs of the world’s most vulnerable populations, and advocate on behalf of refugees and the refugee resettlement program in the United States.

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

For the Hunt-Kean Leadership Fellows program. 24 Months, \$750,000

Governors hold enormous influence over education policy in their states, yet these officials often lack any substantive background in education. As a result, candidates adopt positions while on the campaign trail without fully understanding their implications, then feel a sense of commitment to their promises after taking office. The Hunt-Kean Leadership Fellows Program, named for Governor Hunt and former New Jersey Governor Tom Kean, provides up-and-coming elected officials from around the country with a firm grounding in today’s education needs and policy debates. Since the program launched five years ago, five fellows have become governors and one a U.S. senator, and alumni of the program continue to enter gubernatorial and senate races. With Corporation support, the Institute will run the fifth, sixth, and seventh cohorts of the Fellows Program, which includes convenings, site visits, and in-state sessions.

Morehouse College, Atlanta, GA

For support for a model faculty development program for historically black colleges and universities. 24 Months, \$1,000,000

Historically Black Colleges and Universities (HBCUs) consistently outperform other institutions in graduation rates and doctoral degree attainment for students of color. However, many HBCUs struggle to attract and retain the exceptional professors needed to provide students with teaching and mentorship. Due to financial constraints, HBCUs require faculty to maintain higher teaching loads and take on more administrative work than other universities. HBCUs also suffer from a lack of funding for scholarly research, which puts faculty at a disadvantage in gaining tenure. For these reasons, many have chosen to work at institutions with more resources to support scholarship. With support from the Andrew W. Mellon Foundation, the Rockefeller Foundation, and Carnegie Corporation, three colleges — Morehouse College, Spelman College, and Prairie View A&M University — will launch a faculty development program that aims to serve as a model for all HBCUs. Each institution will establish a faculty development center; provide course releases for mid-level professors in order to meet scholarly goals; offer start-up packages to incentivize new hires; increase sabbatical support; and provide travel funds for research and development. Morehouse College, Spelman College, and Prairie

View A&M University will collaborate on their individual efforts to ensure faculty benefit from all practices developed through this initiative.

National Public Radio, Inc., Washington, D.C.

For general support. 24 Months, \$1,000,000

An informed public is key to an engaged citizenry and a healthy democracy. Most Americans agree that news organizations play a crucial role in maintaining our democracy — 80 percent say they need accurate reporting to make decisions about important local and national issues, according to a 2017 Gallup and Knight Foundation poll. However, high-quality news is hard to find, with a majority of Americans reporting that they find it increasingly difficult to be well-informed due to a decline in local news sources. National Public Radio (NPR) is known for providing accurate, fact-based reporting and is one of the most trusted news organizations in the country. With an extensive network of newsrooms in more than 200 member stations across the country, NPR has helped to fill gaps in local and regional news coverage. NPR also bolstered its national news coverage in preparation for the recent midterms and 2020 presidential election to ensure that voters have the facts needed to make informed decisions. The organization has added reporters and specialized beats to its Washington desk and has worked with member stations to dig deep into the issues that matter most to voters. In addition to local and national reporting, NPR covers international stories with seventeen foreign bureaus and journalists stationed across the globe. While many news organizations are closing offices abroad, NPR is expanding its presence, launching a new bureau in the Philippines, and relocating and enlarging its office in India. Over the next two years, operating support from the Corporation will allow NPR to continue to provide comprehensive fact-based local, national, and international reporting.

New Venture Fund, Washington, D.C.

For core support of the 2020 Census Project. 15 Months, \$1,000,000

The United States Constitution mandates a full and accurate count of the country's total population every 10 years, and the Fourteenth Amendment requires that each person be counted equally. The decennial census is used not only to reapportion seats for the U.S. House of Representatives but also to direct more than \$800 billion in federal resources. The 2020 Census will be the first to be conducted primarily

online, raising new apprehensions about confidentiality, cybersecurity, and the digital divide that exists across the country. Established in early 2016, the 2020 Census Project has been the vehicle for pooled funding and shared campaign expenses for efforts to ensure an accurate count. With Corporation support, the project, which is fiscally sponsored by the New Venture Fund, will continue to fund key organizations that are working on census issues. These organizations are supporting state-based initiatives for mobilizing constituencies and advocating for increased investments in local-level census education and outreach.

President and Fellows of Harvard College, Cambridge, MA

For the Journalist's Resource. 24 Months, \$400,000

In the era of political polarization and “fake news,” it is more critical than ever that journalists provide the public with substantive and factual reporting. Academic research can increase the accuracy of news and provide much-needed context for individual stories. However, many journalists do not know where to find trustworthy research or how to use it in their reporting, do not have the time to sift through lengthy journal articles, or, when reporting on research, do not know how to avoid common pitfalls that inadvertently lead to misinformation. Harvard's Shorenstein Center on Media, Politics, and Public Policy has created the Journalist's Resource, an online database containing curated academic and government research findings selected for their relevance to current challenges facing American society. The center works to make arcane information accessible to nonacademics by translating complex statistics into logical data points and reformulating esoteric terminology into clear language. This tool enables reporters to incorporate scientific evidence and high-quality, peer-reviewed research into their stories, essentially acting as a research desk for newsrooms with few other resources. With renewed Corporation support, the Shorenstein Center will continue to improve and expand the Journalist's Resource.

Research Foundation for the State University of New York, Albany, NY

For continued development of the New York Consortium for Research on Education and the Workforce. 24 Months, \$300,000

The absence of comprehensive, linked data on how students and young adults interact with New York State's education and employment systems makes it difficult to observe and understand how its children, youth, and young adults fare as they proceed, or fail to proceed, through the state's public prekindergarten, K–12 schools, postsecondary colleges and universities, training and licensure programs, and into the workforce. To remedy this problem, the Nelson A. Rockefeller Institute of Government (the Institute) is working with five state agencies to establish a consortium for research on education and the workforce. The consortium will construct a P20W statewide longitudinal data system — while ensuring the privacy of all personally identifiable information. It will conduct and support research and analyses aimed at improving education and workforce experiences and outcomes for all New Yorkers. It will also disseminate findings to students, parents, policymakers, educators, workforce investment boards, regional economic development councils, and other stakeholders through reports, briefings, forums, and online tools.

Sesame Workshop, New York, NY

For the Joan Ganz Cooney Fund for Vulnerable Children/ Sesame Street in Communities, in honor of the 50th Anniversary of Sesame Workshop. 12 Months, \$250,000

The mission of Sesame Workshop (the Workshop) is to help children everywhere grow smarter, stronger, and kinder. Today, the Workshop is an innovative force for change, creating and delivering high-quality educational media, formal education, and social impact programs that support the critical needs of millions of children and families in more than 150 countries. In honor of Sesame Workshop's 50th Anniversary in 2019, the Carnegie Corporation, one of the Workshop's original funders, will support the Joan Ganz Cooney Fund for Vulnerable Children initiative, specifically the Sesame Street in Communities program, a national model to support vulnerable children's physical, cognitive, and socioemotional growth through national and local service providers.

Spelman College, Atlanta, GA

For support for a model faculty development program for historically black colleges and universities. 24 Months, \$500,000

Historically Black Colleges and Universities (HBCUs) consistently outperform other institutions in graduation rates and doctoral degree attainment for students of color. However, many HBCUs struggle to attract and retain the exceptional professors needed to provide students with teaching and mentorship. Due to financial constraints, HBCUs require faculty to maintain higher teaching loads and take on more administrative work than other universities. HBCUs also suffer from a lack of funding for scholarly research, which puts faculty at a disadvantage in gaining tenure. For these reasons, many have chosen to work at institutions with more resources to support scholarship. With support from the Andrew W. Mellon Foundation, the Rockefeller Foundation, and Carnegie Corporation, three colleges — Morehouse College, Spelman College, and Prairie View A&M University — will launch a faculty development program that aims to serve as a model for all HBCUs. Each institution will establish a faculty development center; provide course releases for mid-level professors in order to meet scholarly goals; offer start-up packages to incentivize new hires; increase sabbatical support; and provide travel funds for research and development. Morehouse College, Spelman College, and Prairie View A&M University will collaborate on their individual efforts to ensure faculty benefit from all practices developed through this initiative.

Sponsors for Educational Opportunity, Inc., New York, NY

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

Since 1963, Sponsors for Educational Opportunity (SEO) has provided college access and success services to largely low-income and first-generation students through four distinct programs: (1) SEO Scholars, an eight- to 10-year Out-of-School Time (OST) academic preparation and youth development program from ninth grade to college completion; (2) SEO Career, which prepares outstanding college students of color for internships; (3) SEO Law, which provides underrepresented students of color with pre-law academic training and internships with top law firms; and (4) SEO Alternative Investments, a series of educational activities that provide exposure, training, and mentoring to talented, underrepresented undergraduates and financial analysts.

