

ANNUAL REPORT FY2020-2021

Promoting the advancement
and diffusion of knowledge
and understanding

Carnegie
CORPORATION
OF NEW YORK

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LETTER FROM THE CHAIRMAN



This has been a year of challenges and change for the Corporation, for our country, and for the entire world. The enduring crises of the past year — the coronavirus pandemic and associated economic crisis, and the continued divisions that characterize our national discourse — have caused enormous disruption to our country. The riots that struck the Capitol on January 6, 2021, throw into stark relief the seriousness of these problems, underscoring the challenges to our democracy. At the same time our relations with China and Russia have reached a new low. The Corporation remains committed to addressing these problems while thinking more broadly about the implications of all this on our grantmaking.

The unexpected and untimely death of Corporation president Vartan Gregorian on April 15, 2021, came as a shock. The Corporation lost a devoted and tireless leader — an extraordinary champion of education, immigration, and international peace and security, and steward of Andrew Carnegie’s legacy. We, his colleagues, lost a mentor, an inspiration, and a very dear friend. His attention, dedication, and hard work transformed every institution he led, as evidenced by the outpouring of tributes, remembrances, and support from every corner of the globe from those whose lives he touched as an illustrious scholar, a lifelong educator, and a leading force in philanthropy.

Despite this loss, the entire Carnegie community — its staff, its board of trustees, and its grantees — responded with determination, resiliency, flexibility, ingenuity, and grace, allowing the Corporation to remain fully operational and functioning as normal under the temporary leadership of Janet Robinson and myself. Amidst a score of obstacles, the Corporation has maintained its mission of promoting the advancement and diffusion of knowledge and understanding around the issues of peace, education, and democracy. These enduring causes were championed by our founder, Andrew Carnegie, and are even more important today than in his time.

In November, the Corporation announced that Louise Richardson will join the foundation in January 2023 at the end of her seven-year term as head of the University of Oxford in England. As the Corporation’s first female president, Richardson will play a critical role in leading the development of Carnegie Corporation of New York’s long-term strategy, and assume responsibility for implementing it. She is uniquely qualified for the position, having lived a life full of firsts, including being the first in her family to attend university, the first woman to lead Oxford, and the first to serve as principal and vice-chancellor of the University of St. Andrews.

At Oxford, Richardson launched several innovative access initiatives and significantly increased the socioeconomic and ethnic diversity of the undergraduate student body. She has secured unprecedented partnerships and funding by working with philanthropic, corporate, and government sources, allowing the university to

pursue a range of improvements, including expanded research in the humanities and natural sciences, a new graduate college, a major science park, and housing for students and staff. Throughout the pandemic, her stewardship of the university and its 44 constituent colleges and halls has been widely admired. In 2020, in the depths of a global crisis, Richardson negotiated a landmark partnership with AstraZeneca to develop, manufacture, and distribute the Oxford coronavirus vaccine, ChAdOx, at the cost of production to nations around the world.

We are excited to welcome Richardson to the foundation at this time of vast and rapid change. I am confident that she will reaffirm our historic commitment to education at all levels while honoring Andrew Carnegie's passion for international peace and the health of our democracy. Under her guidance I know that Carnegie Corporation of New York will once again assume leadership as we confront the most important challenges of our time.

Every institution that is embedded in our democratic system must periodically undergo a process of examination and self-renewal. Our former president John Gardner once noted that "most human organizations that fall short of their goals do not do so because of stupidity or faulty doctrines but because of internal decay and rigidification. They grow stiff in the joints. They get in a rut." I have no worries that this will occur under the leadership of Richardson; in fact I am confident that the Corporation will maintain and even enhance its position among the leaders of the philanthropic sector.

This report, like its predecessors, reflects the core values and beliefs of Carnegie Corporation of New York *in action*, documenting the wide range of organizations — our grantees — that are united in their goal of doing, in the words of our founder, "real and permanent good in this world."

Thomas H. Kean

March 2022

REPORT ON **PROGRAMS**

International Program

HIGHER EDUCATION AND RESEARCH IN AFRICA

Education Sub Saharan Africa, Sutton, Surrey, UK

For research and policy dialogue addressing university faculty challenges in the East African Community.
24 Months, \$390,000

Faculty challenges in sub-Saharan Africa (SSA) are linked to an aging workforce, underqualified academic staff, and an inadequate pipeline. Yet a lack of accurate data on faculty demographics limits the ability of governments and universities to plan effective solutions. U.K.-based Education for Sub Saharan Africa (ESSA), together with a consortium comprising International University Council of East Africa, Association of African Universities, and Population Reference Bureau, aims to increase the capacity of higher education stakeholders to plan and implement evidence-informed solutions to strengthen academic staff within African universities. With Corporation support, ESSA and consortium members will conduct a study on the demographics of academic faculty in East Africa and engage stakeholders in workshops and dialogue to disseminate and implement the findings.

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

For the Carnegie African Diaspora Fellowship Program.
24 Months, \$2,600,000

The student population in sub-Saharan Africa is projected to double each decade until 2050, necessitating an expansion of higher education faculty on the continent. In this context, the academic diaspora represents an intellectual resource for capacity building and innovation. Since 2013, the Carnegie African Diaspora Fellowship Program (CADFP)

has offered 528 diaspora fellowships at 168 African universities, supporting joint research and teaching, postgraduate training, curriculum development, and in-person and virtual conferences. With Corporation support, CADFP will offer 115 diaspora fellowships, further expanding opportunities for academic diaspora exchange.

Makerere University, Kampala, Uganda

For the doctoral program in social studies at the Makerere Institute of Social Research. 24 Months, \$750,000

Doctoral programs by coursework and research are rare in the social sciences in African universities, as are programs that encourage the development of theory rooted in Africa. The doctoral program in social studies at the Makerere Institute of Social Research (MISR), launched in 2012, seeks to improve social science training on the continent. The program provides contextually relevant training to students from across Africa, taught by a mix of African and visiting international scholars, through a rigorous, interdisciplinary five-year curriculum. To date, the program has graduated 35 students with MPhils, and nine have completed doctorates. Corporation support will fund additional doctoral and postdoctoral fellowships, augment digital library holdings and the MISR publications program, and strengthen MISR's capacity to provide materials and instruction online.

Partnership for African Social and Governance Research, Nairobi, Kenya

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

The Partnership for African Social and Governance Research (PASGR) was formed in 2011 with the initial aim of developing a collaborative master's degree program in public policy. As of 2021, 14 universities in seven African countries offer the Master's in Research and Public Policy program,

graduating 179 students to date. Building on this, the PASGR pilot network doctoral program aims to strengthen training of social scientists, particularly those with an interest in policy-relevant research, through strengthening university capacity to design and implement high-quality doctoral programs. The doctoral program combines coursework and the production of a dissertation, along with specific requirements of the network universities. With Corporation support, PASGR will offer competitive fellowships, research, fieldwork, faculty mobility grants, and training workshops for doctoral students and supervisors, among other activities.

Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), Kampala, Uganda

For support of competitive early-career fellowships.
24 Months, \$1,500,000

Young scientists are a critical resource for advancing research for development and expanding capacity for increased university enrollment in Africa. With a focus on early-career academics, the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), a network of 129 African universities, will implement a competitive program comprised of multiple interventions targeting postgraduate students and postdoctoral researchers drawn from member universities. With continued Corporation support, RUFORUM will award 10 postdoctoral fellowships, 40 doctoral research grants, and 10 short-term teaching attachments, with a target of 50 percent women across all activities. Fellows will receive stipends and support for research, conference attendance, and publishing. RUFORUM will also organize skill-building workshops and networking opportunities for the fellows.

University of Cape Town, Rondebosch, South Africa

For support of e/merge Africa e-learning professional development network. 24 Months, \$260,000

COVID-19 necessitated a global reliance on educational technology. Although African universities have invested in remote learning infrastructure, there have been few opportunities to improve the educational technology skills of African university staff. Founded in 2014, e/merge Africa is an online professional development network based at University of Cape Town that aims to offer such opportunities to African universities. Corporation support will enable e/merge Africa to further expand its programs of workshops, mentorships,

online courses, and the deployment of the diaspora to support e-learning projects on the continent.

University of Ghana, Accra, Ghana

For support of early-career fellowships and a pan-African doctoral academy deploying diaspora linkages. 24 Months, \$1,000,000

As the nation's leading university, University of Ghana (UG), with partial support from the Corporation, has been enhancing its faculty's credentials and research productivity, resulting in over 77 percent of faculty with PhDs. This effort has been aligned with Ghana's national policy and the projected increase of the country's tertiary education sector from the current 18.8 percent to 40 percent by 2030. With continued Corporation support, UG will stay the course of early-career faculty advancement and research output by offering an array of programs, including doctoral completion grants, postdoctoral and team research grants, and doctoral academy training schools with a focus on basic and applied sciences and health sciences.

University of Pretoria, Hatfield, South Africa

For Future Africa's early-career leadership fellowship program to build transdisciplinary research skills. 24 Months, \$1,500,000

"African solutions for Africa's problems" is a commonly heard refrain that has animated African researchers. However, most research is still highly disciplinary in focus while critical problems facing the continent — youth unemployment, conflict, food security, climate change adaptation, and others — require new ways of conceptualizing and conducting research. The University of Pretoria's Future Africa institute is designed to bring together researchers across fields and stages of professional development to tackle complex problems. With Corporation support, Future Africa will award 25 fellowships to early-career African researchers on the theme of interaction of human well-being and the environment, enabling fellows to engage with senior researchers and postgraduate students, receive training in transdisciplinary skills, get a seed grant to jumpstart their research, and take advantage of virtual knowledge platforms.

INTERNATIONAL PEACE AND SECURITY

American University, Washington, DC

For training, research, and outreach to bridge the gap between academia and the policy world. 24 Months, \$575,000

Scholars of international relations traditionally receive little-to-no training in the production of policy-relevant research or its dissemination to policymakers or the broader public. This problem is compounded by university hiring, tenure, and promotion standards, which typically discourage policy-relevant scholarship aimed at nonacademic audiences. The result is that public conversations and policy debates might not be as informed as they could be by academic insights. Bridging the Gap (BTG) is a flagship project of the Corporation's work addressing this issue that has been cosponsored by American University (AU), Duke University, and the University of California, Berkeley. With consolidation of the program at AU, renewed support will advance the project's efforts to foster policy-relevant scholarship within universities, provide scholars with the tools and skills necessary to bring their knowledge and insights to policy and practice, strengthen networks of policy-relevant scholars, and work with university leaders to identify and address obstacles limiting policy engagement.

Arab Reform Initiative, Paris, France

For fostering the role of Arab region social scientists in policy development. 24 Months, \$450,000

Over the past decade, a growing number of social scientists in the Arab region have sought to bring their academic and research expertise to bear on public policy agendas. The Arab Reform Initiative (ARI) bridges academic expertise with policy analysis in the Arab region. It provides social scientists with capacities, resources, and venues to inform terms of debate in the public sphere, with the ultimate goal of influencing policy development. With Corporation support, ARI will provide capacity-building opportunities for next-generation scholars to expand policy-relevant research and strengthen partnerships between educational and civil society institutions in the region.

Arms Control Association, Washington, DC

For general support. 24 Months, \$625,000

Nuclear security and nonproliferation challenges continue to test the leadership of the United States, its allies, and the 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 reducing U.S.-Russia nuclear risks, 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 Society, New York, NY

For the China Visibility Project at ChinaFile. 24 Months, \$430,000

Scholars, journalists, and policymakers working to better understand and inform the world about China face mounting challenges. The field of China studies needs new tools and ways to access and disseminate existing knowledge. The China Visibility Initiative, a product of Asia Society's online publication, ChinaFile, aims to facilitate the use of online data about China to answer major questions about the Chinese state's goals, priorities, and policy implementation. The project will collect and analyze new forms of data to improve public understanding of China and will share resources to help build the capacity of other experts in the field to conduct similar work and collaborative analysis.

Aspen Institute, Inc., Washington, DC

For the Congressional Program. 12 Months, \$300,000

The Aspen Congressional Program is a nongovernmental, nonpartisan, educational series for members of Congress. Through its work, senators and representatives get the opportunity to delve into complex and critical foreign policy issues with international experts; explore policy options; and build relationships that are critical to finding solutions to today's global challenges. With renewed support, the Aspen Congressional Program will sponsor regular breakfasts with expert speakers for congressional members and similar lunches for senior congressional staff on timely international

developments of relevance to U.S. foreign policy. The program will also host its annual international gathering for congressional members and foreign policy experts, scheduled for summer 2021, with a focus on the U.S. and global impact of COVID-19.

Brown University, Providence, RI

For the Costs of War Project. 24 Months, \$500,000

The wars in Afghanistan and Iraq have had detrimental consequences for the broader Middle East. Through its authoritative data collection and analysis since 2011, the Costs of War project has been educating the public, media, and policymakers about four categories of costs of armed conflicts in the broader Middle East: human, economic, social, and political. With continued Corporation support, this network of scholars centered at Brown and Boston universities will produce data and analyses on the costs of the post-9/11 wars with a growing focus on: the environmental impacts of war, the potential for conversion of military industries, the impact of militarization on democracy, and morbidity and mortality from destroyed infrastructure that endures postconflict. Corporation support will go toward research, working meetings, reports, web design, interactive mapping, and media dissemination.

Bulletin of the Atomic Scientists, Chicago, IL

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

There is an increasing need for trusted information regarding some of today's most persistent threats, among them cyber, pandemic, climate change, and nuclear risk. Helping to provide such is the Bulletin of the Atomic Scientists (the Bulletin), a respected media organization that informs the public about threats to the survival and development of humanity. For 75 years, the Bulletin has been the only outlet both devoted to the study of existential threats and established specifically to engage the public by reaffirming the importance of trustworthiness and transparency. Over the next grant phase, the Bulletin will develop new platforms and vehicles for engaging and motivating new and younger audiences. Using its iconic Doomsday Clock to draw attention to its mission, the Bulletin will strengthen its role as a go-to site for exploring the intersection of science and global security.

Carnegie Endowment for International Peace, Washington, DC

For core support to the Malcolm Kerr Carnegie Middle East Center. 24 Months, \$600,000

The Arab Middle East faces unprecedented socioeconomic, political, and institutional challenges. Under present conditions, inequalities in health, education, and economic opportunity will pose even greater difficulties for Arab states. With longstanding Corporation support, the Malcolm Kerr Carnegie Middle East Center (MKCMEC) draws on top regional experts to provide in-depth analysis of political, socioeconomic, and security issues in the Middle East and North Africa. With renewed support, the Center will empower local scholars and institutions to contribute to international policymaking, offer insights into challenges faced by states and citizens, and address long-term trends.

Carnegie Endowment for International Peace, Washington, DC

For a project on Arab region dynamics and U.S. policies. 24 Months, \$250,000

In the past 10 years no fewer than four countries have descended into conflict in the Arab region, while many face political and economic challenges. The Middle East Program of the Carnegie Endowment for International Peace (CEIP) in Washington, D.C., connects international experts and scholars to produce cutting-edge research and real-time policy analysis. Continued support will enable the program to study and advise U.S. foreign policy toward the Middle East while amplifying the voices of emerging experts from the Arab region to bring grounded views to a global audience. The project will propose constructive policy options for policy officials and concerned organizations. Corporation funds will support research activities, roundtables, staff costs, and multimedia publications.

Center for Civilians in Conflict, Washington, DC

As one-time funding for a project on accountable security policy and democracy at home and abroad as part of a Request for Proposals (RFP) on "The Domestic-International Connection." 16 Months, \$300,000

Accountable security institutions are a cornerstone of durable democracy. The Center for Civilians in Conflict (CIVIC), in partnership with the Stimson Center, will undertake

research and workshops to identify the most common reasons accountability falls short in the United States and abroad, and what forms increased accountability might take. The work will be informed by consultations with an array of nongovernmental and governmental stakeholders and will result in a published report and public events promoting recommendations for bolstering the security and justice sectors at the state, federal, and international levels.

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

For the ChinaPower Project. 24 Months, \$450,000

China's growing role in shaping economic, political, social, and security developments in Asia and beyond has profound implications for global peace and stability. ChinaPower at the Center for Strategic and International Studies is an award-winning, data-driven website launched with Corporation support that unpacks the complexity of China's rise through effective data visualizations paired with expert analysis. In addition to continually updating its dataset on foundational aspects of Chinese power across five broad categories — economic, military, “soft power,” technological advancement, and social stability — the project's next phase will produce features on more complex and cutting-edge research topics, including artificial intelligence, undersea military capabilities, and renewable energy investments. The website is a widely used, go-to resource for academics, policy experts, and journalists.