**United States Foundation for the
Commemoration of the World Wars,**
Washington, D.C.

As a one-time grant for the development of a national memorial commemorating the legacy of the First World War.
24 Months, \$1,000,000

Despite the monumental significance of the First World War in United States history, many Americans are unaware of the scope and impact of their country's participation in it. The war not only established the U.S. as a global power, it also fundamentally transformed American society. Women served in uniform for the first time and filled in the millions of jobs vacated by soldiers. African Americans and immigrants volunteered to serve their country despite being disenfranchised and discriminated against at home. In December 2014, Congress approved the construction of the first national World War I memorial in the nation's capital. With Corporation support, the United States Foundation for the Commemoration of the World Wars and the U.S. World War I Centennial Commission will begin the memorial's construction and develop its key interpretive and educational components. This will include the production of digital guides, multimedia products, and a mobile app that visitors can use to learn about the war's impact and interact with the memorial's exhibits, *A Soldier's Journey* and *The Search for Peace*.

SPECIAL OPPORTUNITIES FUND DISCRETIONARY GRANTS

American Academy in Berlin, [Berlin, Germany](#)

12-month grant of \$100,000 for support of its Fellowship Program

Auburn Theological Seminary, [New York, NY](#)

24-month grant of \$200,000 for a one-time core support grant to Healing of the Nations Foundation

Caine Prize for African Writing, [London, U.K.](#)

24-month grant of \$100,000 as a final grant for the Caine Prize and workshops that support talented African writers

Carnegie Council for Ethics in International Affairs, [New York, NY](#)

24-month grant of \$75,000 for Jean-Marie Guéhenno's book project *The Second Renaissance: In search of a New Balance Between the Individual and the Collective*

Carnegie Dunfermline Trust, [Dunfermline, U.K.](#)

12-month grant of \$42,000 as a one-time only grant for the installation of the Carnegie Memorial Tiffany Window in the Dunfermline Abbey

Carnegie Endowment for International Peace, [Washington, D.C.](#)

12-month grant of \$50,000 for support for the *Think Peace* book project

Carnegie Stichting, [The Hague, The Netherlands](#)

12-month grant of \$100,000 for general support

Center for Research Libraries, [Chicago, IL](#)

12-month grant of \$200,000 for planning a more inclusive and sustainable World Digital Library

Center for the Study of the Presidency and Congress, [Washington, D.C.](#)

12-month grant of \$50,000 for a final grant in support of the Commission on Civility and Effective Governance

Cove Pictures, [London, U.K.](#)

12-month grant of \$75,000 as a one-time grant for the film project, *The Bad-Ass Librarians of Timbuktu*

George C. Marshall Foundation, [Lexington, VA](#)

24-month grant of \$100,000 for the George C. Marshall Legacy Series

Human Rights First, [New York, NY](#)

15-month grant of \$200,000 for general support

Institute of International Education, Inc., [New York, NY](#)

20-month grant of \$100,000 for the Julia Stasch Fund

Jazz at Lincoln Center Inc., [New York, NY](#)

12-month grant of \$75,000 as a one-time only grant for Youth Programs: The Middle School Jazz and High School Jazz Academies

The Jewish Theological Seminary, [New York, NY](#)

12-month grant of \$25,000 for general support

Lincoln Center for the Performing Arts, Inc., [New York, NY](#)

12-month grant of \$60,000 for support of festivities and programming related to its 60th Anniversary

MacDowell Colony, [New York, NY](#)

24-month grant of \$50,000 as a one-time only grant for support of fellowships for immigrant artists

Morgan Library & Museum, [New York, NY](#)

24-month grant of \$200,000 for support of a curatorial fellowship program advancing diversity, equity, and inclusion in the cultural sector

Museum of the City of New York, [New York, NY](#)

12-month grant of \$100,000 for support of an interactive exhibit that demonstrates how the decennial census can be used to understand New York City

National September 11 Memorial & Museum at the World Trade Center, [New York, NY](#)

3-month grant of \$200,000 as a final grant for the *Tribute in Light*

The New School, [New York, NY](#)

24-month grant of \$100,000 as a one-time-only grant for support of a global network of seminars deliberating democracy's contemporary challenges and disseminating its findings

New Venture Fund, [Washington, D.C.](#)

24-month grant of \$100,000 as a final core support grant for the Sentry project

New York Botanical Garden, [Bronx, NY](#)

60-month grant of \$125,000 for the Andrew Carnegie Distinguished Lecture

New York Foundation for the Arts, Inc., [Brooklyn, NY](#)

12-month grant of \$25,000 as a final grant for the screening of the new documentary *Joseph Pulitzer: Voice of the People*

New-York Historical Society, [New York, NY](#)

24-month grant of \$100,000 for support of a project that uses archival and museum collections to provide immigrants with high-quality civics and American history workshops

PEN American Center, Inc., [New York, NY](#)

12-month grant of \$10,000 for general support

Pittsburgh Symphony, Inc., [Pittsburgh, PA](#)

24-month grant of \$200,000 as a one-time only grant for support of the 125th Anniversary celebratory events

ProPublica, Inc., [New York, NY](#)

24-month grant of \$200,000 for support for K–12 education and bipartisan political reporting

Providence Public Library, [Providence, RI](#)

12-month grant of \$50,000 as a final grant for general support

Reach Out and Read Inc., [Boston, MA](#)

12-month grant of \$50,000 as a final grant for general support

Research Foundation for the State University of New York, [Albany, NY](#)

12-month grant of \$90,000 for the publication of the Joseph Mitchell papers, volumes V and VI

Smithsonian Institution, [Washington, D.C.](#)

12-month grant of \$100,000 as a final grant in support of education programming

Solomon R. Guggenheim Museum and Foundation, [New York, NY](#)

12-month grant of \$100,000 as a one-time only grant for support of educational content and programming for the exhibition “Countryside, The Future”

University of Rhode Island, [Kingston, RI](#)

24-month grant of \$200,000 as a final grant for President David Dooley’s 21st Century Fund for Excellence

The Urban Institute, [Washington, D.C.](#)

12-month grant of \$25,000 for support of a web publication on the history and social impact of philanthropy, nonprofits, and civil society

Volcker Alliance, [New York City, NY](#)

18-month grant of \$200,000 for general support

Woodrow Wilson National Fellowship Foundation, [Princeton, NJ](#)

12-month grant of \$50,000 for support for completion of the book *The Future of American Higher Education: Looking Backward, Looking Forward, and Looking Sideways*

Woodrow Wilson National Fellowship Foundation, [Princeton, NJ](#)

12-month grant of \$50,000 for the Woodrow Wilson Foundation American History Initiative

Andrew Carnegie Fellows Program

Elizabeth A. Armstrong

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "How Universities Have Failed on Sexual Violence and Why It Matters"

David Autor

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "'Depopulism:' How the Inversion of the Rural-Urban Age Gradient Shapes the Diverging Economic and Political Geography of the U.S. and other Industrialized Countries"

Zainab Bahrani

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Monumental Landscapes: Historical Environments and Human Rights"

Anne Cafer

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Transcending Vulnerability: Merging Large Scale Data Systems and Case Study Approaches for Innovative Empirical Resilience Modeling in the U.S."

Margaret Carrel

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Understanding Infectious Disease Risk in the Wake of Hurricanes & Floods in the U.S."

Marcia Chatelain

12-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "First-Generation Future: A History of First-Generation College Students and How to Better Serve Them Now"

Nadarajan Chetty

12-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Restoring the American Dream: Leveraging Big Data to Support Local Policy Change"

William J. Connell

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Tracking Migrant Labor in Renaissance Florence"

Melissa L. Cooper

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "'Cyan' Help From Cryin' Sometime: Black Suffering, White Fantasies"

Zack Cooper

24-month grant of \$199,900 as a 2019 Andrew Carnegie Fellow for the project "Pharmaceutical Pricing and the Market for Biologic Drugs in the U.S."

Lorrie Faith Cranor

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Security, Privacy, and Human Behavior"

Jack Davis

12-month grant of \$199,800 as a 2019 Andrew Carnegie Fellow for the project "Bird of Paradox: How the Bald Eagle Saved the Soul of America"

John D. Garrigus

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Macandal is Saved: Disease, Conspiracy, and the Coming of the Haitian Revolution"

Michael Greenstone

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "A New Approach to Developing Global Estimates of Climate Change's Impacts"

J. Alex Halderman

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Strengthening Election Cybersecurity with Evidence-based Elections"

Thomas M. Keck

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Free Expression and Judicial Power"

Young Mie Kim

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Follow the Ad: Understanding Election Interference on Digital Platforms"

Jeff Kosseff

24-month grant of \$199,600 as a 2019 Andrew Carnegie Fellow for the project "United States of Anonymous Speech"

Brian K. Kovak

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Emerging Technologies and Labor Market Disruptions"

Sarah Lamb

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Successful Aging's Global Moment: Visions and Dilemmas of Aging Well"

Michèle Lamont

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "New Narratives of Hope: Self-Worth and the Current Crisis of American Society"

Benjamin Lessing

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Inside Out: How Prison Gangs Organize Crime (And Threaten the State) From Behind Bars"

JeeLoo Liu

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Confucian Robotic Ethic"

Pamela McElwee

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Rivers of Blood, Mountains of Bone: An Environmental History of the Vietnam War and After"

Sally A. Nuamah

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "How the Punishment of Black Women and Girls Affects Our Democracy"

Katharine Ricke

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "A Modular Framework for Understanding Migration Pressures from Climate Change"

Stuart Russell

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Provably Beneficial AI"

Michael B. Silvers

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Timber and Timbre: From Brazil's Atlantic Forest to the Concert Hall"

Sharece Thrower

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Judicial Constraints on Executive and Presidential Power"

Hanqin Tian

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Can Asia feed its people? - Constraints from Resources, Technology, and Economy in the Context of Global Climate Change"

Stewart A. Weaver

24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "Climate Witness: Voices from Ladakh"

Sera L. Young

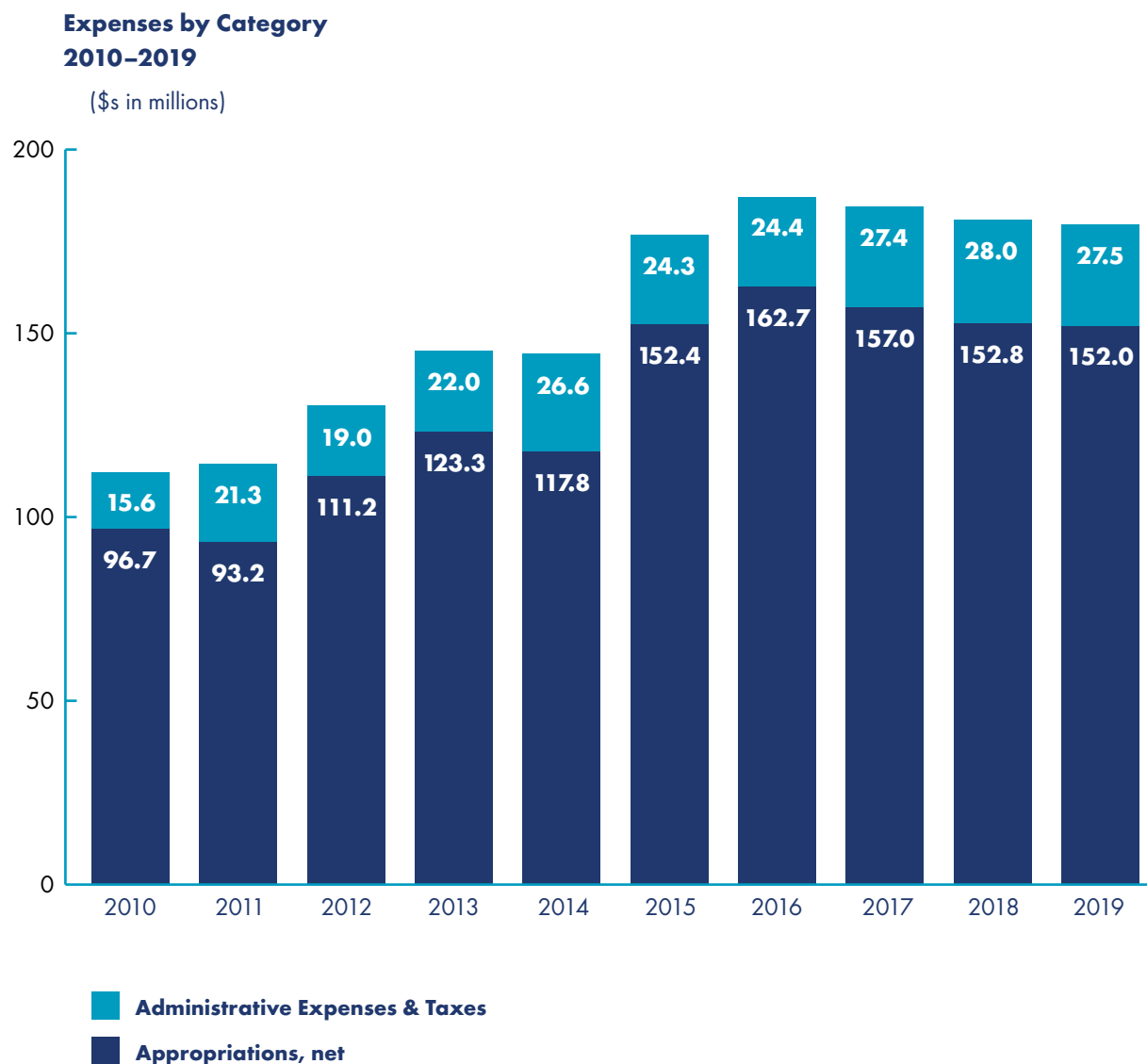
24-month grant of \$200,000 as a 2019 Andrew Carnegie Fellow for the project "A New Way to Think About Water: Household Water Insecurity"

REPORT ON **FINANCES**

APPROPRIATIONS AND EXPENSES

For the 10 years ended September 30, 2019, the Corporation awarded 3,150 grants totaling \$1,319.1 million and incurred expenses of \$214.40 million for program management, direct charitable activities, and general administration, excluding investment expenses, and \$21.7 million for taxes, for a combined total of \$1,555.1 million.

The graph below illustrates the change in expenses by category over the 10-year period ended September 30, 2019.



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, 2019, 58 percent of the appropriated funds were paid within the fiscal year. Appropriations, net of refunds and cancellations, totaled \$152 million, compared to \$152.8 million in the preceding year.

Expenses for program management and direct charitable activities amounted to \$19.4 million in the fiscal year ended September 30, 2019, compared to \$18.9 million the previous fiscal year. The amount spent on direct charitable activities came to \$5.8 million in 2019, compared with \$4.6 million in 2018. 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 totaled \$6.5 million in 2019, compared with \$6.2 million in 2018.

The schedule below breaks down total expenses, excluding appropriations and taxes, into categories for the year ended September 30, 2019.

	Program Management and Direct Charitable Activities	Investment	General Administration	TOTAL
Salaries	\$ 7,807,892	\$ 2,683,490	\$ 2,833,977	\$ 13,325,359
Employee Benefits	3,976,983	689,668	1,449,866	6,116,517
Investment Advisory and Custody Fees	—	16,112,058	—	16,112,058
Rent	1,884,592	317,935	926,751	3,129,278
Legal and Accounting Services	—	484,599	251,398	735,997
Consultants	958,406	323,943	268,301	1,550,650
Communications	1,448,766	—	—	1,448,766
Conferences and Meetings	1,125,920	3,873	24,222	1,154,015
Travel	508,235	208,048	18,773	735,056
Computer Equipment and Services	400,457	68,773	149,789	619,019
Office Expenses	211,684	35,869	97,987	345,540
Amortization and Depreciation	648,881	—	319,089	967,970
Trustees' Honoraria and Expenses	128,957	6,312	47,729	182,998
Other	280,767	15,901	83,631	380,299
TOTAL	\$ 19,381,540	\$ 20,950,469	\$ 6,471,513	\$ 46,803,522*

* In FY2018, total expenses, excluding appropriations and taxes, amounted to \$47.4 million, which included \$22.3 million of investment expenses.

TAXES

Under the provisions of the Tax Reform Act of 1969, the Corporation as a private foundation is subject to a federal excise tax of 2 percent on income and realized capital gains. However, under the Tax Reform Act of 1984, the rate is reduced to 1 percent if a foundation maintains its average expense rate of the previous five years and, in addition, spends the tax savings. The Corporation met the requirements for the reduced tax in 2019 and in 2018.

The Corporation had unrelated business losses of \$3,899,000 in 2019 from certain investment partnership activities. After applying this loss and other tax credits, the Corporation expects a tax benefit of \$1,420,000 in unrelated business income taxes.

Deferred tax liability represents the potential tax (at 2 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, 2019. The Corporation's financial statements, together with the independent auditor's report, appear on the following pages.



Independent Auditor's Report

RSM US LLP

To the Board of Trustees
Carnegie Corporation of New York

Report on the Financial Statements

We have audited the accompanying financial statements of Carnegie Corporation of New York (the Corporation), which comprise the balance sheets as of September 30, 2019 and 2018, the related statements of changes in net assets and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Corporation as of September 30, 2019 and 2018, 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.

Emphasis of Matter

As discussed in Note 2, the Corporation adopted Financial Accounting Standards Board Accounting Standards Update (ASU) 2016-14, Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities, during the year ended September 30, 2019. The adoption of the ASU resulted in additional disclosures, and changes to the classification of net assets and disclosures related to net assets. The adoption of the ASU has been applied retrospectively to September 30, 2018, the earliest year presented. Our opinion is not modified with respect to this matter.