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

For a web-based repository of translated open-source material on China. 24 Months, \$300,000

China's growing role in shaping economic, political, social, and security developments in Asia and beyond has profound implications for global peace and stability. The Open Source Project (OSP) at the Center for Strategic and International Studies (CSIS) responds to the paucity of translated open-source material on China, which, despite increasing demand, has been severely diminished since the end of the Cold War. OSP involves an online, interactive digital platform that utilizes previously untranslated primary source material to drive in-depth discussions and debates on strategic topics relating to U.S.-China relations and China's rise more broadly. Aimed at scholars, analysts, journalists, and policymakers, the project will involve regular collaborations

on topic selection, analysis, and workshop participation with other China-related projects at CSIS and elsewhere.

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

For U.S-China dialogues on the global economic order. 24 Months, \$300,000

China's growing role in shaping economic, political, social, and security developments in Asia and beyond has profound implications for global peace and stability. The United States and China are the two largest economies in the world and viable solutions to global economic problems must involve efforts by both countries. The Global Economic Order project at the Center for Strategic and International Studies involves a Track II/1.5 dialogue bringing together American and Chinese experts and officials for constructive engagement on problems in the global economy. These include complex issues such as rising debt levels among advanced and developing countries, the future of the international trading system, increasing protectionism, impacts of changing climate, and the implications of the global pandemic. Dialogue findings will be channeled to policy officials in both countries.

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

For support of the Europe, Russia, and Eurasia program. 24 Months, \$250,000

The United States considers Russia one of its main adversaries, which argues for deep understanding about Russia's internal and external policies. Among the many forces shaping Russia's behavior are the implications of climate change on global energy transitions and the future of Russia's relationship with China. The Europe, Russia, and Eurasia (ERE) program at the Center for Strategic and International Studies will pursue two research pillars to fill gaps in understanding of Russia's strategic future: the U.S.-Russia Climate Cooperation project and the Russia's Strategic Vision of China project. The work will entail research and Track II meetings with Russian experts. The findings of both projects will be disseminated through a range of products, including reports, shorter web-based commentaries and other online content, public events, podcast episodes, and outreach to policy officials.

CNA Corporation, Arlington, VA

For expanding the field of Russian military studies.
18 Months, \$300,000

After the Cold War, funding for Russian military studies declined rapidly in the United States and other Western countries. As a result, many of the public and private organizations previously dedicated to Soviet military studies shifted their resources to other security challenges and concerns. Recognizing this situation, the Corporation made an initial grant in 2017 to the Center for Naval Analyses (CNA) to help revive the U.S. expertise in Russian military affairs through a set of research, engagement, and outreach efforts. With renewed support, CNA will continue the field-building activities, resulting in published articles, expert workshops, and an edited volume on various aspects of Russia's military strategy.

Colorado State University, Fort Collins, CO

As one-time funding for a project mapping the local-level impact of U.S. foreign policy as part of a Request for Proposals (RFP) on "The Domestic-International Connection."
24 Months, \$450,000

The implications of U.S. foreign and national security policies on domestic groups are significantly understudied. This project at Colorado State University will catalog the ways that foreign and national security policies affect local communities across the United States. By employing quantitative and qualitative methods, the project will map the distributive implications of U.S. foreign policy and present its findings in a digestible manner, with the intent of allowing all communities to better understand their relationship to America's role in the world.

Columbia University, New York, NY

For expanding and enriching the study of Russia in the social sciences at Columbia University. 24 Months, \$600,000

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 of American Overseas Research Centers, Washington, DC

For supporting critical research and strengthening scholarly capacity in North Africa. 24 Months, \$250,000

Recognizing the engagement of North African university faculty and departments with critical issues of the region, the Council of American Overseas Research Centers will build on earlier Corporation-supported work to expand collaboration with and among North African researchers and universities. The Centre d'Études Maghrébines en Algérie (CEMA) and Centre d'Études Maghrébines à Tunis (CEMAT) will focus on the Maghrib's political, economic, and social conditions to promote collaborative research on regional developments, disseminate scholarship through a variety of print and electronic media, and support a new generation of scholars through capacity-building efforts. Corporation support will go toward research, scholarships, workshops, and publications.

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

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

The current political context, including a new U.S. presidential administration, Brexit, China's expanding global role, and the implications of COVID-19, raises important questions about how multilateralism and global institutions should operate. With Corporation support, the Council on Foreign Relations' Center for Preventive Action (CPA) is leading a program that brings together international policymakers, academics, and practitioners to consider how global institutions can respond and adapt to current and future challenges with the goal of decreasing the potential for violent conflict. The next iteration of the project focuses on convening and disseminating information about the shifting global order and climate change, and builds on CPA's previous work addressing critical global security threats.

European Leadership Network, London, UK

For a project on Russia and the West. 24 Months, \$710,000

Tensions in the relationship between Russia and the West have the potential to impact global stability. Such discord can also elevate the importance of unofficial communications between academic and expert communities to avert risks and improve understanding on both sides of the divide. The European Leadership Network (ELN) is dedicated to building bridges between the West and Russia. It engages with early career, midlevel, and senior European experts from the policy world, academia, and the private sector to provide practical, real-world solutions to political and security challenges. ELN also uses its international networks to conduct analyses of critical issues of relevance to Euro-Atlantic security, bringing a strong European voice and providing a conduit to convey policy ideas to European governments.

George Mason University, Fairfax, VA

For enhancing publicly engaged scholarship in the Arab region. 24 Months, \$850,000

Civil conflict and authoritarian governance have both catalyzed and constrained critical 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. In collaboration with the Arab Studies Institute, GMU expands the networks, research, publishing, and public profiles of Arab-region scholars working on such national and transnational problems as state-society relations, economic and cultural affairs, corruption, and prolonged conflict. With continued support, GMU will develop online tools, maintain institutional partnerships, and expand the productivity of Arab-region scholars while scaling up its audiovisual content and outreach through the influential journals, *Jadaliyya* and the *Arab Studies Journal*.

Georgetown University, Washington, DC

For enhancing academic and public policy understanding of Russia. 24 Months, \$425,000

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.

George Washington University, Washington, DC

For the Program on New Approaches to Research and Security in Eurasia (PONARS Eurasia). 24 Months, \$550,000

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 members' research, publications, and outreach in the areas of security, politics, economics, and society. Currently comprised of over 140 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, task forces, briefing papers, and a podcast series.

Henry L. Stimson Center, Washington, DC

For international peace and security projects. 24 Months, \$690,000

The Henry L. Stimson Center (Stimson) is a nonprofit, nonpartisan think tank that aims to enhance international peace and security through a combination of analysis and outreach on a range of interconnected challenges. Created in part with Corporation support, Stimson connects American and international analysts and practitioners across various societal sectors; undertakes policy analyses; and develops practical suggestions for policymakers and broader audiences for tackling critical global security challenges. Renewed support will continue Stimson's work related to China and South Asia, nuclear nonproliferation, and renewable energy's effect on climate change. The work will result in publications and outreach activities to relevant communities in the United States and abroad.

Indiana University, Bloomington, IN

As a final grant for strengthening Russian Area Studies.
24 Months, \$600,000

Since the end of the Cold War, the study of Russian domestic, economic, political, and security developments has atrophied at American universities, leading to diminished capacity in the United States to assess and understand Russia. To expand and deepen both the study of, and training on, Russia within U.S. academic institutions, the Corporation supports a few Russian area studies programs, including at Indiana University (IU). In this next and final grant phase, IU will continue a variety of advanced research and training programs including seminars, fellowships, visiting appointments, and research publications to integrate scholars at various stages of their careers into an international network based on a shared commitment to research on Russia.

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

A one-time grant for a U.S.-China educational exchange program. 15 Months, \$600,000

In response to domestic political developments and increasing strains in the Sino-American relationship, the Corporation, together with other funders with China-related programming, including the Ford Foundation, the Henry Luce Foundation, the Rockefeller Brothers Fund, and the Harvard-Yenching Institute, are collectively supporting a one-time academic exchange program between the United States and China, managed through the Institute of International Education. Together, the funders will support over 48 students and scholars engaged in an exchange. The Corporation's funding will be earmarked for U.S.-based participants in the program.

London School of Economics and Political Science, London, UK

For a project on building political legitimacy in the Arab world. 24 Months, \$500,000

Syria, Lebanon, and Iraq have become a focal point for the clash of geopolitical interests in an increasingly complex and multipolar world. The Conflict and Civil Society Research Unit (CCSRU) 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 will continue to develop policies for the construction of legitimate public authority in collaboration with universities, local researchers and organizations, and international policy-makers. With renewed Corporation funding, the project will produce research, policy publications, and a comprehensive historical analysis of constitutionalism in the region, and expand collaboration through workshops with local partners.

Massachusetts Institute of Technology, Cambridge, MA

For a digital rapid response capability for nuclear crises.
18 Months, \$450,000

With the public increasingly getting its news from social media, the nuclear policy community must accelerate its transition to digital communications to remain relevant. This project, at the Massachusetts Institute of Technology (MIT), will build capacity within the nuclear security community to rapidly respond to the next nuclear crisis with timely digital assessments and outputs. Working with leading digital communications experts, this multidisciplinary MIT team will work closely with nuclear policy organizations to generate fact-based responses in real time to emerging events.

Massachusetts Institute of Technology, Cambridge, MA

For training national security experts on emerging technologies in nuclear nonproliferation and arms control.
24 Months, \$250,000

Addressing challenges like nuclear verification and deterrence requires deep technical proficiency. Through this project, the Massachusetts Institute of Technology will train doctoral students and develop future researchers in nuclear security, with a particular focus on emerging technologies. These students will focus on the implications of advances in precision guidance and mobile missile tracking, as well as the potential application of developments in information theory to future warhead verification.

Mercy Corps, Portland, OR

As one-time funding for a project on climate migration from the Northern Triangle as part of a Request for Proposals (RFP) on "The Domestic-International Connection."
24 Months, \$350,000

The relationship between U.S. immigration, especially from the Northern Triangle countries of Central America, and U.S. foreign policies is a major policymaking issue. However, some of the drivers of this relationship are not well understood. Mercy Corps, in partnership with Georgetown University's Institute for the Study of International Migration, will aim to address these gaps through a study that will examine how climate change relates to migration, how it intersects with poverty and violence, and what the role is of remittances in the region. The study will aim to produce policy recommendations for governments and relevant communities in the United States and in the Northern Triangle.

Middlebury College, Middlebury, Vermont

For supporting the Vienna Center for Disarmament and Nonproliferation. 24 Months, \$1,000,000

An effective International Atomic Energy Agency (IAEA) is critical to preventing the spread of nuclear weapons and ensuring peaceful access to nuclear technology, but the IAEA must achieve its growing mandate with limited resources. Since its establishment, the Vienna Center for Disarmament and Nonproliferation (the Vienna Center) has provided research, education, outreach, and networking activities in support of nonproliferation and disarmament. The Vienna Center has become an indispensable 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 will continue its work developing and promoting innovative ideas in support of the IAEA.

Middlebury College, Middlebury, VT

As a final grant for rebuilding U.S.-Russia dialogue on nuclear nonproliferation and arms control. 24 Months, \$415,000

Despite rising tensions that exist between Russia and the United States, cooperation between the two countries on nuclear issues remains necessary for global stability. To help find ways toward that cooperation, the Middlebury Institute

of International Studies at Monterey will work with the Center for Policy Studies in Russia to establish a working group of high-level Russian and American experts to conduct dialogues on strategic stability and arms control. To sustain the discourse, the grantee will engage and mentor young professionals and leaders who could contribute in the longer-term to the improvement of U.S.-Russia strategic relations and international security.

National Committee on American Foreign Policy, New York, NY

For international dialogue and outreach on security challenges in Northeast Asia. 24 Months, \$295,000

The growing salience of Northeast Asia to regional and global security concerns calls for continued 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, Russian, 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 in their private capacities) convenings have played an important, informal coordinating role between the United States and key actors in Northeast Asia, and have kept unofficial channels of communication open between the United States and North Korea, both when official talks have been ongoing and when they have not.

National Committee on United States-China Relations, Inc., New York, NY

For support of the Public Intellectuals Program. 24 Months, \$750,000

Incentivized by the academy, American China scholars tend to focus on narrow sub-specialties and are deterred from engaging with other disciplines or the policy realm, especially in the pre-tenure stage of their careers. Even when scholars want to engage in public policy and share their knowledge with general audiences, they often lack the necessary skills and training. The National Committee on United States-China Relations' (NCUSCR) Public Intellectuals Program (PIP) was designed for emerging China specialists to deepen and broaden their knowledge of China beyond the narrow focus of their academic disciplines. It also equips them with the tools and incentives for using that knowledge to inform American policy and broader public opinion. Renewed support will fund workshops and meetings with

public and private sector leaders, media training, and study trips to Greater China for PIP fellows.

Nonproliferation Policy Education Center, Arlington, VA

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

Nuclear nonproliferation and arms control efforts face a changing threat landscape that includes emerging technologies and gaps in governance. The Nonproliferation Policy Education Center (NPEC) has long provided bipartisan education and outreach to help policymakers deal with these technical and political challenges. NPEC will build on its nuclear policy course and fellowship program, which was designed to provide Capitol Hill and Executive staff, journalists, and foreign diplomats with key information and skills to better address global proliferation risks. NPEC also brings experts and policymakers together in unclassified forums, war games, and diplomatic policy simulations, and has a diversified outreach effort to share its findings.

Nuclear Threat Initiative, Inc., Washington, DC

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.

Open Earth Foundation, Marina del Rey, CA

As one-time funding for the Independent Climate Accounting Network as part of a Request for Proposals (RFP) on "Reimagining Multilateralism." 24 Months, \$500,000

Addressing the challenges posed by climate change requires multilateral action. To increase international cooperation and accountability on climate agreements, the Independent

Climate Accounting Network (ICAN) will work with multi-lateral institutions, national governments, and nonstate actors on improving the efficiency of data collection and reporting and enhancing trust and accountability in the Paris Agreement — the 2016 legally binding international treaty on climate change. The project will build on ICAN's prior efforts and will involve collaboration among different institutions and experts in climate diplomacy, climate finance, international collaboration, and technology.

Partnership for a Secure America, Inc., Washington, DC

For the Congressional Partnership Program for staffers. 24 Months, \$420,000

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 limit their chances to focus on complex or long-term challenges. In addition, 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 and three alumni series each year.

Royal Institute of International Affairs, London, UK

For a project on contentious politics since the "Arab Spring." 24 Months, \$300,000

As the world approaches the 10-year anniversary of the uprisings that swept across the Middle East, another wave of mass mobilization and political upheaval has unfolded in countries like Iraq, Sudan, Algeria, and Lebanon. Chatham House, the Royal Institute of International Affairs, will conduct a retrospective political analysis of the implications and aftermath of the Arab uprisings, with an aim of revisiting and unpacking dominant paradigms through which the uprisings have been categorized as a failure. Alongside regional thinkers and practitioners, Chatham House will investigate the continuous nature of political, social, economic, and security transformations in the region. Corporation funds will support staff costs, research workshops, policy briefings, publications, and multimedia content.

Royal United Services Institute for Defence and Security Studies, London, UK

For a project on transatlantic cooperation in relations with the Indo-Pacific. 24 Months, \$500,000

As China's economic and military capacity and influence continue to rise, transatlantic actors and some countries in the Indo-Pacific are increasingly focused on China's role in the region. This concern is particularly acute in the United States, where there is a broad bipartisan consensus that China is the country's primary strategic adversary. The picture is more varied across Europe, where some countries are more open to the opportunities presented by trade, investment, and cooperation with China than they are concerned about its growing international influence. Building on its previous Corporation-supported transatlantic dialogue, the Royal United Services Institute (RUSI) will partner with the Royal Institute of International Affairs (Chatham House) to explore the potential for transatlantic cooperation and coordination in the Indo-Pacific region.

United States Military Academy, West Point, NY

As one-time funding for a comparative research project on overseas and domestic counterterrorism as part of a Request for Proposals (RFP) on "The Domestic-International Connection." 18 Months, \$280,000

The Combatting Terrorism Center at West Point conducts independent and critical research on both terrorist groups and counterterrorism policies. In collaboration with terrorism researchers at the University at Albany, the Center will bring together experts from the international and domestic counterterrorism fields to conduct comparative analyses of terrorist group behavior and counterterrorism methods. Relying on multiple sources of data and lessons from past experiences, the project will offer options for addressing domestic terrorism while safeguarding civil rights and liberties, and will share its findings through published reports and dissemination activities.