RSM US LLP

New York, New York
March 5, 2020

BALANCE SHEETS

As of September 30, 2019 and 2018

	2019	2018
ASSETS		
Cash	\$ 97,950	\$ 114,484
Investments	3,435,287,496	3,572,970,320
Taxes Receivable	1,713,210	642,225
Prepaid Expenses and Other Assets	272,578	158,132
Fixed Assets	6,795,509	7,719,714
TOTAL ASSETS	\$ 3,444,166,743	\$ 3,581,604,875
LIABILITIES AND NET ASSETS		
Liabilities		
Grants Payable	\$ 97,996,165	\$ 102,378,448
Accounts Payable and Other Liabilities	7,602,584	7,295,393
Deferred Taxes Payable	18,806,417	22,486,242
Total Liabilities	124,405,166	132,160,083
Net Assets		
Restricted by donor		
Legacy	135,336,868	135,336,868
Accumulated earnings	3,184,424,709	3,314,107,924
Total Net Assets	3,319,761,577	3,449,444,792
TOTAL LIABILITIES AND NET ASSETS	\$ 3,444,166,743	\$ 3,581,604,875

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN NET ASSETS

For the years ended September 30, 2019 and 2018

	2019	2018
Changes in Net Assets Restricted by Donor		
Net Investment Return	\$ 46,070,500	\$ 254,252,802
Provision for Taxes on Net Realized Investment Earnings	(1,621,550)	(2,831,455)
Deferred Tax Benefit (Expense) on Net Unrealized Investment Gains and Losses	3,679,825	(904,086)
Investment Income Released from Restriction – Appropriation for Expenditures	(177,811,990)	(177,898,102)
Change in net assets restricted by donor	(129,683,215)	72,619,159
Changes in Net Assets Without Restrictions		
Investment Income Released from Restriction – Appropriation for Expenditures	177,811,990	177,898,102
Expenses		
Grant Appropriations	151,958,937	152,750,605
Program Management and Direct Charitable Activities	19,381,540	18,950,127
General Administration	6,471,513	6,197,370
Total Expenses	177,811,990	177,898,102
Change in Net Assets Without Restrictions	–	–
Change in Net Assets	(129,683,215)	72,619,159
Net Assets, Beginning of Year	3,449,444,792	3,376,825,633
Net Assets, End of Year	\$ 3,319,761,577	\$ 3,449,444,792

See accompanying notes to financial statements.

STATEMENTS OF CASH FLOWS

For the years ended September 30, 2019 and 2018

	2019	2018
Cash Flows From Operating Activities		
Change in Net Assets	\$ (129,683,215)	\$ 72,619,159
Adjustments to Reconcile Change in Net Assets to Net Cash Used in Operating Activities		
Change in Unrealized Appreciation of Investments	159,718,839	(45,204,279)
Net Realized Gains	(196,862,963)	(204,888,975)
Depreciation and Amortization	967,970	1,086,122
Amortization of Deferred Rent Obligation and Lease Incentive	(147,358)	(147,358)
Change in Deferred Taxes Payable	(3,679,825)	579,790
Total Adjustments	(40,003,337)	(248,574,700)
Change in Taxes Receivable and Prepaid Expenses and Other Assets	(1,185,431)	416,800
Change in Grants Payable and Accounts Payable and Other Liabilities	(3,927,734)	(8,988,314)
Net Cash Used in Operating Activities	(174,799,717)	(184,527,055)
Cash Flows From Investing Activities		
Proceeds from Sales or Redemptions of Investments	829,744,946	872,544,812
Purchases of Investments	(654,917,998)	(687,949,663)
Purchases of Fixed Assets	(43,765)	—
Net Cash Provided by Investing Activities	174,783,183	184,595,149
Change in Cash	(16,534)	68,094
Cash, Beginning of Year	114,484	46,390
Cash, End of Year	\$ 97,950	\$ 114,484
Supplemental Cash Flow Information		
Interest Paid	\$ 162,200	\$ 162,200

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 those 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, 2019 and 2018. 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.

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 ten years. Leasehold improvements are amortized over the remaining life of the lease.

Grant appropriations, including multiyear grants, are recorded as an expense and are payable when grants are approved and communicated to the grantees. Grants payable are expected to be paid as follows: approximately \$65 million within one year and the remaining balance within three years.

The Corporation is a not-for-profit organization exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code 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 2016.

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 5, 2020, for these financial statements.

The Corporation adopted Accounting Standards Update (“ASU”) 2016-14, *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities*, effective October 1, 2018. The amendments set forth the Financial Accounting Standards Board’s (“FASB”) improvements to net asset classification requirements and the information presented about a not-for-profit entity’s liquidity, financial performance, and cash flows. Accordingly, certain comparative amounts in the 2018 financial statements have been reclassified to conform with the financial statement presentation prescribed in ASU 2016-14. Previously reported permanently and temporarily restricted net assets have been reclassified to net assets restricted by donor. This also resulted in the reclassification of previously reported investment income, realized and unrealized gains and losses, as well as associated investment expenses in the statement of changes in net assets to net investment return. Provisions for current and deferred taxes associated with the Corporation’s investing activities are now reported as reductions to net investment return. Disclosures related to liquidity, financial flexibility and functional allocation of expenses have also been added.

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 income statement. The new standard is effective for fiscal years beginning after December 15, 2020, including interim periods within those fiscal years. Management has not yet evaluated the impact of this ASU on the accompanying financial statements.

In June 2018, the FASB issued ASU 2018-08, *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*. The amendments in this ASU are meant to assist entities 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. The amendments in this ASU will be generally applicable to the Corporation for fiscal year beginning October 1, 2020. The Corporation is reviewing the language in its grant agreement to establish clarity as to whether grants might be conditional and does not expect the adoption of this ASU to have a material impact on its financial statements.

In August 2018, the FASB issued ASU 2018-13, *Fair Value Measurement (Topic 820): Disclosure Framework — Changes to the Disclosure Requirements for Fair Value Measurement*, which changes the fair value measurement disclosure requirements of ASC 820. The key provisions include new, eliminated, and modified disclosure requirements. The new guidance is effective for fiscal years beginning after December 15, 2019, including interim periods therein. Early application is permitted. The Corporation adopted ASU 2018-13 beginning in fiscal year 2018. Accordingly, the Corporation is no longer required to disclose the anticipated timing of liquidation of investments in venture capital, leverage buyout, real estate, and natural resources funds, unless the Funds have specifically communicated the timing of such liquidation to the Corporation or publicly. There was no other significant impact on the Corporation’s financial statements resulting from the adoption of ASU 2018-13.

(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 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 2019 and 2018.

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, 2019 and 2018:

2019 Fair Value Measurements Using				
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and Cash Equivalents	\$ 305,703,327	\$ 305,703,327	\$ —	\$ —
Investments in Securities:				
Common Stock	41,266,489	41,266,489	—	—
Investments Reported at NAV ⁽¹⁾ :				
Global Equity	1,024,646,826			
Private Equity – Venture Capital	485,861,660			
Private Equity – Leveraged Buyouts	290,357,777			
Real Estate	345,738,656			
Natural Resources	210,587,429			
Absolute Return	731,125,332			
TOTAL	\$ 3,435,287,496	\$ 346,969,816	\$ —	\$ —

2018 Fair Value Measurements Using				
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and Cash Equivalents	\$ 419,163,068	\$ 419,163,068	\$ —	\$ —
Investments in Securities:				
Common Stock	48,144,239	48,144,239	—	—
Investments in Other Funds ⁽¹⁾ :				
Global Equity	1,091,626,932			
Fixed Income	19,216,420			
Private Equity – Venture Capital	481,627,500			
Private Equity – Leveraged Buyouts	253,353,384			
Real Estate	317,495,188			
Natural Resources	244,086,464			
Absolute Return	698,257,125			
TOTAL	\$ 3,572,970,320	\$ 467,307,307	\$ —	\$ —

(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:

	2019 Fair Value	Unfunded Commitments (in millions)	Redemption Frequency	Redemption Notice Period
Investments in Other Funds:				
Global Equity	\$ 1,024,646,826	\$ 35.5	Various ⁽²⁾	10–120 days
Private Equity – Venture Capital	485,861,660	67.4	Illiquid	n/a
Private Equity – Leveraged Buyouts	290,357,777	199.9	Illiquid	n/a
Real Estate	345,738,656	188.3	Illiquid	n/a
Natural Resources	210,587,429	132.1	Illiquid	n/a
Absolute Return	731,125,332	34.3	Various ⁽³⁾	30–180 days
TOTAL	\$ 3,088,317,680	\$ 657.5		

(2) Redemptions are permitted as follows: \$0.28 million daily, \$351.61 million monthly, \$270.52 million quarterly, \$115.12 million annually, \$70.69 million biannually, \$209.57 million have rolling lock-up periods, and \$6.86 million are illiquid.

(3) Redemptions are permitted as follows: \$72.41 million monthly, \$358.22 million quarterly, \$106.42 million annually, \$134.61 million biannually, \$40.26 million have rolling lock-up periods, and \$19.20 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 \$65,392,340 and \$58,754,677 as of September 30, 2019 and 2018, 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 Internal Revenue Service (“IRS”). 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 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 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 REIT 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 NCREIF property index.

Natural Resources

The Corporation invests with managers that buy, improve, and operate natural resource-related assets, including producing oil and gas properties.

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 Cambridge Associates Hedge Fund of Fund Median.

During the years ended September 30, 2019 and 2018, the Corporation received distributions of marketable securities with a total fair value of approximately \$39.3 million and \$14.7 million, respectively, from limited partnerships.

(4) NET INVESTMENT RETURN

The net investment return reported in the statement of changes in net assets is comprised of the following:

	2019	2018
Interest and Dividends	\$ 29,876,845	\$ 26,425,815
Net Realized Gains	196,862,963	204,888,975
Net Unrealized Gains/(Losses)	(159,718,839)	45,204,279
Total	67,020,969	276,519,069
Less: Investment Expenses	(20,950,469)	(22,266,267)
Net Investment Return	\$ 46,070,500	\$ 254,252,802

(5) FINANCIAL ASSETS, SPENDING RATE POLICY, AND LIQUIDITY MANAGEMENT

The Corporation's financial assets consist of cash and investments, as follows:

	2019	2018
Cash	\$ 97,950	\$ 114,484
Investments	3,435,287,496	3,572,970,320
Total	3,435,385,446	3,573,084,804
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 \$1,358.6 million and \$1,322.5 million of illiquid investments at September 30, 2019 and 2018, respectively)	(3,111,948,578)	(3,252,447,936)
Financial Assets Available for Program and General Expenditures Within One Year	\$ 188,100,000	\$ 185,300,000

In order to plan and budget in an orderly manner and to meet the IRS-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.

Consistent with the Corporation's 5.5% spending rate policy, the Board appropriated \$188.1 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 an \$80 million committed line 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, 2019 and 2018:

	2019	2018
Leasehold Improvements	\$ 9,170,580	\$ 9,170,580
Furniture and Equipment	3,479,358	3,435,593
	12,649,938	12,606,173
Less Accumulated Depreciation and Amortization	(5,854,429)	(4,886,459)
TOTAL	\$ 6,795,509	\$ 7,719,714

(7) TAXES

The Corporation is liable for federal excise taxes of two percent of its net investment income, as defined, which includes net realized capital gains, for the year. However, this tax is reduced to one percent if certain conditions are met. The Corporation met the requirements for the reduced tax in 2019 and 2018. Therefore, current taxes are estimated at one percent of net investment income, as defined.

Deferred taxes represent two percent of unrealized appreciation of investments at September 30, 2019 and 2018, as qualification for the one percent tax is not determinable until the fiscal year in which gains are realized. No deferred taxes are provided for unrelated business income on unrealized appreciation as such amount cannot be estimated.

The Corporation had unrelated business losses of \$3,899,000 in 2019 from certain investment partnership activities. By applying this loss and other tax credits, the Corporation expects a tax benefit of \$1,420,000 in unrelated business income taxes and this amount is included in the provision for taxes. During 2018, the Corporation had unrelated business income of \$4,613,000.

The Corporation paid federal excise taxes of \$2,625,000 in 2019 and \$2,500,000 in 2018. The Corporation also paid state unrelated income taxes of \$225,800 in 2019 and federal and state unrelated income taxes of \$668,100 in 2018.

(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, 2019 and 2018 was \$1,710,200 and \$1,624,400, 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 2019 and 2018. At December 31, 2018, the assets of the plan exceeded the actuarial present value of accumulated plan benefits by approximately \$600,600. 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 \$777,900 in 2019 and \$782,400 in 2018, on a pay-as-you-go basis.

(9) EXPENSES

The nature and functional classification of the Corporation's expenses are as follows:

	2019		
	Program Services	General Administration	Total Expenses
Grant Appropriations	\$ 151,958,937	\$ —	\$ 151,958,937
Salaries and Employee Benefits	11,784,875	4,283,843	16,068,718
Consultants and Other Professional Fees	958,406	519,698	1,478,104
Rent and Other Occupancy Costs	1,884,592	926,751	2,811,343
Travel, Conferences, and Meetings	1,634,155	42,995	1,677,150
Office and Other Expenses	3,119,512	718,460	3,837,972
Provision for Taxes	—	(20,234)	(20,234)
TOTAL EXPENSES	\$ 171,340,477	\$ 6,471,513	\$ 177,811,990

	2018		
	Program Services	General Administration	Total Expenses
Grant Appropriations	\$ 152,750,605	\$ —	\$ 152,750,605
Salaries and Employee Benefits	11,160,307	4,160,931	15,321,238
Consultants and Other Professional Fees	1,440,389	276,373	1,716,762
Rent and Other Occupancy Costs	1,862,678	915,975	2,778,653
Travel, Conferences, and Meetings	1,452,229	39,749	1,491,978
Office and Other Expenses	3,034,524	784,108	3,818,632
Provision for Taxes	—	20,234	20,234
TOTAL EXPENSES	\$ 171,700,732	\$ 6,197,370	\$ 177,898,102

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 \$5,558,000 at September 30, 2019, and \$5,705,000 at September 30, 2018, 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 years ending September 30	Amount
2020	\$ 3,053,000
2021	3,146,000
2022	3,146,000
2023	3,146,000
2024	3,146,000
Thereafter	18,390,000
TOTAL	\$ 34,027,000

Rental expenses for 2019 and 2018, including escalations, were \$3,109,000 and \$3,074,300, respectively.

(11) LINE OF CREDIT FACILITY

The Corporation has an \$80 million committed line of credit facility with the Bank of New York Mellon for grant funding and administrative expenses. There were no borrowings on this facility as of September 30, 2019 and 2018. Interest expense on undrawn capital for each of the years ended September 30, 2019 and 2018 was \$162,200. This line of credit facility will expire on August 14, 2020.

REPORT ON **ADMINISTRATION**

Fiscal 2019: The Year in Review

BOARD AND COMMITTEES

Annual Election

- **Governor Thomas H. Kean** was elected Chairman of the board at the March 7, 2019, board meeting for the 2019–20 term.
- **Janet Robinson** was elected Vice-Chair of the board at the March 7, 2019, board meeting for the 2019–20 term.
- **Louise Richardson** was elected at the March 7, 2019, board meeting to serve as Chair of the Planning and Finance Committee. Per the bylaws, Richardson would also serve as *ex officio* on the Investment Management Committee.
- **Lloyd Austin III** was elected at the March 7, 2019, board meeting to serve on the Planning and Finance Committee.
- **Ambassador Caroline Kennedy** was elected at the March 7, 2019, board meeting to serve on the Planning and Finance Committee.

New Trustees

- **Kevin J. Conway** was elected at the March 7, 2019, meeting to a four-year term effective March 7, 2019–March, 2023.
- **Maria Elena Lagomasino** was elected at the March 7, 2019, meeting to a four-year term effective March 7, 2019–March 2023.

Retired Trustees

- **Stephen A. Oxman** retired from the board after eight years of service as of the March 7, 2019, board meeting.

Deceased Trustees

The trustees of Carnegie Corporation of New York wish to express their profound sadness and loss at the death of:

- **President Emeritus David A. Hamburg** on April 21, 2019, who led the Corporation with great distinction from 1982 to 1997.
- **Ann Leven** on June 26, 2019 (trustee 1981–90).

The Corporation's standing committees were constituted as of March 7, 2019:

- Elected to serve on the **Audit Committee** were Edward P. Djerejian, Chair; Jared L. Cohon; John J. DeGioia; Janet Robinson; Ann Claire Williams
- Elected to serve on the **Investment Management Committee** were Anne M. Tatlock, Chair; Pedro Aspe; Lionel Barber; Kevin J. Conway; Maria Elena Lagomasino; Louise Richardson, *ex officio*
- Elected to serve on the **Planning and Finance Committee** were Louise Richardson, Chair; Lloyd Austin; Caroline Kennedy; Marcia McNutt
- Elected to serve on the **Committee on Trustees** were Janet Robinson, Chair; Jared L. Cohon; John J. DeGioia; Edward P. Djerejian
- Both Thomas H. Kean, Chairman of the Board, and Dr. Vartan Gregorian, President of the Corporation, serve *ex officio* on all standing committees, except for the Audit Committee on which Dr. Gregorian does not serve
- Membership on the ad hoc **Committee on Compensation** includes Thomas H. Kean, Chairman of the Board; Janet Robinson, Vice Chair of the Board; Anne M. Tatlock, Chair of the Investment Management Committee

BOARD ACTIONS

December 6, 2018 board meeting:

RESOLVED: That the trustees authorize the president to appropriate up to \$1,000,000, payable over a 24-month period to National Public Radio for general support.