University of Denver, Denver, CO

For a project on promoting ethical approaches to policy engagement. 24 Months, \$600,000

The COVID-19 pandemic has highlighted and exacerbated some of the key challenges in bridging the gap between academia and the policy world. As policymakers and the public seek certainty and consensus from experts in compressed timelines, there is a danger that scholars will disregard the careful conceptualization, data collection, and analysis critical for good social science to gain influence. To address this risk and build on its ongoing work on responsible academic-practitioner engagement, the Sié Center at the University of Denver's Joseph Korbel School of International Studies (Korbel) proposes a multifaceted project to develop and promote norms, practices, and institutions to encourage a new kind of reflexivity that helps researchers engage with policy actors and processes responsibly. This project strives to develop a model of engagement that supports a more just academy, as well as more just and effective policy results in a world of fundamental uncertainty and rapid change.

University of Exeter, Exeter, Devon, UK

For a project on mapping contemporary regional connections between China and the Arab region. 24 Months, \$600,000

China's growing economic presence throughout the Arab region through finance, commercial activities, labor markets, and development initiatives is impacting the region's future. The University of Exeter will launch an initiative to produce cutting-edge analysis of China's connections with the Middle East across financial markets, private sector commerce, migration and labor markets, and humanitarian and development aid. In addition to delivering new insights on these issues, the project will build international academic networks and research collaborations, with a strong emphasis on mentorship and training of early career researchers in the Middle East. Corporation funds will support the launch of a website and data visualization tools, research and mentoring, workshops, and publications.

University of Maryland, College Park, MD

For training and research on nuclear and international security. 24 Months, \$335,000

In the decades following the Cold War and for the purpose of exploring issues of mutual concern between the United States and Russia, think tanks and universities have worked to connect American and Russian foreign and security policy specialists. With support from the Corporation, the Center for International and Security Studies at the University of Maryland (CISSM) has been building such connections. CISSM programs have entailed research, training, informed debates, and exchanges. As relations between the two countries remain strained, maintaining contacts between the academic communities has the potential of reducing risks and misunderstandings. Renewed funding will enable CISSM to carry on its activities with the goal of contributing to these efforts.

University of Massachusetts Boston, Boston, MA

As one-time funding for a project on environmental multilateralism through small states' empowerment as part of a Request for Proposals (RFP) on "Reimagining Multilateralism." 24 Months, \$500,000

Despite increasing awareness and intergovernmental agreements on climate change and global warming, carbon dioxide levels continue to increase. While multilateral institutions are required to address these collective threats, they are proving ineffective. To invigorate efforts to address global warming and environment management, and drawing on examples of successful international action, the University of Massachusetts Boston's Center for Governance and Sustainability (CGS) proposes to create an action network of smaller states to advance environmental multilateralism. CGS will provide research inputs and national and multilateral policy options to relevant governments with the intent of enabling smaller states to participate in international negotiations on environment management and climate change and assert collective leadership on the global stage.

University of North Carolina at Chapel Hill, Chapel Hill, NC

For the Arab Public Data Initiative. 24 Months, \$300,000

A leading obstacle identified in Arab social sciences is the lack of data and data analysis capacity within the region. In 2017, with Corporation support and partners in the region, the University of North Carolina at Chapel Hill (UNC) launched the first interdisciplinary social-science data archive in the Arab region. Following its successful design and implementation, the initiative will now broaden the scale of data archiving with new strategies to promote the norms of data preservation and access. The initiative will also expand training of trainers in the region, preparing each to conduct their own data archiving workshops. Corporation funds will support staff costs, workshops, and data analysis.

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 Corporation-supported efforts to help 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 broader audiences — further work remains to be done. This involves consolidating the progress 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. Building on its previous Corporation-supported work, the University of Pennsylvania's (Penn) Perry World House (PWH) seeks to continue bringing together scholars, policymakers, and other key constituencies to advance debates, conversations, and policy processes on topics of critical relevance to international peace and security.

University of San Diego, San Diego, CA

As a one-time grant for a project on the future of convening and cross-border dialogues. 24 Months, \$500,000

The rapid transition from in-person to virtual engagement dictated by COVID-19 required flexibility and accommodation. However, the speed with which the world moved online led to replications of in-person activities in a virtual

environment rather than planned and considered adjustments with strategies more suitable to online convenings. This grant will allow the Kroc Institute for Peace and Justice at the University of San Diego to study topics around online behavior, security, and information comprehension through establishing a Peace Design Hub. The Hub will generate a core set of learnings based on the experiences of a wide range of NGO and university-based projects, including Corporation grantees, regarding when activities should be in-person, hybrid, or virtual. The project will also engage with the international peace and security community to integrate the study's findings into its convening designs, thereby helping to maximize its impact.

University of Texas at Austin, Austin, TX

For support of the Asia Policy Program and China Policy Bootcamp. 24 Months, \$300,000

As a result of the central focus of U.S. national security and foreign policy work on China, an increasing number of functional — but not country-specific — experts are leading impactful policy work on China without previous training on Chinese politics or foreign policy. At the same time, the channels that researchers have traditionally used to learn about and understand China are narrowing. To address these related challenges, the newly launched Asia Policy Program (APP) at the University of Texas–Austin's (U.T. Austin) LBJ School of Public Policy (LBJ School) seeks to establish an annual workshop to strengthen and expand the pipeline of rising national security analysts and policymakers who are well-versed in critical issues related to Chinese policymaking, and to provide important area studies events and curricula to better understand the role China plays in their work, now and in the future.

University of Vienna, Vienna, Austria

For the second phase of the KnowWar project centered in the Arab region. 24 Months, \$450,000

The war in Syria has resulted in the largest population exodus in recent global history. To achieve a more adequate understanding and practice of research in conflict in the region, the KnowWar project was launched in 2018 with support from the Austrian Development Agency. The project has brought together an international network of experts and institutions to design and pursue new methods of participatory field research for conflict zones and produce critical knowledge on the nexus of war and war economies, displacement, repatriation, and reconstruction. Corporation

support toward the second phase of the KnowWar project, now based at the University of Vienna's Development Studies Department, will enhance social science research on inclusive economies and strengthen capacity building of next-generation researchers. The grant will go toward research, workshops, publications, multimedia outputs, and dissemination.

Vanderbilt University, Nashville, TN

For support of international politics coverage at the Monkey Cage. 24 Months, \$300,000

Although academics have deep insights into international events and issues, they often find it hard to share their expertise with a broader audience. Conventional venues for academic publishing are largely inaccessible to this audience. Over the last decade, the Monkey Cage (TMC) has become a crucial intermediary between international affairs scholars and the broader public. With the *Washington Post* as its platform to bridge the worlds of scholarly and public debate, TMC edits the work of scholars to make it less abstruse and then publishes it. Corporation support will allow TMC to strengthen its coverage of international politics in two ways. First, it will help provide full-time editorial support to scholars with knowledge of international relations, national security, foreign policy, and the politics of various regions of the world. Second, it will enable TMC to establish new channels of communication to disseminate and promote its international politics coverage, as well as measure the impact of that communication with policy-relevant audiences.

Wildlife Conservation Society, Bronx, NY

As one-time only funding for support of a One Health framework to prevent future pandemics of zoonotic origin as part of a Request for Proposals (RFP) on "Reimagining Multilateralism." 24 Months, \$500,000

COVID-19 has highlighted the interconnection among people, plants, wildlife, and their shared environment. Yet, no unified multilateral mechanism exists that would help operationalize a collaborative approach to prevent future global epidemics. The Wildlife Conservation Society (WCS) is proposing to develop a pathway to improving international coordination. The effort would include key stakeholders with broad geographic, cultural, and demographic representation and target potential champion governments, including the United States, Canada, the United Kingdom, China, Colombia, and Costa Rica, and will culminate in a multilateral conference designed to chart a new path forward for health and the environment.

Woodrow Wilson International Center for Scholars, Washington, DC

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

The breadth and scope of international challenges call for American expertise on foreign countries, regions, and international issues. The Kennan Institute of the Woodrow Wilson International Center for Scholars, a premier American institution dedicated to the study of Russia and Eurasia, advances such expertise among American scholars and practitioners. Kennan programs enhance the capacity of scholars to communicate their findings to policy and general audiences, provide a nonpartisan space to present and debate research findings, and promote academic exchanges between the United States and Russia. Over the next two years, the Kennan Institute will continue a set of programs, activities, and publications to help improve the U.S. understanding of Russia and offer a solid and objective analytical base for U.S. policy toward Russia.

Woodrow Wilson International Center for Scholars, Washington, DC

For the Foreign Policy Fellowship Program to educate congressional staffers. 24 Months, \$450,000

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.

PEACEBUILDING IN AFRICA

King's College London, London, UK

For core support to the African Leadership Centre. 24 Months, \$1,535,500

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 support of the African Peacebuilding Network and Next Generation Social Sciences in Africa program. 24 Months, \$3,652,000

African countries' political evolution continues its turbulent advance. Political protests in Nigeria, political revolution in Sudan, civil war in Ethiopia, and long-term ongoing conflict in the eastern Democratic Republic of Congo are just a sampling of the vibrant and challenging developments affecting peace and security across the continent. Despite the varied and complex nature of local conflict dynamics, international organizations and global powers continue to play an inordinately large role in these processes. Understanding the importance of African expertise and leadership in these political and peace processes, the Social Science Research Council continues to advance a pipeline of African scholars producing rigorous and relevant research on conflict-affected countries and neighboring regions through the African Peacebuilding Network (APN) and the Next Generation Social Sciences (Next Gen) projects.

TRANSNATIONAL MOVEMENTS INITIATIVES

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

For the Scholar Rescue Fund. 24 Months, \$250,000

To respond to high demand from threatened scholars affected by conflict and repression of academic freedom in the Middle East-North Africa (MENA) region, the Scholar Rescue Fund of the Institute of International Education (IIE) places promising professors, researchers, and public intellectuals at safe academic institutions around the world. IIE uses a network of more than 9,000 international partners in the academic, human rights, diplomatic, and humanitarian relief sectors to help identify scholars in need as well as academic hosts able to offer them temporary appointments. With continued support, IIE will continue the program with a focus on the Middle East and some neighboring countries and will strengthen and expand partnerships with academic associations focused on the Arab region.

American Political Science Association, Washington, DC

24-month grant of \$150,000 for the Arab Political Science Network

Columbia University, New York, NY

24-month grant of \$100,000 as a final grant for core support of the Institute for the Study of Human Rights

Columbia University, New York, NY

24-month grant of \$100,000 for core support to Columbia Global Reports

Global Platform for Higher Education in Emergencies, Lisbon, Portugal

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

DISCRETIONARY GRANTS

American Academy of Diplomacy, Washington, DC

24-month grant of \$50,000 for core support to *American Diplomat* podcast

American Bar Association Fund for Justice and Education, Chicago, IL

24-month grant of \$200,000 for a project on U.S. arms transfers to the Arab region

American Council of Learned Societies, New York, NY

24-month grant of \$200,000 as a one-time grant for start-up activities of the African Humanities Association

American Mandarin Society, Alexandria, VA

12-month grant of \$200,000 for a project on strengthening American capacity for effective engagement with China

Arms Control Association, Washington, DC

24-month grant of \$150,000 for a Forum on the Arms Trade project on the Arab region

Association of African Universities, Accra, Ghana

12-month grant of \$75,000 for a biennial conference of African university leaders and media programming

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

12-month grant of \$150,000 for a project on U.S. foreign policy

Boston College, Chestnut Hill, MA

18-month grant of \$150,000 for support of the Higher Education Forum on Africa, Asia, and Latin America (HEFAALA) III and publications

CAB International, Oxfordshire, UK

12-month grant of \$125,000 for a SciDev.Net interview series highlighting African female researchers

Carnegie Endowment for International Peace, Washington, DC

24-month grant of \$200,000 for support of a project on United States-Iran relations

Center for a New American Security, Washington, DC

18-month grant of \$100,000 for Track II dialogues among nuclear weapon possessor states on artificial intelligence and international security

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

12-month grant of \$115,000 for a program to educate Congress on nuclear policy

Centre for Democracy & Development, Abuja, Nigeria

12-month grant of \$100,000 for a project on collaborative approaches to peacebuilding in Nigeria

Chicago Council on Global Affairs, Chicago, IL

18-month grant of \$175,000 for a dialogue series on future security and economic dynamics of the Indo-Pacific

Congressional Progressive Caucus Center, Washington, DC

24-month grant of \$200,000 as one-time funding for a project analyzing connections between military spending and funding domestic priorities as part of a Request for Proposals (RFP) on "The Domestic-International Connection"

Duke University, Durham, NC

24-month grant of \$200,000 for the America in the World Consortium fellowship program

Foreign Policy for America Foundation, Washington, DC

18-month grant of \$185,000 as one-time funding for a project on building an "intermestic" policy agenda as part of a Request for Proposals (RFP) on "The Domestic-International Connection"

fp21, Berkeley, CA

14-month grant of \$55,000 for general support

Friends Committee on National Legislation Education Fund, Washington, DC

18-month grant of \$101,000 for a project on the interplay between U.S. domestic and foreign policies

Georgetown University, Washington, DC

12-month grant of \$196,000 as one-time funding for a project to develop a postpandemic global health treaty at the Center for Global Health Science and Security as part of a Request for Proposals (RFP) on "Reimagining Multilateralism"

George Washington University, Washington, DC

24-month grant of \$200,000 as a final grant for the Technological Future of Major Power Nuclear Competition

George Washington University, Washington, DC

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

Global Zero, Washington, DC

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

Graduate Center Foundation, New York, NY

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

GZero Media, New York, NY

3-month grant of \$130,000 for a joint Eurasia Group and Carnegie Corporation of New York forum on an international relations issue

Indiana University, Bloomington, IN

24-month grant of \$199,000 as one-time funding for a study on the roles of international institutions in space governance, as part of a Request for Proposals (RFP) on "Reimagining Multilateralism"

Institute for Security and Technology, Inc., Oakland, CA

12-month grant of \$200,000 for understanding the implications of technological change on nuclear stability

Institute of Nuclear Materials Management, Mount Laurel, NJ

24-month grant of \$125,000 for increasing racial diversity in the nuclear security sector

Makerere University, Kampala, Uganda

5-month grant of \$50,000 as a one-time only grant for an international conference to commemorate 30 years of the School of Women and Gender Studies

Maureen and Mike Mansfield Foundation, Washington, DC

24-month grant of \$200,000 for support of a forum on Indo-Pacific peace and security cooperation

National Academy of Sciences, Washington, DC

12-month grant of \$162,000 for a project on U.S.-China scientific engagement

The New School, New York, NY

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

The New School, New York, NY

24-month grant of \$100,000 for core support to the University in Exile Consortium

Nuclear Threat Initiative, Inc., Washington, DC

12-month grant of \$100,000 for the Perry Project's *At the Brink* podcast, Season 2

Partnership for African Social and Governance Research, Nairobi, Kenya

24-month grant of \$200,000 for research and policy dialogues on African higher education in the pandemic environment

Quincy Institute, Washington, DC

24-month grant of \$200,000 for nonresident fellowships across Quincy Institute's program areas

Security Council Report, New York City, NY

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

Stevens Institute of Technology, Hoboken, NJ

18-month grant of \$200,000 for a project on nuclear history and policy outreach

Truman Center for National Policy, Washington, DC

12-month grant of \$200,000 for rebuilding the national security workforce through the lens of diversity, equity, inclusion, and justice

University of Massachusetts at Amherst, Amherst, MA

24-month grant of \$200,000 for the Security in Context network

University of Pennsylvania, Philadelphia, PA

24-month grant of \$100,000 to provide partial support for the initial years of operation of a new two-year dual-degree MA program in Russian and East European studies offered collaboratively by the University of Pennsylvania and the European University at St. Petersburg (EUSP) as well as

a PhD certificate program that will dovetail in curriculum with the new dual-degree MA and that will also operate in partnership with EUSP.