June 13, 2019 board meeting:

RESOLVED: That the trustees authorize the president, at his discretion, to approve grants for the Historically Black Colleges and Universities initiative in FY2019–20. Grants approved by the president will be reported to trustees in the following Agenda Book.

STAFF MILESTONES

During the fiscal year 2018–19, there were a 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:

- **Ashley Arana** was hired as Program Assistant, Public Understanding, Education, National Program on 09/23/2019
- **Samantha Vargas** was hired as Program Assistant, Leadership and Teaching to Advance Learning, Education, National Program on 09/16/2019
- **Christina Hong** was hired as Administrative Assistant, Finance and Office of the President on 09/03/2019
- **Marie A. Panton** was hired as Operations Coordinator, Department Communications and Planning, National Program on 08/26/2019
- **Cecilia Kiker** was hired as Investment Analyst on 07/22/19
- **Michael Rettig** was hired as Communications Officer, International and Democracy Programs on 05/28/2019
- **Catriona S. Whalley** was hired as Social Media Marketing Manager, Communications on 05/06/2019
- **Debra Wexler** was hired as Communications Officer, National Program and Office of the President on 03/18/2019
- **Farhad A. Asghar** was hired as Program Officer, Pathways to Postsecondary Success, Education, National Program on 12/17/2018
- **Alexandra E. Cox** was hired as Program Assistant, New Designs to Advance Learning, National Program on 12/03/2018

The following individuals have updated titles:

- **Nehal Amer** as Program Analyst, Transnational Movements and the Arab Region, International Program
- **Greta Essig** as Manager, Fellowship and Special Opportunities Grants, Office of the President
- **Karim Kamel** as Program Analyst, International Peace and Security, International Program
- **Constanza Lafuente** as Program Analyst, Leadership and Teaching to Advance Learning, Education, National Program
- **Michelle Napoli** as Associate Director, Human Resources
- **Kate Newburger** as Executive Assistant to the Chief of Staff, Office of the President
- **Noelle Pourrat** as Program Analyst, International Peace and Security, International Program
- **Evgeny Scherbakov** as Research Associate, International Program
- **Marisa Siroka** as Program Analyst, New Designs to Advance Learning, Education, National Program
- **Aaron Stanley** as Program Analyst, International Peace and Security, International Program
- **Valerie Vitale** as Operations Coordinator, Grants Administration and Budget, National Program

The following individuals have left:

- **Iris W. Lee**, 09/30/2019
- **Theresa M. Welch**, 08/30/2019
- **Patricia Stochansky**, 07/11/2019
- **Mojgan Rastegar**, 06/25/2019
- **Adrienne Faraci**, 03/27/2019
- **Rebecca L Ryan**, 03/14/2019
- **Jeanne Park**, 02/15/2019
- **Zoe I. Ingalls**, 01/31/2019

The following individuals were recognized for their years of service:

- **Stephen J. Del Rosso Jr.**: 20 Years
- **Jean R. Laraque**: 20 Years
- **Lana Shenker**: 20 Years
- **Jon-Michael Consalvo**: 10 Years
- **Andrew Geraghty**: 10 Years
- **Alisa Mall**: 10 Years
- **Virginia Mallon-Ackermann**: 10 Years
- **Yotaro Sherman**: 10 Years

REPORT ON **INVESTMENTS**

The investment return on Carnegie Corporation of New York's endowment for the fiscal year October 1, 2018, to September 30, 2019, was a modest 1.7 percent versus our target policy benchmark return of 3.7 percent. The period was marred by volatility born from uncertainty. Over the fiscal year, the market was confronted with the challenges of Brexit, the trade war between China and the U.S., an inverted yield curve, and fears of voters around the world shifting toward populism. Despite these concerns, the market climbed the wall of worry with help from two rate cuts by the Federal Reserve, a drop in oil prices, and continued strong consumer spending.

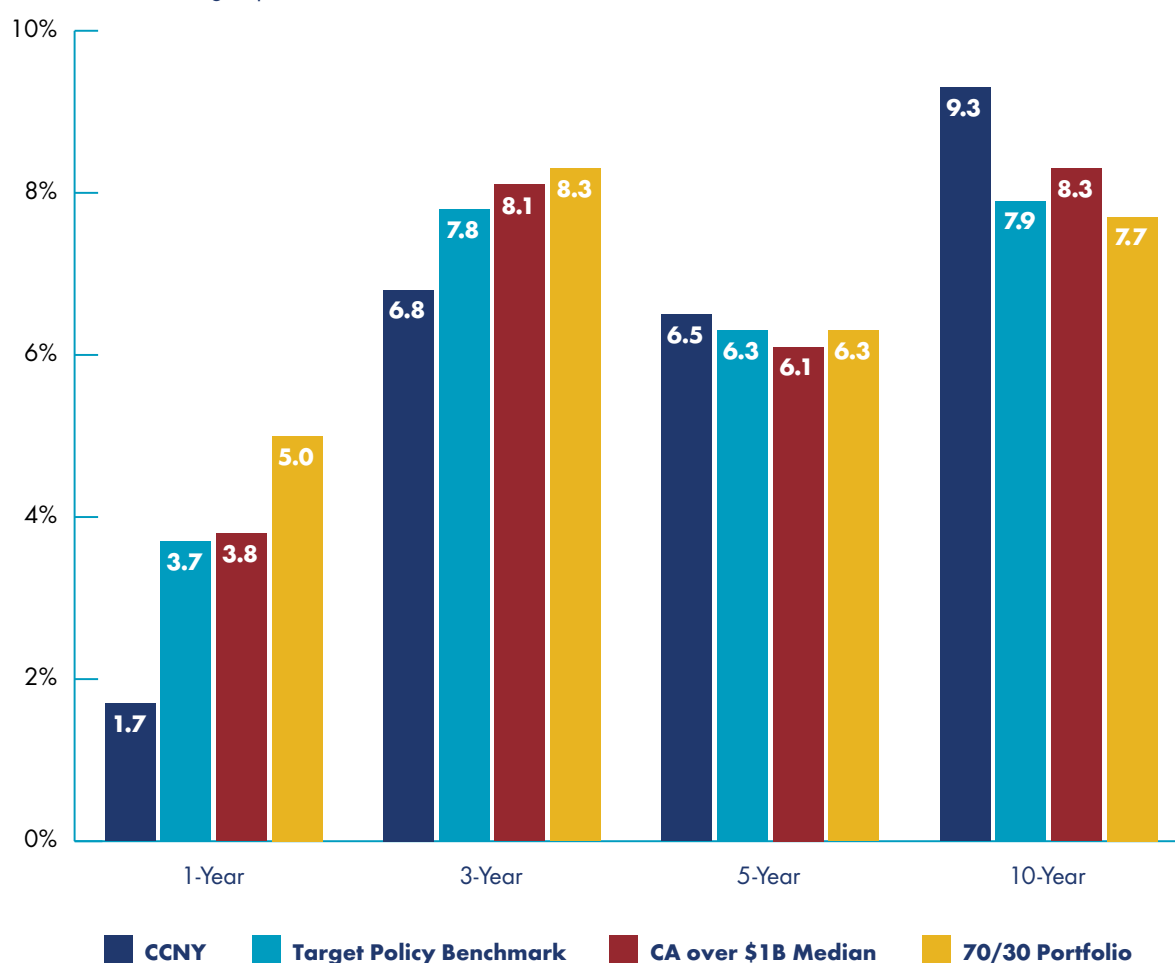
In the first quarter of the last fiscal year, which ended December 18, 2018, our return fell 19.8 percent peak to trough, just short of the 20 percent that typically defines a bear market. However, the snapback was fast and immediate as the S&P 500 climbed 750 points, or 3.3 percent, on January 10, the fourth trading day of the 2019 calendar year. The rally was brought on by a better-than-expected jobs report, China's actions to stimulate its economy, and the Federal Reserve's indication that rate hikes might be over.

During May, trade fears mounted when the U.S. hiked tariffs on \$200 billion of Chinese goods, which sent the markets lower, but the Federal Reserve stepped in and signaled that rate cuts could be coming in June and then followed through with the first cut of the year in July. However, trade wars were reignited when China retaliated with tariffs on American imports and President Donald Trump responded with a tweetstorm.

International markets provided little relief, with most feeling the same pressures as the U.S. markets but without the hopefulness. There were, however, pockets of strength in geographies such as Brazil and the Middle East. That said, nothing can compare to the United States, which benefited from the continued perception that it is the safest market in the world. We look forward to a return to the time when markets respond to valuations rather than news.

Carnegie Corporation of New York Investment Results

(Period Ending September 30, 2018)



FISCAL YEAR PERFORMANCE

The benefit of maintaining a portfolio diversified across asset classes is that different asset classes will not respond to market forces in the same way.