University of Southern California, Los Angeles, CA

24-month grant of \$150,000 for a project to connect national security policymakers with academia

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

24-month grant of \$200,000 for the Robin Copeland Memorial Fellowship to support women in nonproliferation

WCAPS, Woodbridge, VA

18-month grant of \$200,000 for expanding diversity in the field of international studies

Wilton Park, West Sussex, UK

24-month grant of \$150,000 for support of a capstone convening of African peacebuilders

WNET, New York, NY

12-month grant of \$20,000 for support of the national television program *GZERO World* with Ian Bremmer

Women in International Security, Washington, DC

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

National Program

EDUCATION

American Association for the Advancement of Science, Washington, DC

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

Science, Technology, Engineering, Mathematics and Medicine (STEMM) fields have a major impact on many factors related to the U.S. economy and quality of life. But the population of those entering postsecondary education in STEMM and succeeding to degrees in these fields does not reflect the demographics of either the overall population in higher education or the U.S. population. To date, numerous small-scale interventions have taken on these issues one at a time or in one institution at a time. In contrast to these piecemeal methods, the American Association for the Advancement of Science (AAAS), the largest general science organization in the world, has developed an approach to structural transformation that moves from decades of “fixing the students” to fixing the system. Established with Corporation support, the STEMM Equity Achievement (SEA) Change is a certification system for diversity and inclusion in STEMM in higher education. The SEA Change Institute provides training and resources as part of a sustainable, reinforcing system of support for institutional transformation. This grant will continue to identify and propagate research-based models for addressing different components of policies, programs, processes, and practices that can support diversity, equity, and inclusion (DEI) in STEMM.

Aurora Institute, Arlington, VA

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

As a result of years of education innovation there has been a proliferation of new school models that prioritize elements that research tells us are essential to long-term growth: personalization, cultivation of student agency and intellectual curiosity, and real-world application of core skills. However, in a decentralized system, there is no way to mandate adoption of promising models. Instead, we must promote more holistic adoption by building demand and supporting policies that make this work easier to do. The Aurora Institute (Aurora) 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. Demand for Aurora’s work remains high, and program staff believe that Aurora is well-positioned to build upon past successes, maintaining its unique and vital role as field leader, capacity builder, and trusted source.

Bank Street College of Education, New York, NY

For continued support to improve access and quality of early childhood education. 18 Months, \$500,000

The impact of high-quality early experiences on children’s long-term brain development and overall health and life outcomes has long been documented. In light of the COVID-19 pandemic and the broad societal awakening to the persistence of systemic racism, it has become more urgent than ever to ensure that every child experiences consistent, high-quality, developmentally meaningful learning experiences from birth. Bank Street College of Education, with current Corporation support, has brought its expertise in policy and systems change to focus on the early childhood educator workforce. Continued support will allow Bank Street to begin implementation of the four core strategy and policy recommendations in its foundational white paper,

“Investing in the Birth-to-Three Workforce: A New Vision to Strengthen the Foundation of All Learning.”

Blue Engine, New York, NY

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

Blue Engine accelerates student learning so that all students graduate from high school college- and career-ready — regardless of their race, ethnicity, socioeconomic status, language proficiency, or learning differences. Over the last 10 years, Blue Engine has developed an evidence-based “team teaching” model that enables teachers working together on a team. With support and resources, “co-teachers” can shift their mindsets, improve teaching quality, and become better equipped to address the needs of all students, whether through an in-person or a virtual learning environment. Blue Engine’s work to help teachers create individualized learning experiences for students is especially pressing, as the K–12 education system deals with the unprecedented learning losses attributable to the COVID-19 pandemic. Through this general support grant, Blue Engine will (a) secure partnerships with districts and schools, (b) design and implement partnerships, and (c) develop a multiyear plan.

Braven, Chicago, IL

For continued expansion into New York City through partnerships with CUNY. 24 Months, \$300,000

While education has the potential to be the great equalizer, today only 30 percent of our country’s 1.3 million first-generation or low-income college enrollees will land a strong job after graduation and be on a path to prosperity. And with the COVID-19 crisis and recession, now more than ever, college students from underrepresented backgrounds need to be prepared to compete for strong jobs. Graduating in a recession leads to large initial earnings losses and underemployment. Braven supports students of color and first-generation and Pell-eligible students from college to career by partnering with universities and employers to offer a two-part experience that begins with a credit-bearing college course followed by a post-course experience that lasts through graduation. Fellows emerge from Braven with the skills, confidence, experience, and networks they need to land a strong first job and get on a path to economic freedom. Corporation support will allow for Braven’s ongoing growth at Lehman College in FY21 and lay the groundwork for expansion to an additional CUNY college site in the 2021–2022 academic year.

Camelback Ventures, New Orleans, LA

For general support. 18 Months, \$300,000

Camelback Ventures (Camelback) leads programs that identify, develop, and promote early-stage entrepreneurs, working to distribute more investment dollars and cultivate the untapped talent of founders of color and women. By broadening the pool of people and ideas, Camelback seeks to create an innovation ecosystem that multiplies our collective ability to improve the education system. Through this general support grant, Camelback will expand the reach and develop and test new iterations of its core program, the Camelback Fellowship. Camelback intends to (a) reach more fellows through increased numbers of shorter-duration fellowship cycles with additional supports, (b) create online modules to facilitate and scale programming, and (c) create a search tool that helps aspiring entrepreneurs understand and find additional funding opportunities.

Carnegie Foundation for the Advancement of Teaching, Stanford, CA

For the iLEAD network of schools of education and partner districts and the 2021 Summit on Improvement in Education. 18 Months, \$1,125,000

Reliably building and sustaining mutually beneficial, robust district-university partnerships has eluded the education community for over a century. Over the past three years, the Carnegie Foundation for the Advancement of Teaching (CFAT) has sought to do this by using improvement science in leadership preparation to better ally districts and schools of education in common purpose. Improvement science helps schools and systems get better by using rapid tests of change that guide the development, revision, and continued finetuning of new tools, processes, work roles, and relationships. With Corporation support, CFAT has created an improvement Leadership Education and Development network (iLEAD), comprised of 11 partnerships made up of districts and schools of education, which uses improvement science to prepare and develop educational leaders. This grant enables the continuation of the network and provides support for the 2021 Summit on Improvement in Education.

CenterPoint Education Solutions, Washington, DC

For a project to develop and evaluate a suite of assessment literacy tools and services. 18 Months, \$300,000

As teachers grapple with translating college- and career-ready standards into daily classroom practice, they face multiple obstacles to implementation. Educators must have access to high-quality curriculum that is standards-aligned, access to high-quality assessments that are curriculum-aligned, and access to high-quality professional learning that helps bridge curriculum and assessment towards responsive instructional practices. There is a dearth of such professional learning and resources in the field, and this gap could lead to larger gaps in learning outcomes for children, which are exacerbated in underserved communities and have only intensified during the COVID-19 pandemic. CenterPoint will provide teachers with professional learning opportunities that are designed to guide them in using assessment data to make sound instructional decisions aligned to high-quality curricula to improve teacher effectiveness and, ultimately, student learning. Through this grant, CenterPoint will (a) partner with EL Education, (b) develop a suite of assessment literacy tools and services, (c) pilot test these tools and services, and (d) evaluate and improve the efficacy of these tools and services.

Chalkbeat, Brooklyn, NY

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

Across the country, efforts to improve educational equity are threatened by a weakening civic infrastructure — the policies, laws, and organizations that enable informed participation in public policy. One element of civic infrastructure that has been overlooked in recent investments — and undercut by market forces — is a strong local press. The resulting lack of information has prevented parents, students, and educators from participating meaningfully in educational change efforts. Chalkbeat, a nonprofit media organization, works to address this problem by providing unbiased, quality information. At a time when education news has never been more vital, Chalkbeat is filling a crucial gap. By embedding teams in the communities they cover, Chalkbeat elevates local stories, amplifies lessons, and builds conversations. With renewed support from the Corporation, Chalkbeat will continue to elevate the voices of parents, students, and educators in eight local markets and nationally; undertake reporting that drives an informed civic debate about educational equity to reach a deeper and wider audience; and make Chalkbeat's work sustainable for the long term.

Chiefs for Change, Washington, DC

For general support. 18 Months, \$565,000

Fundamental transformations at the state and district levels will require the active leadership of action-oriented state and district “chiefs,” leaders who are positioned to address many of the most pressing challenges facing our education system today. This includes direct support to district and state leaders to implement proven improvement strategies including: ensuring that educators receive the training they need to implement high-quality instructional materials; redesigning our K–12 systems in alignment with better, more affordable postsecondary pathways; and embedding parent and community engagement for equitable, sustainable change. Founded in 2015, Chiefs for Change (CfC) is a nonprofit organization led by bold and innovative chiefs serving in bipartisan administrations that supports its members to tackle these challenges. With renewed Corporation support, CfC will continue to support its members in the context of pandemic planning, sharing best and promising practices, and discussing current and forthcoming challenges and obstacles.

CityBridge Education, Washington, DC

For innovative new school development and the CityWorks initiative. 24 Months, \$1,100,000

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 the system-level transformation we aim to affect. CityBridge Education (CityBridge) is a local portfolio organization uniquely positioned to incubate and support grassroots, new school development in Washington, D.C. With prior Corporation support, CityBridge has not only grown its portfolio to include 13 schools and provided ongoing support as these schools have matured, but it has also cultivated a local talent pipeline and mobilized a network of key stakeholders in Washington, D.C. For the past two years, the Corporation has supported one of the most promising of these ventures, CityWorks DC, which is a new, work-based learning initiative that will be supported through this grant, alongside CityBridge's new school development work.

Collective Change Lab, Lincoln, MA

For general support. 12 Months, \$250,000

In order to solve long-standing issues in the American education system, a systems change approach is needed that addresses both structural and cultural change. Reform strategies employed to date, even those with a systems orientation, have often focused only on structural change without going deeper, thus resulting in only incremental improvements at best. Collective Change Lab (CCL) is a new nonprofit that aims to amplify the voices and wisdom of people from around the world to promote radical transformation in education and other social and environmental problem-solving areas. Building on long-standing work in collective impact strategies, CCL will elevate concrete examples of what transformational change in the education system looks like through case study research, partnerships, and leadership development activities.

College Advising Corps, Chapel Hill, NC

For general support. 24 Months, \$400,000

College Advising Corps (CAC) works to increase the number of low-income, first-generation, and underrepresented students entering and completing higher education. CAC partners with colleges and universities throughout the country to build a network of recent college graduates who become “near-peer” advisers for high school students. As a result, advisers from CAC’s 30-and-growing partner institutions are employed as full-time college advisers in high schools. During the 2019–20 school year, 829 CAC advisers served 240,000 students in 782 high schools throughout the United States. Support from the Corporation will strengthen CAC’s technology capacity-building efforts and enable the organization to continue its efforts toward Goal 2025: to help one million high school students apply to and enroll in college. CAC will continue to build and implement a human-centered technology strategy.

Columbia University, New York, NY

For a project for the Center for Public Research and Leadership to develop a practitioner toolkit based on the Concerns-Based Adoption Model to support curriculum implementation efforts. 15 Months, \$450,000

The use of high-quality instructional materials and curriculum-based professional learning are important components to accelerate learning in the classroom. System leaders and educators must employ change management techniques to successfully integrate these strategies into their school system. The Concerns-Based Adoption Model (CBAM) is a structured and proven approach to change management that provides tools and techniques to understand the change process at the individual level and inform professional learning interventions. The Columbia University Center for Public Research and Leadership (CPRL) plans to collaborate with American Institutes for Research to develop and pilot a practitioner-facing CBAM toolkit that supports systems and related providers of curriculum-based professional learning. Through this grant, CPRL will (a) develop a practitioner toolkit, based on CBAM, focused on the use of high-quality instructional materials and curriculum-based professional learning and (b) work with an advisory group to pilot and provide feedback on the practitioner toolkit.

Common Sense Media, San Francisco, CA

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

This upcoming academic year, ensuring children’s academic success and well-being through high-quality digital resources and digital supports will be essential for families, students, and educators. Common Sense Media, the leading organization in the United States dedicated to building a digital world where children can learn and thrive, is uniquely positioned to support the continued education of students with a particular focus on helping parents become partners in their children’s learning during the pandemic, and to put in place the longer-term infrastructure changes needed to ensure a more equitable future for all. Through this grant, Common Sense Media will (a) conduct and publish research on the needs of parents and educators during this unique time and on the role that media and technology play in children’s learning and development; (b) continue to operate Wide Open School, disseminate digital learning and parent engagement tools and resources, and provide professional learning supports to teachers and school leaders; and (c) raise awareness about effective ways to close the digital divide by collaborating with policymakers and tech-related organizations.

digiLEARN: Digital Learning Institute, Raleigh, NC

For a final grant to the Partnership of the States project on teacher micro-credentials. 24 Months, \$250,000

Micro-credentials (MCs) continue to emerge as a high-potential vehicle for delivering effective teacher professional learning and developing, recognizing, and retaining strong teachers. Done well, MCs provide teachers with the opportunity to learn, demonstrate competencies, and earn recognition for their skills. Yet, for the potential of MCs to be realized, they must be integrated within a high-quality system of teacher professional learning and operate within consistent standards and policies. Additional support from the Corporation will allow digiLEARN to build on its successful North Carolina Partnership for Micro-Credentials to create an expanded partnership of two to three additional states working together to (a) develop consistent standards for high-quality MCs and (b) provide effective models for state-recognized systems of competency-based MCs to share with other states.

Editorial Projects in Education, Inc., Bethesda, MD

For general support. 12 Months, \$250,000

COVID-19 has thrown the K–12 field into a period of uncertainty and change the like of which the nation's schools have never seen before. In such times, we all look to reliable, trusted sources of information to find the way forward. Educators, administrators, policymakers, and the public have all turned to *Education Week (EdWeek)* in unprecedented numbers for insights and guidance. Since the nonprofit Editorial Projects in Education launched *EdWeek* in 1981, its experienced team of reporters and researchers has brought independent journalism to bear on issues that matter most in education. Today, the field's leaders and stakeholders rely on *EdWeek* as an essential source for the news, information, analysis that can drive critical changes in policy and practice. Considered the nation's "must read" news source in elementary and secondary education, *EdWeek* has focused attention like no other media outlet on the shortcomings and success stories of American schools. With continued support from the Corporation, *EdWeek* will carry on delivering vital coverage to the field through its regular beat reporting, video and visual journalism, and other activities.

EdReports.org, Durham, NC

For a project to continue to increase smart demand for high-quality science instructional materials, perform science market research, and expand science reviews into high school biology. 18 Months, \$400,000

Given the successful adoption of new science standards across the country, most students attend schools that aim to teach science in ways that reflect the innovations and vision of the Framework for K–12 Science Education and the Next Generation Science Standards (NGSS). Standards-aligned instructional materials provide the best chance to move the implementation of the Framework and NGSS forward. Yet, the complex nature of all curricular innovations has resulted in confusion in the field on what is high-quality. This creates a need for an arbiter to carry out an independent third-party evaluation to help discern between high-quality NGSS instructional materials and those not in alignment with the NGSS. EdReports is a national leader providing evidence-rich reviews of full-course curricula. The independent nonprofit publishes freely available, educator-led reviews of materials claiming alignment to college- and career-ready standards.

Education Writers Association, Washington, DC

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

With the education sector in turmoil for much of 2020 from the COVID-19 pandemic, holding together and shoring up the fragile education journalism ecosystem has never been more essential. School as we know it was utterly upended in 2020, with consequences often falling hardest on Black, Latinx, and Native American students and their families. How the education sector will be changed over the long term remains unclear. We, however, do know that into 2021 and beyond, the American public will remain in urgent need of accurate news and information about everything from remote preschool options to college admissions. Education journalists need to be the public's guide to an uncertain future, providing the real-time information and analysis to help students, parents, and the broader public emerge from the pandemic and its aftermath with a minimum of lasting damage. Founded in 1947, the Education Writers Association (EWA) has been working for more than 70 years to strengthen the community of education writers and improve the quality of education coverage to better inform the public. EWA is a vibrant professional community of education journalists — reporters, editors, producers, and freelancers who work for online media, newspapers, radio and TV stations, and magazines. With renewed support from

the Corporation. EWA will continue to provide its members access to high-quality resources to build their knowledge and skills, allow them to learn from one another, and remain inspired to do the work that is so essential to the future of our society.

EL Education, Inc., New York, NY

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

There remain long-standing inequities in the education system, and while some schools seek to disrupt these inequities, entire school systems must be transformed to challenge, engage, and empower all students and foster belonging, agency, and a purpose in learning. Research shows that to rectify inequities and establish this transformative approach to learning, high-quality, culturally affirming instructional materials and curriculum-based professional learning are critical in shifting the mindsets of teachers and district leaders. EL Education offers both a high-quality K–8 English language arts (ELA) curriculum and curriculum-based professional learning — two primary levers in its transformative approach to working with partners — to schools and districts. Through this general support grant and informed by its four-year strategic plan, EL Education will (a) revise its ELA curriculum, (b) develop an English Language Development curriculum for English language learners, (c) reshape K–8 learning environments, and (d) launch strategic partnerships.

Family Engagement Lab, San Francisco, CA

For general support. 12 Months, \$250,000

As many school systems and policymakers rethink the way schools will operate moving forward, the time is right to ensure that families play an integrated role in supporting student learning outcomes now and continuing into the post-COVID-19 era. Family Engagement Lab, a nonprofit organization created in 2016, is on a mission to provide parents with information and guidance to support learning at home, especially for families from underserved communities. Its home-to-school connection tool FASTalk is a cost-effective tool for teachers that sends curriculum-aligned learning activities to families by text message in their home language. This first board-level grant to Family Engagement Lab will provide general operating support to identify and address the evolving needs of district partners during the pandemic, and conduct studies of FASTalk's impact on student outcomes. Family Engagement Lab will also identify and make strategic investments in FASTalk's product and operations to support

scaling and to build parents' capacities to support students' mathematical skills in partnership with Illustrative Math, a highly rated and standards-aligned K–5 and 6–8 curriculum, in the Los Angeles Unified School District and Oakland Unified School District.

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

For core support of the Student Success Network.
21 Months, \$300,000

College and career readiness require more than academic knowledge — research indicates that students' socio-emotional and metacognitive skills are key to their lifelong success. While the literature indicates a relationship between socio-emotional learning (SEL) and key academic and life outcomes, SEL is too often treated as an add-on rather than as a central component of academic and extracurricular programming. The Student Success Network (SSN) is a network of 80 education and youth development organizations committed to empowering New York City's low-income students with the learning experiences and SEL competencies they need to succeed in college and career. SSN plays a unique role in building the capacity of practitioners to deliver SEL and solve organizational and citywide challenges. With continued support, SSN will build the network's capacity to create stronger organizations and implement SEL, facilitate working groups to address citywide obstacles to student success, conduct a participatory action research project to elevate youth priorities, and strengthen youth-adult partnerships within member organizations.

Get Schooled Foundation, Seattle, WA

For continued project support to build digital content, gamification, and individualized support to help young people demand and access quality education and find early-career success. 12 Months, \$250,000

First-generation, low-income, and underrepresented students too often lack access to the resources, information, and networks necessary for postsecondary success. COVID-19 has exacerbated these needs, increasing the demand for college and career guidance while traditional helping institutions — schools, community-based organizations, libraries, and colleges — have physically closed, cut services, or been unable to pivot to a digital experience. In partnership with Viacom, the Bill & Melinda Gates Foundation founded Get Schooled in 2010 to help young people thrive in high school, college, and early-career jobs through a unique blend

of digital content and personalized guidance. Continued Corporation support will allow Get Schooled to encourage tens of thousands of additional students from low-income families to seek and secure a postsecondary degree, as well as to find success in their first jobs.

Highlander Institute, Providence, RI

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

The need for personalized learning experiences for students has become even more clear in the context of distance learning, and more urgent as the education sector confronts historic inequities. Highlander Institute (Highlander) has been focused on improving the educational experiences of underserved students for over 15 years and has established itself as an expert partner to teachers and leaders seeking to shift to personalized models at scale. With experience working in every public school district in Rhode Island and coaching thousands of educators nationwide, Highlander developed a framework for leading community-centered personalized learning initiatives, “Pathways to Personalization: A Framework for School Change.” Corporation support has enabled Highlander to pilot this framework at a set of schools in Rhode Island, yielding promising early results that hold potential for broader application. With continued support, Highlander will deepen the Pathways school partnerships in eight schools and codify the guidance needed to support whole school replication as well as best practices for a broader set of schools across the country.

Jefferson Education Exchange, Arlington, VA

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

The COVID-19 pandemic is drawing attention to the increasing need for the use of education technology (edtech), as hybrid and virtual settings are now central to most schools’ instructional plans. However, a central barrier to the effective selection and use of edtech has been that decision makers responsible for selecting and deploying edtech generally do not have information about what affects its successful implementation in schools or districts like their own. Insights about what works in different contexts are not shared across classrooms, schools, and districts. Jefferson Education Exchange, launched in 2018, aims to help teachers and education leaders make evidence-based decisions about education technology. With Corporation support, they have conducted research on the implementation variables most

likely to affect the success of edtech initiatives. With continued support, they will build a platform that crowdsources such data directly from teachers and shares it among them, while preparing to launch a research center at the University of Virginia.

KIPP Foundation, New York, NY

For continued support around KIPP’s high school to postsecondary effort. 24 Months, \$500,000

KIPP, a nonprofit network of 255 college-preparatory public schools, 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. KIPP’s expanded aspiration for students and alumni is that they should have the skills and confidence to pursue the paths they choose — college, career, and beyond — so they can lead fulfilling lives and build a more just world. The COVID-19 pandemic has placed additional urgency on this aspiration, as KIPP’s students, alumni, families, and communities face disproportionate impact by both the pandemic and pervasive racial injustice in our country. Under a prior Corporation grant, KIPP built out its college access and success strategies to continuously improve its college counseling, persistence, and career work; codified and scaled these strategies across the network; and began to share them with other CMOs and districts. This grant builds on that work, focusing on KIPP’s high school and alumni success strategies.

Latinos for Education, Belmont, MA

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

Latinos for Education’s mission is to develop, place, and connect essential Latino leadership in the education sector while mobilizing Latino voice to promote practices and policies that remove barriers to educational opportunity. Its programs accelerate leadership pipelines, mobilize leaders and communities, and connect Latino leaders through technology. Latinos for Education has in-person hubs in New England and Greater Houston, and virtual sites in eight different cities across the country. Its signature programs include the Aspiring Latino Leaders Fellowship, the Latino Board Fellowship, the Latinx Teachers Fellowship, and the School Board Preparation Program. Working from within and around educational systems, Latinos for Education is developing a local-national mobilized base of teachers and leaders to promote a shared advocacy platform to elevate Latino voices.

Leading Educators, New Orleans, LA

For general support. 18 Months, \$800,000

Many schools and systems do not have conditions in place to elevate the type of job-embedded professional learning supports for teachers to practice and receive ongoing feedback to improve their instructional approaches. Leading Educators aims to address this gap as it partners with professional learning peers, system leaders, and teachers to create a suite of open education resources that guide high-quality curriculum adoption and implementation, anti-racist policies and structures, and equitable teaching practices. Through this general support grant Leading Educators will implement its FY 2021–2022 plan to (a) innovate and advance the professional learning field, (b) provide direct services to its system partners, and (c) use evidence to understand and improve its program impact.

Learning Accelerator, Portland, ME

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

Innovators across the country have proven that it is possible to deliver high-quality learning experiences that support students' diverse needs, strengths, and interests. However, these actors often operate in siloes, lacking the capacity to connect and achieve meaningful scale such that the most underserved students can benefit from these innovations. The Learning Accelerator (TLA) fills this gap, serving as an engine to connect and accelerate efforts and catalyzing national transformation through greater collaboration, coordination, and learning. With prior Corporation support, TLA has developed and led several large, cross-sector projects to produce open resources for the field and support widespread change. A recent example is the partnership that TLA has forged with Ariadne Labs, an innovative health care organization in Boston. Together, they created tools and strategies to support education leaders in minimizing health risks while maximizing learning amidst the COVID-19 pandemic. Continued support would position TLA to lead similar collaborative efforts.

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 21st-century success by helping them navigate an increasingly complex labor market. However, 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 filling that gap. With Corporation support in 2018, MDRC launched its Center for Effective Career and Technical Education (Center), 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. Since then, ongoing Corporation support has enabled MDRC to grow the Center and take on specific research projects, including exploratory studies that grew into larger, federally funded projects. Renewed support will enable the ongoing development of the Center as well as research activities to inform policy and practice.

National Academy of Sciences, Washington, DC

For a project to develop and disseminate a national call to action to advance science education in K–12 and postsecondary education to prepare students to face global challenges of the future. 12 Months, \$550,000

The widespread adoption and ongoing implementation of college- and career-ready academic standards in literacy, math, and science are helping to move K–12 toward a common vision for what students need to know and be able to do. Similarly, there are ongoing efforts at the undergraduate level to shift education in science to reflect learning research. These efforts, however, have not yet created coherence across all levels of the system. A call to action is needed that can bring attention to the importance of science and STEM education while also providing guidance on the policies that can create greater coherence across K–12 and into the undergraduate years. Through this grant, the National Academy of Sciences (NAS) will develop a national call to action to advance science education in K–12 and postsecondary education in ways that will prepare students to face the global challenges of the future both as engaged participants in society and as future STEM professionals. This guidance will be based on evidence from research on learning as well as examples of successful programs and policies.

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

For project support of the pre-service teacher training framework. 12 Months, \$250,000

Research shows that teachers' lack of preparation is one of the greatest barriers to increasing family engagement in schools. Since 2014, the National Association for Family, School, and Community Engagement (NAFSCE) has advanced high-impact policies and practices for family, school, and community engagement to promote student learning. NAFSCE's Family Engagement Pre-service Educator Preparation Initiative is piloting a Family Engagement Pre-service Framework to guide the expansion of family engagement curricula in institutions of higher education. With Corporation support, NAFSCE convened the Family Engagement Consortium on Pre-service Educator Preparation, which brings faculty and states to develop the Pre-service Framework. Through this renewal grant, NAFSCE will support select institutions of higher education and state departments in the development, piloting, and evaluation of coursework, curricula, program requirements, and policy changes based on the recommendations outlined in the Family Engagement Pre-service Framework.

National Center for Civic Innovation, New York, NY

For a project to expand the OpenSciEd science curriculum into elementary and high school. 12 Months, \$2,500,000

As the COVID-19 pandemic upends the 2020–21 school year, we must lower barriers to, and advocate for, schools' meaningful alignment of science instruction to the Framework for K–12 Science Education and the Next Generation Science Standards (NGSS). Curricula must scaffold students to ask questions of phenomena, conduct investigations, analyze data, and develop explanations as they explore and learn. OpenSciEd is an initiative that brings together science leaders from 10 states, expert curriculum developers, national science education leaders, and classroom teachers to develop, distribute, and support a complete set of science instructional materials and associated professional learning resources. After a significant market analysis, there remains a need for NGSS-aligned materials in K–5 and high school. Through this project, OpenSciEd will (a) launch the development of, (b) field test the units and materials of, and (c) develop professional learning materials for a high school curriculum, as well as begin developing an elementary school curriculum.

New America Foundation, Washington, DC

For support of the Partnership Advancing Youth Apprenticeship's pathways to careers in education. 24 Months, \$400,000

New America, a national nonpartisan research and policy organization, launched the Partnership to Advance Youth Apprenticeship (PAYA) in 2018 to restore the link between American education and economic mobility by better connecting, expanding, and strengthening the field of youth apprenticeship. PAYA's next phase is critically important for elevating and addressing the needs of youth in a time of economic uncertainty caused by the COVID-19 crisis. The nation is already seeing historic disruptions to the worlds of learning and work, and youth are more at risk than ever of disconnecting. The Corporation's continued support will extend PAYA's efforts to provide youth with structured, paid, and supportive pathways into postsecondary education and work. In addition to serving the core activities of PAYA, this project will support the continued development and facilitation of an educator pathway working group and focus group research to examine the experiences and expectations of youth apprentices and employers in education-related careers.

NewSchools Venture Fund, Oakland, CA

For support of the Innovative Schools, Learning Solutions, Diverse Leaders, and Racial Equity investment areas. 30 Months, \$2,500,000

In order to advance a vision in which all students are prepared with the knowledge, skills, and dispositions they need for postsecondary success, the New Designs portfolio supports the creation of innovative schools and programs that personalize student learning, as well as the capacity building of adults and systems in support of these efforts. NewSchools Venture Fund (NSVF) is an important partner in advancing this work. Founded in 1998, NSVF has a strong reputation for sourcing, vetting, and supporting high-quality school models and educational technologies, as well as the educational leaders necessary to the success of those efforts. Since 2015, NSVF has supported over 100 new schools that will collectively serve 54,000 at full enrollment, and student performance at these schools represents an additional half year of academic growth relative to comparable students in other schools. NSVF plays an important role as a thought leader and convener, and contributes significantly to field-wide improvement through its research, learning, and knowledge-sharing activities.

New Teacher Center, Santa Cruz, CA

For a project to continue the development of an English language arts curriculum-based coaching program.
24 Months, \$800,000

Research shows that traditional professional learning is not meeting the needs of teachers, nor significantly improving teacher effectiveness, as it does not provide educators with access to supportive and flexible curricula that help develop their craft and effectively implement high-quality instructional materials, while also addressing the complex needs of diverse learners. The New Teacher Center (NTC) has achieved significant impact in student learning gains and effective teacher practice by focusing on mentoring and instructional coaching. Through job-embedded, curriculum-based coaching and professional learning circles, NTC builds capacity and supports educators to ensure coherence and improve student outcomes. Through this renewal grant, NTC will continue to develop its English language arts coaching observation and feedback supports by (a) developing a systems-level diagnostic assessment for curriculum-based professional learning and (b) creating a suite of professional offerings based on Odell Education's high school ELA curriculum.

New Venture Fund, Washington, DC

For core support of Learning Heroes. 12 Months, \$640,000

Due to school closures and the digital gap, it is estimated that students could be a year behind in math and months behind in reading at the beginning of the new academic year. This loss is in addition to an already existing achievement gap, and 2019 Program for International Student Assessment (PISA) results that expose American education lagging behind comparable education systems globally. The gaps in information, understanding and resources have led to parents overestimating their child's academic standing and the risks of this gap widening during the pandemic are high. Learning Heroes, a nonprofit organization founded with Corporation Heroes, a nonprofit organization founded with Corporation Heroes, is an expert on parent mindsets, listening to families to create content that engages them at a national scale. Learning Heroes' core communications strategies inform and equip parents with actions they can take on behalf of their child's academic success. Renewed support from the Corporation will allow Learning Heroes to build upon its current efforts and execute its core priorities and operations objectives in 2021.

New Venture Fund, Washington, DC

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

Seek Common Ground (SCG) serves independent state- and community-facing education advocacy efforts to promote coalition building that honors the power of local, authentic agenda setting to drive sustainable educational excellence and equity. SCG coalitions seek to empower those most impacted by education policies and practices — students, families, and educators — with support from allies across a broad range of interests and identities. Renewed support from the Corporation will enable SCG to continue to support independent statewide and community-facing efforts in two critical ways: first, it will enable SCG to continue to incubate, support, and serve as a critical partner to advocates — to empower them to improve students' educational prospects by supporting their core functions and provision of counsel, coaching, and connection. Second, it will enable SCG to continue its Community-led COVID-19 Recovery Action Accelerator for family and student engagement by starting a second round to enable statewide and community efforts to continue to transform what school looks like in this year of unprecedented challenges.

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

For a project to design and facilitate professional learning for New York City high school biology teachers to evaluate, pilot, and adopt new instructional materials designed for the Next Generation Science Standards. 12 Months, \$405,000

There is a need to ensure both the adoption and the sustained effective use of high-quality science instructional materials designed for the Next Generation Science Standards. However, these two activities are often approached separately. New Visions for Public Schools (New Visions) proposes to work with instructional leaders at the New York City Department of Education to develop an integrated professional learning model for curriculum evaluation, piloting, and ultimately adoption of its high-quality biology instructional materials. New Visions aims to build leadership buy-in and the capacity of district instructional leaders to design and provide this type of professional learning in the future. Through this grant, New Visions will also sustain its current research partnership with Digital Promise to help answer questions about which elements of the professional learning model are most important to supporting curriculum evaluation, piloting, and adoption.

PowerMyLearning, Inc., New York, NY

For general support. 12 Months, \$550,000

Many schools struggle to implement family engagement interventions that enable students, teachers, and families to function as a learning system. Relationships between teachers, students, and families typically look like a line, connecting teachers with students and students with families, and have little impact on student learning. Founded in 1999, PowerMyLearning is a national nonprofit organization that partners with schools and districts to foster a “triangle” of learning relationships between students, teachers, and families. Family Playlists is their interactive homework assignment tool and learning platform. With support from the Corporation, PowerMyLearning made a shift to remote delivery of its services to schools, obtained learnings about using Family Playlists in the early grades, and released professional development offerings. Through this renewal grant, PowerMyLearning will innovate on Family Playlists, its direct program model, set up for rapid growth by improving marketing infrastructure, strengthen its evidence base, and support continuous improvement and organizational capacity.