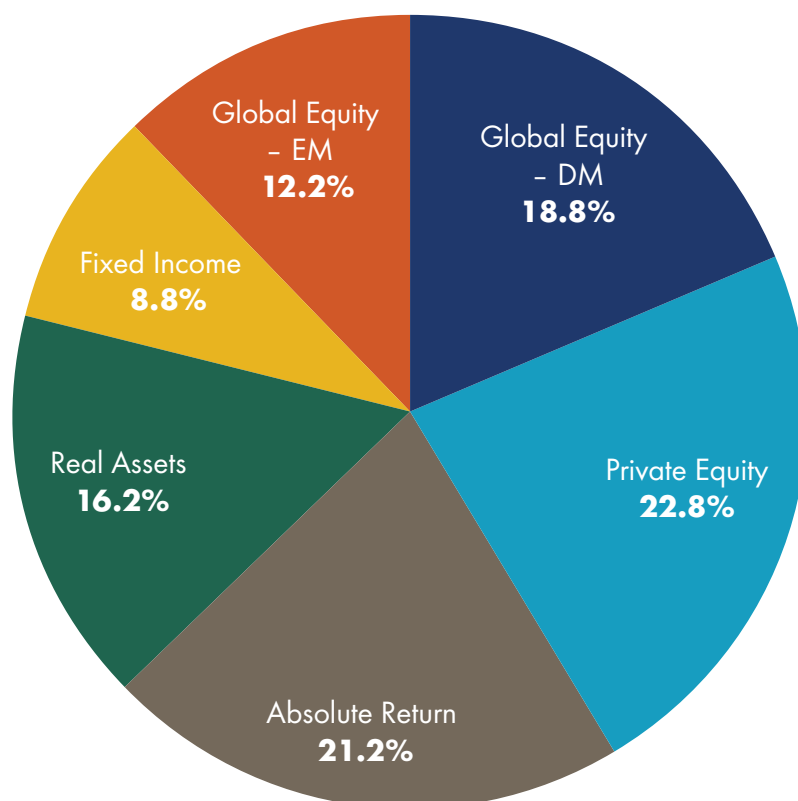
The developed markets portfolio lost 2 percent, underperforming the MSCI World Investable Market Index (IMI), which gained 1.4 percent. Overall, performance was hurt by our relative underweighting of U.S. equities, which significantly outperformed other developed market regions. In addition, our value orientation suffered in a market dominated by large cap growth.

The emerging markets portfolio gained 7.3 percent, significantly outperforming the MSCI Emerging Markets IMI benchmark, which shed 2 percent. Our significant allocation to Brazil, China, and the Middle East served us well. In all cases, our manager allocation is largely driven by our conviction in the managers. These markets performed well, and the managers outperformed their respective benchmarks.

The absolute return portfolio was disappointing, declining 4.5 percent and underperforming the benchmark by 440 basis points. We invest in absolute return strategies with the goal of outperforming the public market alternative over a market cycle. We invest in long/short managers to dampen volatility, giving up return in up markets to protect in down markets. The past 10 years have given us little opportunity to realize the benefit of this strategy given the strength of the U.S. public market. On the other hand, the event-driven opportunistic portfolio seeks out relative value and exploits dislocation and distress. Both of these portfolios have served us well over long periods but were hurt by exposure to idiosyncratic risks in the short run.

The fixed income portfolio gained a modest 1.2 percent, underperforming the benchmark by 330 basis points. In general, we don't expect to take active bets in the fixed income portfolio. It serves as liquidity and ballast for the portfolio. However, our bond portfolio was hurt by a management firm that shut down, which locked in our losses, while at the same time the Federal Reserve's two rate cuts led to an uncharacteristic surge of 7.6 percent in the benchmark.

Carnegie Corporation of New York Asset Allocation
at September 30, 2018



In fiscal year 2019, we continued to see the benefits of diversification. The illiquid portfolio generated a return of 6.3 percent versus a loss of 0.9 percent in the marketable portfolio. The leveraged buyout portfolio increased 13.6 percent, outperforming the benchmark by 190 basis points. Conversely, while the venture capital portfolio generated a return of 10.4 percent, it underperformed the benchmark by 440 basis points because of our significant allocation to emerging-market ventures, which were unable to keep pace with the strong performance of the U.S. venture portfolio.

The real estate sub-portfolio returned 7.0 percent, modestly outperforming the National Council of Real Estate Investment Fiduciaries Property Index by 80 basis points. The portfolio continues to have a meaningful overweight to the retail sector, which has dampened overall performance. Exposure to the industrial sector has buoyed the overall portfolio.

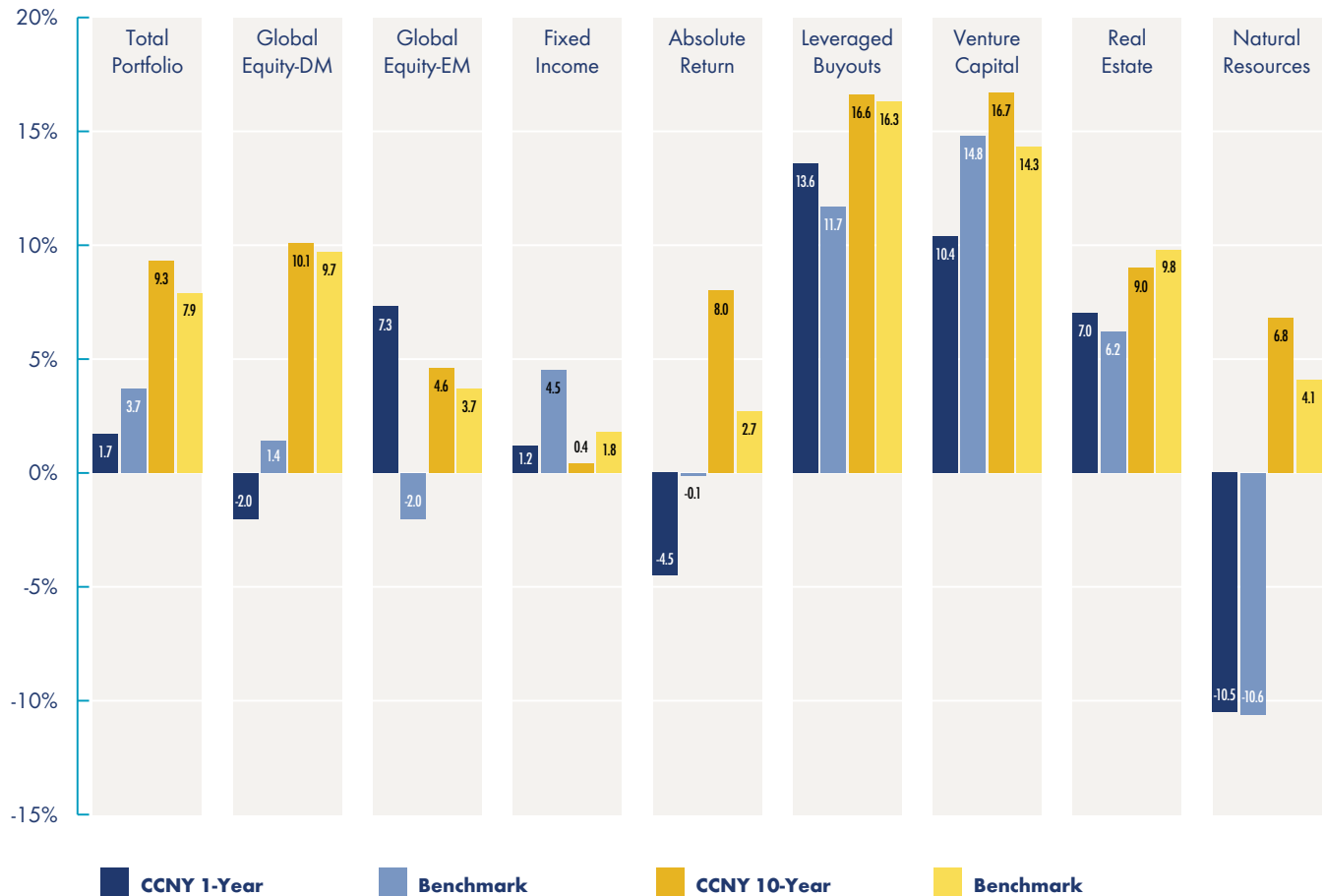
The natural resources sub-portfolio decreased 10.5 percent, modestly outperforming the benchmark by 20 basis points. The energy sector portfolio was dragged down by a drop of more than 28 percent in the West Texas Intermediate Crude Oil Price, a key benchmark. In addition, the portfolio has significant exposure to oil field services, which experience swifter and more severe write-downs in a low-oil price environment than producers.