President and Fellows of Harvard College, Cambridge, MA

For the Education Redesign Lab’s next phase of work, with a focus on the research agenda for cross-sector collaborations and the launch of a national success planning community of practice. 18 Months, \$350,000

In the pursuit of equity and social justice, Education Redesign Lab (EdRedesign) supports the field to build cross-sector, community-wide systems of support and opportunity for children from birth to adulthood. EdRedesign aims to advance principles of effective practice in two interrelated focus areas: (1) cross-sector collaborations, which bring together government, schools, and community organizations to coordinate supports and opportunities for children, supported by a backbone organization; and (2) success planning, through which each child in a community is paired with a caring adult navigator, who utilizes the infrastructure created through cross-sector organizations to help the child access supports and opportunities based on their individual needs and interests, both in and out of school. This grant supports a broad research agenda on cross-sector collaborations and the launch of a national community of practice focused on success planning.

Relay Graduate School of Education, New York, NY

For a project to redesign and build faculty capacity for Relay’s ELA, math, and science content courses for teaching. 15 Months, \$500,000

There is a growing demand for high-quality teacher preparation in communities across the country. Currently, traditional preparation programs emphasize credit hours, course completion, and design of lessons and curriculum over practical experience and student achievement, and typically lack instruction on how to teach to specific content areas. In 2018, Relay Graduate School of Education (Relay) began to redesign its master of arts in teaching program to challenge this traditional model. The school is integrating content-specific coursework that is aligned to high-quality instructional materials with general pedagogy coursework, and is supporting student participants to learn how to analyze and select high-quality instructional materials. After redesigning its full scope and sequence across all content areas, Relay is now poised for the next phase of curriculum redesign. Through this grant, Relay will redesign course materials for English language arts, math, and science content courses for teaching and create a faculty development plan for implementation.

Springboard Collaborative, Philadelphia, PA

For project support of the Springboard Connect family engagement app, enhanced features to the parent-facing literacy screener, and expanded operational capacity. 12 Months, \$300,000

Now that schooling is either completely remote or a hybrid model due to the pandemic, students are spending more time outside the traditional classroom. Due to this new environment, parents have also taken on a greater role in their children’s education. To prevent COVID-19 from deepening inequality for an entire generation of students, we must upskill parents to cultivate and sustain learning habits at home to support their children’s learning. Founded in 2011, Springboard Collaborative has helped close the literacy gap for nearly 30,000 students across 22 cities by facilitating collaborations between parents and teachers and equipping parents with the necessary resources to help them supplement their child’s daily educational experience. With support from the Corporation, Springboard Collaborative will continue to support over 30,000 families by further developing its Springboard Connect home literacy app and its parent-facing literacy screener, which helps facilitate communication and data sharing between families and teachers.

Strada Collaborative, Indianapolis, IN

For project support of a New York City–focused Community Hub for Postsecondary Pathways, RTN Interview Archive content from New York workforce leaders, Roadtrip Nation career exploration tools, and resources from NYC-focused nonprofits. 18 Months, \$250,000

Roadtrip Nation (RTN) is an Emmy Award–winning media/workforce development nonprofit, whose mission is to empower youth to define their own roads in life. Each year, Roadtrip Nation selects topics to leverage its narrative-based storytelling model, focused on a more inclusive view of the future of work. Content from these “road trips” is then disseminated across a wide range of workforce, education, and media channels. Core to RTN’s impact model is the RTN Interview Archive, a database of 8,000+ video assets showcasing the career stories of a diverse set of individuals from all walks of life. Each Roadtrip fuels new stories for this database in addition to the PBS, NPR, and other digital distribution work. Roadtrip Nation will build a New York–focused Community Hub, which will include RTN Interview Archive content from New York workforce leaders, newly produced videos with New York career professionals, RTN tools/resources, and resources from NYC-focused nonprofits. The Community Hub for Postsecondary Pathways will create an engaging experience with tangible next steps for students and jobseekers across the city as they define their roads in life.

Student Achievement Partners, Inc., New York, NY

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

As schools are developing reopening plans with remote, in-person, and hybrid instructional models, the long-term effects of the spring 2020 school closures continue to impact the 2020–21 school year. Extensive testing, reteaching, and remediation at the expense of grade-level work will further jeopardize the academic success of students, particularly those with specialized learning needs. School leaders and curriculum advisors need to be equipped with the information needed to make grade-level work a priority. Student Achievement Partners (SAP) serves as a technical advisor and provides expert quality assurance to multiple education stakeholders that serve teachers and schools. Published in late June 2020, SAP’s Priority Instructional Content guidelines were designed to help publishers, designers of instructional materials, and instructional leaders find new efficiencies in their existing ELA and/or math curricula to mitigate unfinished learning. Through this general support grant, SAP will a) promote equitable K–12 grade-level

instruction, b) provide technical support to stakeholders, and c) provide and pilot professional learning services.

TalkingPoints, San Francisco, CA

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

TalkingPoints unlocks the potential of low-income, underserved families to support their children’s learning so that these students can graduate from high school on time, go to college, and become part of an inclusive, diverse workforce in America. Through its multilingual engagement platform powered by two-way translated messages and personalized support, families and teachers are able to connect using human and artificial intelligence, eliminating language, time, and know-how limitations as barriers to the school and family connection. This renewal grant will provide general operating support to (a) enable TalkingPoints to invest in its core platform, doubling its reach from 1.5 to 3 million families in 2021; (b) validate the TalkingPoints’ model through research and increased internal data measurement and evaluation capacity; and (c) build organizational infrastructure and technical capacity for scale.

Teach For All, New York, NY

As a final grant for the Classroom Impact initiative of the Global Learning Lab. 18 Months, \$650,000

Across the globe, demand is growing for a model of classroom excellence that does not just close achievement gaps but also realizes students’ potential as leaders who address the causes of achievement gaps. Teach for All seeks to meet this demand by facilitating learning about new modes of teaching and learning better aligned to that vision across its global network of 54 member-country organizations. Four years ago, with Corporation support, Teach for All launched the Global Learning Lab to study transformational classrooms in marginalized and underserved communities around the world, in order to cocreate a new framework to guide teaching and learning and to use its network to spread best practices aligned to that model. The Global Learning Lab now receives about 1,700 visitors to its website per month, indicating growing awareness of, and demand for, its work. This will be a final grant.

Teaching Lab, Washington, DC

For general support. 18 Months, \$800,000

To fundamentally shift the paradigm of professional learning, the field will need to support states in shifting their enabling conditions and support teachers and leaders in solving the most difficult problems. Teaching Lab aims to address this issue by partnering with teachers, schools, districts, and states to integrate curriculum, professional learning, and teacher leadership initiatives, while building local capacity for sustainable curriculum implementation. Through this general support grant, Teaching Lab will implement its FY 2021–2022 plan by (a) continuing to develop and pilot curriculum-based professional learning (CBPL) for teachers, (b) increasing the reach and impact of its CBPL services with school systems, (c) developing and scaling its CBPL services for system leaders, and (d) launching a dissemination strategy to build demand for CBPL in the field.

Tides Center, San Francisco, CA

For support of a network of district partners implementing change management strategies. 24 Months, \$650,000

Many visionary school operators have begun to forge paths to new models, yielding proof points of what is possible through school-based innovation. However, scaling these models to the system level continues to be a challenge. Next Generation Learning Challenges (NGLC) has begun to address this challenge through the development of a framework entitled Transformation Design, a new approach to school district change management. Specifically, NGLC has conducted deep research into the design and practice of change management from across sectors and has worked with six exemplary school districts and leading experts in educational change to build a foundational set of next generation change management constructs, strategies, tools, and resources. With continued support, NGLC will support a national network of districts to implement this approach, integrate next generation and liberatory learning, leverage the national network to advance fieldwide progress, and plan for expanded impact in a future phase of work.

TNTP, Inc., New York, NY

For general support. 12 Months, \$950,000

TNTP provides holistic support services that bring talent and academic strategies together, while engaging local community stakeholders in implementing policies and practices that create a supportive environment. Through this renewal grant, TNTP will implement its annual 2021 plan. Specifically, TNTP will (a) implement partnerships with school systems, parents, and school communities to ensure students continue to access the four critical resources identified in its *The Opportunity Myth* report; (b) partner with communities and families to support students by integrating community engagement into their core services and encouraging districts to use student and parent surveys to inform their approach during the pandemic; (c) continue to inform and influence a national education dialogue focused on closing the opportunity gap; and (d) begin planning for the development of its next major national research project.

Transcend, Inc., Hastings on Hudson, NY

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

While education innovation has yielded a variety of new school models, most school operators lack the time and capacity necessary to simultaneously operate schools and undertake the research and development (R&D) work necessary to innovate and iterate upon those models. Transcend exists to address this need. Founded in 2015 with Corporation support, Transcend makes two distinct contributions to its partners and to the field. First, it provides school communities across the country with iterative, research-backed, and community-driven design support so that they can continuously make significant shifts in their school models. Second, Transcend builds partners' capacity for ongoing piloting, learning, and evolution, and shares tools and resources to support R&D efforts across the field. With Corporation support to date, Transcend has partnered with 188 schools, serving over 256,000 students, and helped to develop and spread eight school models. With renewed support, Transcend will continue to support school- and system-level changes.

Trellis Education, San Francisco, CA

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

Currently education systems are experiencing a crisis in teacher education that critically affects how prepared students are for success in science and math and how prepared teachers are to teach them. With research showing that half of all teachers leave the profession within the first five years, and with this rate being highest for science and math positions, improved preparation of secondary science and math teachers in high-need districts is a top priority. Trellis Education (Trellis) is a mentoring and induction program that is content-specific, promoting an integrated long-term trajectory of six years for new science and math teachers that is supported by research in teacher retention. Through this renewal grant, Trellis will (a) strengthen existing district and teacher preparation partnerships, (b) support a community of Teacher Scholars, (c) support a community of Mentor Fellows, (d) conduct formative evaluations of the program, and (e) build the capacity of its partners.

Tulane University, New Orleans, LA

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

In New Orleans and across the country, there are considerable equity gaps in college access and attainment, which have been exacerbated by the COVID-19 pandemic. 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 postsecondary outcomes for all New Orleans youth. The Cowen Institute is committed to changing these outcomes for young people by sharing accessible research and data with the public, serving as a convenor and capacity builder on postsecondary readiness and success best practices, and leading high-impact college- and career-readiness-and-success programs. The Cowen Institute has the potential to both deepen and expand this work to include rigorous, in-depth qualitative research to elevate the voices of young people within the New Orleans community, allowing the institute and its partners to better understand and respond to these young people's needs. Continued support will allow the institute to further its work in creating accessible and actionable research and programming for postsecondary pathways to success.

Turnaround for Children, Inc., New York, NY

For general support. 24 Months, \$700,000

While the literature indicates a relationship between socio-emotional learning (SEL) and academic outcomes, SEL is too often treated as an add-on to academic instruction rather than as a central component. Turnaround for Children (Turnaround) was established to address the impact of adversity on student learning by equipping educators with the knowledge and tools needed to support academic growth and whole child development. Over the course of the last two years, Turnaround has helped integrate SEL into hundreds of underserved school communities across the country, improving school climate and student engagement. Corporation support has enabled Turnaround to create tools for educators and inform the field of best practices to promote positive learning and development, which have been critical during the pandemic. With renewed support, Turnaround will continue playing a field leadership role in COVID-19 recovery efforts focused on SEL, refine educator tools, advance the field's understanding of SEL, and equip educators to successfully integrate SEL into their instructional practice.

University of Maryland Foundation, Inc., Adelphi, MD

For continued development of Transforming Post-Secondary Education in Mathematics (TPSE Math). 18 Months, \$400,000

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 understand 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) 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.

University of Texas at Austin, Austin, TX

For continuation of the Dana Center Mathematics Pathways work. 12 Months, \$400,000

The Charles A. Dana Center at The University of Texas at Austin has taken up the challenge of replacing existing models of developmental and gateway math education with mathematics pathways that propel students to degrees and postsecondary certifications with labor market value. The Dana Center Mathematics Pathways (DCMP) is the Center's approach to ensuring that every student has equitable access to, and the opportunity for, success in rigorous math pathways aligned and relevant to their future aspirations, paving the way to upward economic and social mobility. With Corporation support, the DCMP has contributed to the implementation of math pathways in higher education systems, institutions, and campuses in 32 states and the District of Columbia, moving from a novel approach to one of normative practice at scale. In its pathways work, the Dana Center has identified a gap between math courses and the quantitative skills needed for the future workforce. Due to high workforce demand, two areas requiring immediate investigation are nursing and manufacturing.

University of the State of New York, Albany, NY

For a pilot program on supplementing the New York State assessment system and graduation requirements with performance-based assessments. 30 Months, \$500,000

The New York State Education Department (NYSED) operates a state assessment program that is used as the basis for many consequential decisions about students and schools, but it also tends to drive the way that instruction is done. Because NYSED's 3–8 and Regents assessments are primarily paper-and-pencil and fairly traditional in design, they tend to incentivize a “seat-time” model of instruction. By contrast, performance assessments ask students to produce a product or carry out a performance that more authentically measures what students know and can do, while also providing a learning opportunity for students and signaling the types of instructional tasks that many would like to see in classrooms. The Board of Regents' aim is to move its assessment program in a direction that supports competency-based and project-based instruction. It plans to engage experts to help design and implement a pilot program to demonstrate the feasibility of supplementing its assessment system and graduation requirements with performance-based assessments.

University of Washington, Seattle, WA

For core support of the Center on Reinventing Public Education. 24 Months, \$600,000

Myriad individual school and program models that support personalized and mastery-based learning have emerged over the past decade. However, our school systems are often not designed to support these models with the requisite levels of embedded innovation and continuous improvement. The Center on Reinventing Public Education (CRPE) at the University of Washington addresses this challenge by supporting system leaders and policymakers to affect data-driven change. For almost 30 years, CRPE has been at the forefront of school system redesign, providing both thought leadership and academic research to support cities doing the challenging work of transforming their education systems. CRPE's vast network and expertise positioned it to play a critical leadership role in the sector's response to COVID-19. With core support from the Corporation, CRPE will continue to play this role, making sense of complex trends and data, communicating new possibilities for system change, and providing guidance to support that change.

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, \$600,000

While the literature indicates a positive relationship between socio-emotional learning (SEL) and long-term life outcomes, SEL is too often treated as an add-on to academic instruction rather than as a central component of the learning experience, particularly at the high school level. The Urban Assembly (UA), a network of 23 public middle and high schools in New York City, created the Resilient Scholars Program (RSP) to ensure comprehensive implementation of SEL 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 several districts across the country 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 schools and districts, galvanize support for high-quality SEL among system and school leaders, and foster coalitions across school systems and community-based organizations to increase the coherence of SEL implementation across learning settings.

Urban Schools Human Capital Academy, Reston, VA

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

Since 2011 Urban Schools Human Capital Academy (USHCA) has been working with states and districts across the country on creating effective strategic human capital systems. Its current grant with states has further informed how states can better support districts in their human capital work. Through this renewal grant, USHCA will continue to work to more closely align talent work across all levels of the system and support a dialogue to create coherence across talent strategies, through (a) working with additional states and districts to increase alignment on key talent challenges, (b) growing and deepening the network of talent leaders in the field able to address these challenges, (c) expanding USHCA's voice in the field and reach as the education sector's thought leader for practical approaches to effective talent management, and (d) positioning the organization for long-term sustainability.

Urban Teachers Center, Baltimore, MD

For general support. 18 Months, \$800,000

An overarching problem in teacher development is the disconnect between teacher preparation programs and teacher induction support during an educator's first years in the classroom. This disconnect poses a problem as aspiring teachers lack the necessary guidance to bridge their theoretical coursework with instructional practice. Urban Teachers' program immerses aspiring teachers in the classroom immediately, exposing them to multiple urban classrooms and over a thousand hours of classroom experience. It provides a clinically based curriculum and three full years of coaching to novice teachers before they become licensed teachers. Urban Teachers works to ensure that its educators closely reflect the diversity of students within partner districts and increase a teacher's capacity to use high-quality instructional materials and standards-aligned instructional practices. Through this general support grant, Urban Teachers will focus on (a) recruitment of diverse applicants; (b) curriculum redesign of the teacher development program, beginning with the science of reading; (c) retention of diverse participants; and (d) financial sustainability of the program.