TAKING THE LONG VIEW

In fiscal year 2019, performance of the entire endowment meaningfully underperformed our custom composite benchmark by 190 basis points because momentum remained with U.S. large cap growth stocks, which we had underweighted. However, we do not build a portfolio on the basis of a one-year horizon. Rather, we build a portfolio that we believe will outperform over the long term because of the asset allocation and manager decisions that we make.

The long-term performance of the portfolio remains strong, returning 9.3 percent over the 10-year period, outperforming the target policy portfolio by 150 basis points. With the exception of the fixed income portfolio, each of the asset classes produced strong absolute and relative performance. The fixed income portfolio was hurt by the decision to hold cash and short-term bonds at a time when interest rates declined well below historical levels. This 10-year period began after the Great Financial Crisis of 2008, fueling the steady rise of the S&P 500, which has gained 13.2 percent in the same time period. However, the decision to diversify into illiquid assets, particularly venture capital and buyouts, added significantly to the performance of the portfolio. At a 10-year return of 16.6 percent, the private equity portfolio outperformed our actively managed global equities portfolio by 810 basis points. More importantly, over the 10-year period, the portfolio met our principal goal of maintaining purchasing power net of payout and all expenses.

Asset Class Returns — Short Term vs. Long Term



THE ROAD AHEAD

Fiscal year 2020 began with more of the unease that has come to define the markets. However, despite the uncertainty, global markets continued to be strong, defying all the bad news. President Trump was impeached and China was plagued with the coronavirus, leading to a risk of a global contagion, but in positive developments, U.S. and China officials signed a Phase 1 trade deal. Furthermore, the House of Representatives passed the United States–Mexico–Canada Agreement. There is also hope that the global economic slowdown is bottoming, and that the U.K. will achieve a negotiated exit from the EU. We remain hopeful that markets will rationalize and that we will begin to see markets reflect valuation. However until that happens, we will continue to build a diversified portfolio and select skilled managers that we believe have the capacity to outperform their respective markets. This combination of asset allocation and manager selection is critical for meeting our goal of maintaining purchasing power net of spending.

TRUSTEES AND STAFF

Trustees

Thomas H. Kean, Chairman

THK Consulting, LLC

Chairman

Far Hills, NJ

Janet L. Robinson, Vice Chair

The New York Times Company

Former President and CEO

New York, NY

Vartan Gregorian, Ex officio

Carnegie Corporation of New York

President

New York, NY

Pedro Aspe

Insignia Capital

Chairman

Mexico City, Mexico

Lloyd J. Austin III

General, US Army (Ret.)

Great Falls, VA

Lionel Barber

Financial Times

Editor

London, England

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, D.C.

Edward P. Djerejian (Retired December 2019)

Baker Institute for Public Policy at Rice University

Founding Director

Houston, TX

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, D.C.

Louise Richardson

University of Oxford

Vice-Chancellor

Oxford, England

Anne M. Tatlock

Brooklyn, NY

Hon. Ann Claire Williams (Ret.)

Jones Day

Of Counsel

Chicago, Illinois

Judy Woodruff

PBS NewsHour

Anchor and Managing Editor

Arlington, VA

HONORARY TRUSTEES

Helene L. Kaplan

Newton N. Minow

Staff

The following individuals were on staff at the Corporation as of September 30, 2019

Nehal Amer, *Program Analyst, Transnational Movements and the Arab Region, International Program*

Ashley Arana, *Program Assistant, Public Understanding, Education, National Program*

Deana Arsenian, *Vice President, International Program, and Program Director, Russia and Eurasia*

Farhad A. Asghar, *Program Officer, Pathways to Postsecondary Success, Education, National Program*

Kenneth Benson, *Editor/Writer, Communications*

Ellen Bloom, *Vice President, CAO and Corporate Secretary*

Richard Brown, *Infrastructure and End User Technology Specialist, Information Technology*

Mary Kate Boughton, *Director, Digital Engagement Strategies, Communications*

Nicole Howe Buggs, *Associate Corporate Secretary and Director, Grants Management*

Michael Burns, *Investment Operations Manager*

Jon-Michael Consalvo, *Associate Director Risk Management, Portfolio Analysis and Investments*

Alexandra E. Cox, *Program Assistant, New Designs to Advance Learning, Education, National Program*

Khafra Crooks, *Digital Strategies Producer, Communications*

Natasha Davids, *Executive Assistant to the President*

Stephen J. Del Rosso Jr., *Program Director, International Peace and Security*

Jeanne D'Onofrio, *Chief of Staff, Office of the President*

Paula Douglas, *Operations Coordinator, HR and Secretary's Office*

Alloya Elwadie, *Program Assistant, Higher Education and Research in Africa, International Program*

Sheila Enright, *Coordinator of Correspondence and Special Projects, Office of the President*

Greta Essig, *Manager, Fellowship and Special Opportunities Grants, Office of the President*

Lindsay Fenga, *Investment Operations Associate*

Madeline Celeste Ford, *Director, Media Relations, Communications*

Claudia Frittelli, *Program Officer, Higher Education and Research in Africa, International Program*

Mary Gentile, *Grants Associate*

Andrew Geraghty, *Program Analyst, Strengthening U.S. Democracy and Special Opportunities Fund, National Program*

Vartan Gregorian, *President*

Jacqueline Guttman, *Investment Analyst*

Elise Henson, *Program Analyst, Education, National Program*

Christina Hong, *Administrative Assistant, Finance, and Office of the President*

Andrea Johnson, *Program Officer, Higher Education and Research in Africa, International Program*

Brooke Jones, *Investment Director*

Joseph Jung, *Program Assistant, Strengthening U.S. Democracy and Special Opportunities Fund, National Program*

Karim Kamel, *Program Analyst, International Peace and Security, International Program*

Ambika Kapur, *Program Officer, Public Understanding, Education, National Program*

Cecilia Kiker, *Investment Analyst*

Rex Kim, *Application Support Engineer, Information Technology*

Constanza Lafuente, *Program Analyst, Leadership and Teaching to Advance Learning, Education, National Program*

Jean R. Laraque, *Senior Accountant*

Ken Lee, *Investment Director*

Kim Y. Lew, *Vice President and Chief Investment Officer*

Alisa Mall, *Investment Director*

Virginia Mallon-Ackermann, *Executive Assistant, Office of the President*

Geraldine P. Mannion, *Program Director, Strengthening U.S. Democracy and Special Opportunities Fund, National Program*

Gladys McQueen, *Records Manager*

Deborah Moore, *Operations Coordinator, Communications*

Isabel Morinaga, *Executive Assistant, Investments*

Michelle Napoli, *Associate Director, Human Resources*

Nancy Neuberger, *Operations Coordinator, International Program*

Kate Newburger, *Executive Assistant to the Chief of Staff, Office of the President*

Patricia Moore Nicholas, *Program Officer, International Peace and Security, International Program*

Robert Nolan, *Executive Director, Communications and Content Strategy*

Veronica Pagnotta, *Operations Coordinator, Strengthening U.S. Democracy and Special Opportunities Fund, National Program*

Marie A. Panton, *Operations Coordinator, Department Communications and Planning, National Program*

Maria Junia Perez, *Controller*

Noelle Pourrat, *Program Analyst, International Peace and Security, International Program*

Michael Rettig, *Communications Officer, International and Democracy Programs*

José A. Rivera, *Coordinator, Office Services*

Bonnie Rivers, *Associate Director, Grants and Records Management*

Carl Robichaud, *Program Officer, International Peace and Security, International Program*

Deborah Rodriguez, *Administrative Assistant, Higher Education and Research in Africa, International Program*

Robert Rosenthal, *Director, Information Technology and Office Services*

Damon Roundtree, *Mail Clerk/Office Assistant*

Robert J. Seman, *Vice President and Chief Financial Officer*

Evgeny Scherbakov, *Research Associate, International Program*

Ronald Sexton, *Librarian/Online Researcher, Communications*

Lana Shenker, *Accounts Payable Coordinator*

Yotaro Sherman, *Associate Director, Information Technology*

Jim Short, *Program Director, Leadership and Teaching to Advance Learning, Education, National Program*

Marisa Siroka, *Program Analyst, New Designs to Advance Learning, Education, National Program*

Shana Sorhaindo, *Grants Associate*

LaVerne Srinivasan, *Vice President, National Program and Program Director, Education*

Aaron Stanley, *Program Analyst, International Peace and Security, International Program*

Saskia Levy Thompson, *Program Director, New Designs to Advance Learning, Education, National Program*

Daniel Kitae Um, *Principal Design Director, Communications*

Samantha Vargas, *Program Assistant, Leadership and Teaching to Advance Learning, Education, National Program*

Valerie Vitale, *Operations Coordinator, Grants Administration and Budget, National Program*

Julia Weede, *Chief Communications and Digital Strategies Officer*

Debra Wexler, *Communications Officer, National Program and Office of the President*

Hillary Wiesner, *Program Director, Transnational Movements and the Arab Region*

Catriona S. Whalley, *Social Media Marketing Manager, Communications*