STRENGTHENING U.S. DEMOCRACY

American Immigration Council, Washington, DC

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

Founded in 1987, the American Immigration Council (AIC) is dedicated to making the United States immigration system fairer and more just using litigation, policy advocacy, and strategic communications. It is a watchdog group that investigates government spending and administrative policies pertaining to immigration enforcement. It is also home to the newly launched Center for Inclusion and Belonging, which is dedicated to reshaping public narratives about immigration with the goal of unifying the country. With Corporation support, AIC will engage in policy advocacy, pursue impact litigation, and launch a communications campaign with the Ad Council.

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

For general support. 24 Months, \$400,000

While the United States immigration system has long been criticized for its complexity and failure to provide immigration relief to more than 10 million undocumented residents, it has been further overwhelmed in recent years. The immigration court backlog has ballooned to more than 1.3 million pending cases, and some immigrants are expected to wait more than five years for their day in court. Founded by the United States Conference of Catholic Bishops in 1988, the Catholic Legal Immigration Network (CLINIC) is among the largest nonprofit legal immigration networks in the United States, with more than 400 affiliate organizations. CLINIC provides legal and program management training to its affiliates and engages in administrative advocacy on immigration issues of importance to the Catholic Church, including families, asylum seekers, and other vulnerable populations. CLINIC's affiliates offer pro bono and low-cost legal services to immigrants and their families. With Corporation support, CLINIC will continue to build the capacities of legal service providers who are directly supporting immigrants nationwide.

Center for Community Change, Washington, DC

For general support. 24 Months, \$700,000

In addition to terminating humanitarian protections for hundreds of thousands of immigrants and attempting to suspend refugee resettlement efforts, the federal government has been making the legal immigration system more difficult to access. Moreover, federal stimulus packages aimed at alleviating the economic impact of the COVID-19 pandemic have largely excluded immigrant communities, despite immigrants comprising an outsized share of the essential workforce. Founded in 1968 by leaders of the civil rights, labor, and anti-poverty movements, the Center for Community Change (Community Change) leads a national network of 40 state-based organizations working to empower immigrant communities. With Corporation support, Community Change will provide training, capacity building, and opportunities for collaboration among state and local organizations working to increase civic participation among racial minorities, immigrants, and low-income people.

Immigrant Legal Resource Center, San Francisco, CA

For support of a national citizenship campaign. 24 Months, \$2,000,000

Naturalization is a foundational component of immigrant integration. It brings significant social, economic, and civic benefits not only to immigrants and their families, but also to their communities, their states, and the country as a whole. In recent years, the federal government has implemented more stringent vetting procedures, limited eligibility for fee waivers, and worked to increase overall application fees, with the goal of deterring naturalization. Since 2011, the New Americans Campaign (NAC) has been funding and building the capacity of local nonprofits offering affordable direct immigration services. Fiscally sponsored by the Immigrant Legal Resource Center, NAC — and its more than 200 local and national partners — have completed more than 500,000 naturalization applications and 169,000 fee waivers for immigrants, to date. Recently, NAC has become a leading advocate for more inclusive naturalization policies. With Corporation support, NAC will continue its efforts to educate immigrants about the importance of naturalization, strengthen the capacities of local and national organizations that provide legal services to immigrants, and advocate for equity-based naturalization policy reforms.

Migration Policy Institute, Washington, DC

For general support. 24 Months, \$920,000

Although the federal government has announced plans to restore protections to vulnerable immigrant groups in the United States and restore a humanitarian framework to asylum and refugee resettlement, the U.S. immigration system needs more extensive reforms. Congress needs to revisit legal immigration categories, increase visa capacity, provide status relief for millions of undocumented immigrants without protections or pathways to status, and more. Founded in 2001, the Migration Policy Institute (MPI) is a leading research and policy institution dedicated to the study of American and global migration. MPI attempts to build political consensus among policymakers, leaders in civil society, the media, and the public through data-driven analyses, innovative policy ideas, and comparative perspectives. With Corporation support, MPI will continue to 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 interrelated world.

National Immigration Forum, Inc., Washington, DC

For general support. 24 Months, \$950,000

Founded in 1982, the National Immigration Forum is a national organization that brings diverse audiences from across the political spectrum into the immigration debate, helping to generate constructive conversations about the value of immigration to the United States. The forum believes the most effective way to broaden support for pro-immigrant policies is to help people calibrate their attitudes toward immigrants based on their existing beliefs, self-perception, and community norms. Among the forum's trademark initiatives is Bibles, Badges and Business (BBB), a national network of leaders from faith, law enforcement, and business who are helping to influence hearts and minds across the country. With Corporation support, the forum will continue to build relationships with leaders of diverse backgrounds and create values-based frameworks through which all Americans can recognize the importance of sensible and compassionate immigration reforms.

National Immigration Law Center, Los Angeles, CA

For general support. 24 Months, \$850,000

In recent years, immigrant communities have been made targets of discriminatory policies that preclude their full integration into the United States. This includes the federal government's new "public charge" regulations, which may result in up to 47 percent of noncitizens being made ineligible for green cards for accessing public benefits for which they are eligible. The government is also significantly increasing fees for select immigration requests, making permanent immigration status inaccessible to immigrants with limited financial resources. Founded in 1979, the National Immigration Law Center (NILC) is a legal advocacy organization dedicated to defending and advancing the rights of immigrants and their families. With Corporation support, NILC will continue to advocate for humane, commonsense policies that make it possible for immigrants to emerge from poverty and live with dignity, and also use litigation to defend the due process and civil rights of immigrants.

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, \$3,400,000

Although immigration advocates are successfully advancing pro-immigrant policies at the state and local levels and challenging some of the harshest anti-immigrant measures, immigrants continue to be made targets of dangerous political rhetoric and discriminatory policies. In recent years, the Trump administration has escalated immigration raids at courthouses and places of work, separated families, detained young immigrant children, and weakened the legal immigration, refugee, and asylum systems to unprecedented levels. Established in 2003 with Corporation support, the Four Freedoms Fund (FFF) is a donor collaborative housed at NEO Philanthropy supporting state-based and regional immigrant-serving coalitions across the country. FFF serves a hybrid role of convener, grantmaker, and strategist, connecting grassroots organizations with national immigration advocacy groups. With Corporation support, FFF will support state and regional organizations across the country through grants that build institutional capacity, promote strategic collaboration among peers, increase civic engagement, devise effective communications, and create intersectional alliances with diverse allies.

NEO Philanthropy, New York, NY

For core support of the State Infrastructure Fund, a donor collaborative focused on nonpartisan voter engagement. 18 Months, \$2,000,000

Although many people consider free and fair elections to be a hallmark of American democracy, the United States has seen a surge in restrictive voting laws and proposals across the country. Some state governments have been using controversial, discriminatory policies to suppress the franchise, and historically underrepresented communities — including people of color, indigenous Americans, young voters, and naturalized citizens — are being disproportionately affected. Based at NEO Philanthropy, the State Infrastructure Fund (SIF) is a nonpartisan donor collaborative that supports state-based nonprofit organizations dedicated to providing voting rights protection and nonpartisan voter engagement among historically underrepresented groups. With Corporation support, SIF will provide consistent, long-term funding to networks of state-based and state-focused organizations that empower communities through nonpartisan civic engagement, advocacy, election protection, and voting rights litigation.

Russell Sage Foundation, New York, NY

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

According to the United States Census Bureau, 25 percent of the U.S. population, or 81.8 million people, are immigrants or the American-born children of immigrants as of 2018. Research by the National Academies of Sciences, Engineering, and Medicine has found that this population is successfully integrating into the United States, especially with regard to fiscal and economic outcomes. However, there are multiple obstacles to their full integration, including the lack of progress on federal immigration reform, racial stratification in integration outcomes, and low rates of naturalization in comparison to other receiving countries. In 2016, the Russell Sage Foundation (RSF) partnered with the Corporation to oversee a series of research projects investigating the social, economic, and political implications of the country's changing racial and ethnic composition. With renewed Corporation support, RSF will support a new cohort of social science researchers studying the effects of federal and state policies and practices on immigrant communities.

DISCRETIONARY GRANTS

2Revolutions, New Rochelle, NY

12-month grant of \$200,000 for a project to test a scalable and cost-effective approach to curriculum-based professional learning

50CAN, Washington, DC

15-month grant of \$200,000 for a project to create a new framework to address student learning loss in New Jersey exacerbated by COVID-19

The 74, New York, NY

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

America Achieves, New York, NY

3-month grant of \$200,000 for continued support of the Back to Work project

America Achieves, New York, NY

6-month grant of \$200,000 for continued support of the back to work project

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

12-month grant of \$20,000 for the creation and promotion of holistic admission practices that increase admission of students of color and students from low-income households and other historically underrepresented groups

America's Promise Alliance, Washington, DC

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

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

12-month grant of \$50,000 for partnering with Inside HigherEd to serve as the broadcast partner for University Innovation Alliance web diffusion shows

Asian Americans Advancing Justice | AAJC, Washington, DC

24-month grant of \$170,000 for general support

Ballot Initiative Strategy Center Foundation, Washington, DC

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

Basta, New York, NY

12-month grant of \$175,000 for support to incorporate a Career Readiness Diagnostic, which assesses a young person's preparedness to find a first job, into the K-12-to-college-to-career ecosystem

Bellwether Education Partners, Sudbury, MA

6-month grant of \$20,000 to develop better functionality on a microsite that will inform the field around postsecondary transitions amidst the COVID-19 crisis

Bipartisan Policy Center, Washington, DC

24-month grant of \$170,000 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

Brown University, Providence, RI

10-month grant of \$55,000 for the Annenberg Institute for School Reform to support a six-organization Research Partnership for Professional Learning in developing a shared learning agenda focused on teacher professional learning

Building Impact, New Haven, CT

12-month grant of \$30,000 for support of the Joyful Impact Accelerator project

Build UP, Birmingham, AL

12-month grant of \$50,000 for the creation of a long-term sustainable, braided funding plan to build site-level fiscal sustainability

Cato Institute, Washington, DC

24-month grant of \$170,000 for core support of its immigration program

Center for American Progress, Washington, DC

12-month grant of \$200,000 for continued development of an equity-focused Future of Work agenda

Center for Effective Philanthropy, Inc., Cambridge, MA

6-month grant of \$100,000 for core support of YouthTruth

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

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

College Possible, Saint Paul, MN

12-month grant of \$200,000 for support of college access and success initiatives in New York City

Columbia University, New York, NY

12-month grant of \$100,000 for the Center for Public Research and Leadership to study the role of high-quality instructional materials and curriculum-based professional learning during the COVID-19 pandemic

Common Application, Arlington, VA

11-month grant of \$50,000 for project support of the Reach Higher Badge

Community Partners, Los Angeles, CA

12-month grant of \$40,000 for core support of Scaling Student Success

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

12-month grant of \$50,000 for support for the participation of three regions in a Midwest community of practice to help local leaders design and implement systems of college and career pathways

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

8-month grant of \$200,000 for a project to build capacity in the Instructional Materials and Professional Development Network on state adoptions of high-quality, standards-aligned science curricula

D.C. Public Education Fund, Washington, DC

12-month grant of \$100,000 for the launch of DCPS Becoming, a district-wide approach to supporting the whole child

Deans for Impact, Austin, TX

15-month grant of \$200,000 for a project to transform educator-preparation programs and influence educator-preparation policy

EdNavigator, New Orleans, LA

12-month grant of \$100,000 for project support of the expansion and dissemination of the Kinda Guide

EducationCounsel, Washington, DC

4-month grant of \$200,000 for continued work to advance a learning systems approach in education

Education Design Lab, Washington, DC

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

Education First, Seattle, WA

3-month grant of \$95,000 for communications related to, and planning for, the future of the Coherence Lab Fellowship, a project launched as part of the Corporation's Integration Design Consortium

Educators for Excellence, New York, NY

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

EveryoneOn, Washington, DC

12-month grant of \$50,000 for support to address the digital divide and postsecondary access gaps affecting 11th and 12th graders living in public housing

Foundation for Excellence in Education, Tallahassee, FL

6-month grant of \$200,000 for project support of Credentials Matter Phase 3

Foundations, Inc., Mount Laurel, NJ

12-month grant of \$150,000 for core support of the Campaign for Grade-Level Reading

Georgetown University, Washington, DC

3-month grant of \$65,000 for a project to create a playbook of evidence-based strategies for spending federal funding for education as part of the COVID-19 relief packages

George W. Bush Foundation, Dallas, TX

12-month grant of \$75,000 for core support of the Bush Institute's immigration program

Goddard Riverside, New York, NY

15-month grant of \$200,000 for building the capacity of #DegreesNYC's Data Co-Op and Learning Network

Grantmakers Concerned with Immigrants and Refugees, Petaluma, CA

12-month grant of \$200,000 for support of an initiative coordinating national, state, and local level grantmaking efforts

GreatSchools, Oakland, CA

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

Hispanic Federation, Inc., New York, NY

24-month grant of \$170,000 for core support of its civic engagement program

iMentor, New York, NY

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

Immigrant Justice Corps, New York, NY

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

Innovate Public Schools, San Jose, CA

12-month grant of \$200,000 for project support of programs that train and develop effective community organizers and parent leaders

Innovate Public Schools, San Jose, CA

12-month grant of \$100,000 for project support of the Online Learning Literacy Initiative, specifically the design and piloting of its "Promotores" (supporters) initiative, to help close the digital divide

Institute for Educational Leadership, Inc., Washington, DC

6-month grant of \$50,000 for support of the launch of Version 2 of the Dual Capacity-Building Framework

International Refugee Assistance Project, New York, NY

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

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

8-month grant of \$200,000 for the COVID-19 Constituency Project

JobsFirstNYC, New York, NY

12-month grant of \$25,000 for continued support for the creation of a comprehensive workforce collaborative framework

Jobs for the Future, Inc., Boston, MA

6-month grant of \$50,000 for core support of the Stimulus Supports Technical Assistance project

Kids in Need of Defense, Washington, DC

24-month grant of \$170,000 for general support

Kindred, Washington, DC

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

Kinvolved, New York, NY

12-month grant of \$25,000 for project support to test the efficacy of interventions to increase remote attendance in selected rural districts

Kura Labs, Bronx, NY

12-month grant of \$100,000 for training and placement of participants in economically mobile, high-demand cloud computing roles

LatinoJustice PRLDEF, New York, NY

24-month grant of \$170,000 for general support

Learning First Alliance, Alexandria, VA

6-month grant of \$90,000 for a project to disseminate *The Elements* challenge paper to members of several leadership organizations

Literacy Design Collaborative, New York, NY

18-month grant of \$60,000 for general support

Massachusetts Institute of Technology, Cambridge, MA

11-month grant of \$200,000 for the launch of the MIT Systems Awareness Lab

Modern States Education Alliance, New York, NY

12-month grant of \$150,000 for continued support of the enhanced Freshman Year for Free program, designed to keep high school seniors on a college track in response to the COVID-19 pandemic

National Academy of Sciences, Washington, DC

15-month grant of \$100,000 for a project to develop a practitioners' guidebook about science and engineering instruction in preschool through elementary grades

National Center for Civic Innovation, New York, NY

18-month grant of \$150,000 for core support of the Presidents' Alliance on Higher Education and Immigration

National Center for Teacher Residencies, Chicago, IL

12-month grant of \$200,000 for a project to continue to integrate the use of high-quality instructional materials into teacher residency programs

National Congress of Parents and Teachers, Alexandria, VA

12-month grant of \$50,000 for project support of the home-school communication landscape analysis

National Education Equity Lab, New York, NY

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

National Parents Union, Malden, MA

8-month grant of \$35,000 for general support

National Science Teaching Association, Arlington, VA

6-month grant of \$100,000 for a project to support the dissemination of the Board on Science Education's *National Call to Action* report and recommendations for improving K-12 and postsecondary science education

NEO Philanthropy, New York, NY

12-month grant of \$20,000 for core support of the Funders' Group for Family Engagement and Parent Organizing

NEO Philanthropy, New York, NY

7-month grant of \$50,000 for support of the 2020 Census initiative of the Funders' Committee for Civic Participation

The New School, New York, NY

6-month grant of \$35,000 for a project to help enhance the NYC-guided high school search

The New School, New York, NY

6-month grant of \$30,000 for core support of InsideSchools

New Venture Fund, Washington, DC

3-month grant of \$50,000 for core support of the Collaborative for Student Success

Niskanen Center, Washington, DC

24-month grant of \$170,000 for core support of its immigration program

Nonprofit VOTE, Cambridge, MA

18-month grant of \$170,000 for support of National Voter Registration Day

Norman C. Francis Leadership Institute, New Orleans, LA

24-month grant of \$200,000 for the development of a model curriculum and other related support for the Educating for Our Future multiracial leadership program

OneGoal, Chicago, IL

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

Opportunity America, Washington, DC

12-month grant of \$50,000 for continued project support to conduct a feasibility study on the role of New York City community colleges in career education

Opportunity Institute, Berkeley, CA

8-month grant of \$200,000 for applying the science of adolescent learning to school design and instructional practice

Overgrad, Claymont, DE

12-month grant of \$200,000 for developing and scaling a technology platform to support college advising and admissions for New York City's students

Overgrad, Claymont, DE

5-month grant of \$200,000 for developing and scaling a technology platform to support college advising and admissions for New York City's students

Partnership for a New American Economy Research Fund, New York, NY

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

PeerForward, Washington, DC

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

PENCIL, New York, NY

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

PIE Network, Minneapolis, MN

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

Police Executive Research Forum, Washington, DC

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

PowerMyLearning, Inc., New York, NY

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

President and Fellows of Harvard College, Cambridge, MA

12-month grant of \$200,000 for core support of the Education Redesign Lab

President and Fellows of Harvard College, Cambridge, MA

6-month grant of \$200,000 for planning that helps EdRedesign chart its next phase of work focused on policy change at the federal, state, and local levels that will enable communities to significantly expand cradle-to-career support systems for children

Pro Bono Net, Inc., New York, NY

12-month grant of \$100,000 for support of a project to enhance and expand an online citizenship application platform

Queens Library Foundation, Inc., Jamaica, NY

11-month grant of \$100,000 for support of the design and implementation of postsecondary access programming

Rennie Center for Education Research and Policy, Boston, MA

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

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

12-month grant of \$100,000 for support to extend the College Connect Peer-to-Peer program into the summer before matriculation

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

12-month grant of \$50,000 for capacity building to expand the College Access: Research & Action (CARA) model outside of New York City

Results in Education Foundation, Rochester, MI

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

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

12-month grant of \$50,000 for project support of a study on technology, online learning, and digital inequality among low-income families

StandardsWork, Inc., Quincy, MA

9-month grant of \$200,000 for a project to expand the capacity of the Curriculum Matters Professional Learning Network

STEM Next Opportunity Fund, San Diego, CA

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

Student Leadership Network, New York, NY

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

Student Voice, New York, NY

12-month grant of \$50,000 for a by-students, for-students exploration of postsecondary access in New York City

Syracuse University, Syracuse, NY

18-month grant of \$170,000 for support of the Transactional Records Access Clearinghouse's immigration projects

Teachers College, Columbia University, New York, NY

12-month grant of \$175,000 for core support of The Hechinger Report

Teachers College, Columbia University, New York, NY

18-month grant of \$175,000 for the Center for Educational Equity's continued work on civics education and equity

Teach Plus, Boston, MA

6-month grant of \$100,000 for support of the Phoenix project

Transforming Education, Boston, MA

9-month grant of \$100,000 for support to incorporate a racial equity lens into socio-emotional learning tools and resources

Truman Center for National Policy, Washington, DC

18-month grant of \$100,000 for core support of its immigration program

UnidosUS, Washington, DC

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

United Way of New York City, New York, NY

6-month grant of \$200,000 for the Education Equity Cabinet: Post-Secondary Success Planning project

University of South Carolina, Columbia, SC

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

University of Texas at Austin, Austin, TX

9-month grant of \$100,000 for a project to build capacity focused on the use of high-quality instructional materials into teacher preparation courses

Univision, Miami, FL

6-month grant of \$30,000 for a project to support a New York City Post-Secondary Resources Series

Vassar College, Poughkeepsie, NY

12-month grant of \$130,000 for project support for the Science, Technology, Engineering, and Math (STEM) Teaching Experiences for Undergraduates site, developed in partnership with Barnard College and the American Museum of Natural History

Welcoming America, Decatur, GA

24-month grant of \$100,000 for a project to engage rural communities in an immigrant inclusion campaign

WestEd, San Francisco, CA

12-month grant of \$200,000 for a project to develop a virtual simulation game based on Learning Forward's revised Standards for Professional Learning

WestEd, San Francisco, CA

12-month grant of \$50,000 for project support of a family engagement video series

Windward Fund, Washington, DC

15-month grant of \$200,000 for core support of the Heartland Fund and its efforts to strengthen civic engagement in rural communities

Yale University, New Haven, CT

24-month grant of \$125,000 for the Parents, Partners, and Peers program of the Yale Child Study Center

YouthForce NOLA, New Orleans, LA

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

Special Opportunities Fund

Associated Press, New York, NY

For project support to expand education reporting through the AP Education Reporting Network. 27 Months, \$1,000,000

The American education system has undergone disruption due to the pandemic, exacerbating systemic racism and inequity that has long affected school quality. Meanwhile, education coverage has been shrinking locally in the past decade. Many local news organizations are not equipped to meet the growing demands of their communities by providing high-quality, fact-based, and equitable education reporting. The Associated Press (AP), founded in 1846, is a global news agency with a mission of “Advancing the Power of Facts.” It aims to remake the model of education coverage in the U.S. by launching an Education Reporting Network in a 27-month pilot that would dramatically increase the availability of high-quality education coverage and transform how the entire U.S. news industry covers education. With support from the Corporation, AP seeks to transform its current education coverage into a national hub that connects journalists and editors with health and economy reporters, journalists in 50 states, local and national policymakers, and diverse experts in related fields.

Brookings Institution, Washington, DC

For support of The Hamilton Project. 24 Months, \$250,000

Launched in 2006, The Hamilton Project (the Project) provides a platform for a broad range of leading economic thinkers to inject innovative and pragmatic policy options — with a focus on driving broad-based economic growth — into the national debate. The Project’s work brings nongovernmental expertise to bear on economic security issues by strengthening independent scholarship, bridging the gap between academia and policy, deepening congressional knowledge, and responding to special challenges and opportunities affecting economic security. With Corporation

support, the Hamilton Project will continue to produce innovative policy proposals rooted in evidence and experience, and to disseminate its work in published papers, op-eds, and social media platforms, as well as through public events.

Catholic Relief Services, Inc., Baltimore, MD

For emergency relief efforts in Haiti. 12 Months, \$250,000

City University of New York School of Law Foundation, Long Island City, NY

As a conditional grant for program activities of the CUNY Law Center on Gender, Law, and Transformative Peace. 24 Months, \$500,000

To advance legal approaches to gender-based issues internationally, CUNY School of Law is planning a Center on Gender, Law, and Transformative Peace (the Center). Nobel Laureate Leymah Gbowee and Professor Lisa Davis at CUNY Law School propose the launch of this new hub for cross-sectoral feminist research and civil society engagement. The Center will work with leaders in national and international law and policy including peace and transitional justice processes, reconstruction, and human rights mechanisms. Corporation support will contribute to the Center’s fundraising efforts through a conditional grant supporting Center activities following its establishment at CUNY Law School.

Columbia University, New York, NY

For support of an oral history project on Carnegie Corporation of New York. 24 Months, \$650,000

Founded in 1948, Columbia University’s Center for Oral History Research is among the oldest oral history programs in the world, and its collections are the most cited oral

history archive in the United States. Its Interdisciplinary Center for Innovative Theory and Empirics (INCITE) maintains unique expertise around the connection between public policy and historical memory, especially in relation to themes of democracy across disciplines in the social sciences and humanities. With Corporation support, the center will conduct hundreds of interview sessions with Corporation staff and board members, as well as grantees, and investigate the Corporation's archives, with the goal of analyzing its modern legacy and ongoing influence in national and global philanthropy.

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 in a search for solutions. This grant provides general support to HRW to continue its important work in defending human rights whenever and wherever they are being undermined.

iCivics, Inc., Cambridge, MA

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

The civic health of the United States has been in decline for decades. The leading cause of the problem is a near absence of civic learning in the K–12 education system. In recent decades, an increasing number of Americans have disengaged from traditional civic and political institutions that had historically provided citizens with a personal connection to current and local events of the day, ensuring that they remained engaged and active. The result has been especially profound among youth, who are now less likely than their older counterparts to vote and are more likely to express distrust in government and the democratic system of government. Established in 2009, iCivics leads the CivXNow Coalition, a network of more than 150 influential members calling for a civic education revival in America. The coalition's goal is to affect systemic policy change to make high quality and equitable civic education a centerpiece of modern

education nationwide. With renewed Corporation support, iCivics will continue to coordinate educators, students, parents, academics, policymakers, and others advocating for state and federal policy changes that bring civics back into the K–12 public education curriculum.

International Rescue Committee, Inc., New York, NY

For emergency relief efforts in Afghanistan. 12 Months, \$500,000

International Rescue Committee, Inc., New York, NY

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

According to the latest reports from the United Nations High Commissioner for Refugees, 79.5 million people around the world are currently displaced from their homes. Among them are 26 million refugees and 4.2 million asylum seekers from countries where poverty and active conflict have forced them to seek refuge abroad. 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, the IRC will continue responding to global humanitarian crises, help meet the needs of some 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., Cary, NC

For the Hunt-Kean Leadership Fellows program. 24 Months, \$500,000

Governors and other senior state-level policymakers 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 (HK Fellows), named for Governor Hunt and former New Jersey Governor Tom Kean and launched in

2014, provides up-and-coming elected officials from around the country with a firm grounding in today's education needs and policy debates. In 2021, six HK fellows are serving as governor and six HK fellows have launched gubernatorial campaigns. This grant supports the 7th through 10th cohorts of the HK Fellows program, which includes convenings, site visits, and in-state sessions.

Kofi Annan Foundation, Geneva, Switzerland

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

Former United Nations Secretary-General Kofi Annan incorporated the Kofi Annan Foundation in 2007 with a mission to help build peaceful, democratic, and resilient societies around the world. Many societies are grappling with painful legacies of the past, including unaddressed human rights violations, ongoing communal and ethnic tensions, fragile justice systems, inadequate access to basic services, and uncertainty about state legitimacy. The foundation supports the leadership development of youth leaders in Uganda, Somalia, Pakistan, and the Philippines, where they are leading dialogues and grassroots campaigns to bring communities together for peace and social cohesion. It also engages international leaders in efforts to strengthen democratic institutions and help deliver accountability for past conflicts around the world. With Corporation support, the Kofi Annan Foundation will continue to advocate for government accountability, inclusion of youth leaders in decision-making, and programs that build community trust in governments and state institutions.

National Public Radio, Inc., Washington, DC

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

Founded in 1970, National Public Radio (NPR) is a nationally acclaimed nonprofit multimedia organization with a network of more than 260 member stations. NPR provides high-quality journalism and cultural programming to an audience of more than 60 million people per week, on both live broadcast and digital media. It maintains 17 domestic bureaus and 17 foreign bureaus, helping to provide American audiences with timely, on-the-ground reporting of events in the United States and around the globe. Its NPR Education Desk informs millions of weekly listeners and visitors about whether the nation's education system is effectively serving its students in communities across the country. With Corporation support, NPR will continue to produce quality news programming on international affairs, immigration, elections, and education in the United States.

Pan American Development Foundation, Inc., Washington, DC

For emergency relief efforts in Haiti. 12 Months, \$250,000

Trinity Foundation, Dublin, Ireland

For support of the digitization of the collections of the Library of Trinity College Dublin. 23 Months, \$500,000

Founded in 1592, Trinity College Dublin houses a research library of international acclaim. In order to bring its invaluable collections into the digital age, the Library of Trinity College Dublin has initiated an ambitious program of conservation, modern curation, digitization, and advanced technological application. In March 2021, the library launched an enhanced digital repository, featuring the newly digitized Winchcombe Psalter and the Life of St. Alban by Matthew Paris. With Corporation support, the Library of Trinity College Dublin will enhance its digital repository's functional capabilities, as well as move to preserve and make available a second tranche of medieval manuscripts.

University of Oxford, Oxford, UK

As a final grant for the Bodleian Libraries' Digital Archives project. 36 Months, \$500,000

Each year, the Bodleian Library at the University of Oxford serves over 65,000 registered readers, at least 40 percent of whom are from beyond the university, and receives over two million research visits. The Bodleian's goal is to preserve the inheritance of the past, while engaging new generations of readers and researchers. The library aims to provide the best possible materials to support the highest level of scholarship within the university and by visiting scholars. In an effort to do this, the library wants to continue and finish the work that was begun with a Corporation grant in 2016 — the digitization and cataloging of its archival and special collections in order to make them more widely accessible. With Corporation support, the Bodleian will be able to continue this work.

Women for Afghan Women, Fresh Meadows, NY

For emergency relief efforts in Afghanistan. 12 Months, \$500,000

DISCRETIONARY GRANTS

The 19th, Austin, TX

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

American Academy in Rome, New York, NY

12-month grant of \$25,000 for the Artist Protection Fellowship Program, a one-time fellowship for an artist threatened by violence, war, natural disasters, or political unrest

American Association for the Advancement of Science, Washington, DC

24-month grant of \$100,000 as a one-time-only grant in support of the David and Betty Hamburg Award for Science Diplomacy

American Enterprise Institute for Public Policy Research, Washington, DC

12-month grant of \$100,000 for support of a nonpartisan commission dedicated to exploring continuity of government issues at the federal level

American Library Association, Chicago, IL

36-month grant of \$200,000 as a final grant for the annual librarian awards program honoring exemplary performance by public, academic, and school librarians

American Library Association, Chicago, IL

24-month grant of \$100,000 as a final grant for the Andrew Carnegie Medals for Excellence in Fiction and Nonfiction

American Purpose, Washington, DC

24-month grant of \$75,000 for general support

Americans for Oxford, New York, NY

36-month grant of \$200,000 as a one-time grant for the Rhodes Scholar Ambassadors in Africa Program

American University of Beirut, Beirut, Lebanon

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

Association of Governing Boards of Universities and Colleges, Washington, DC

12-month grant of \$25,000 as a one-time grant for general support in recognition of its 100th anniversary

Aurora Humanitarian Initiative, Washington, DC

6-month grant of \$60,000 for general support

Baruch College Fund, New York, NY

12-month grant of \$125,000 for support of the HyFlex learning initiative

Boston Critic, Inc., Cambridge, MA

12-month grant of \$50,000 as a one-time grant for support of a fellowship program that expands career opportunities for underrepresented voices in the media industry

Cambridge in America, New York, NY

24-month grant of \$200,000 for support of the Royal Commonwealth Society Southern African collections at the Cambridge University Library

CARE, Atlanta, GA

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

Committee Against Anti-Asian Violence, Inc., New York, NY

12-month grant of \$50,000 as a one-time-only grant for general support

Conversations on the Green, Washington, CT

12-month grant of \$125,000 as a one-time-only grant for general support

DailyChatter, Boston, MA

12-month grant of \$17,500 as a final grant for helping college students know the world and combat misinformation

FACE Foundation, New York, NY

12-month grant of \$5,000 for support of the 2021 Night of Ideas

Food Bank for New York City, New York, NY

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

From the Heart Productions, Inc., Oxnard, CA

12-month grant of \$100,000 for the production of a documentary film on the findings of a national security commission established in the wake of the September 11 terrorist attacks

Hispanic Association of Colleges and Universities, San Antonio, TX

12-month grant of \$100,000 for the Leadership Academy/La Academia de Liderazgo in support of 10 fellowships

Human Rights First, New York, NY

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

James W. Foley Legacy Foundation, Inc., Portsmouth, NH

12-month grant of \$25,000 as a one-time grant for general support

John F. Kennedy Center for the Performing Arts, Washington, DC

12-month grant of \$100,000 for general support in honor of the 50th anniversary of the Kennedy Center

Lincoln Center for the Performing Arts, Inc., New York, NY

12-month grant of \$200,000 as a final grant for support of the Lincoln Center Education program

MacDowell Colony, Peterborough, NH

24-month grant of \$50,000 as a final grant for support of four fellowships for immigrant journalists

Museum of the City of New York, New York, NY

12-month grant of \$100,000 for educational and engagement programming

National Academy of Sciences, Washington, DC

12-month grant of \$50,000 as a one-time grant for support of the Nobel Prize Summit, "Our Planet, Our Future"

National September 11 Memorial & Museum at the World Trade Center, New York, NY

12-month grant of \$100,000 for support of the Tribute in Light project

National September 11 Memorial & Museum at the World Trade Center, New York, NY

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

Newark Public Library, Newark, NJ

12-month grant of \$10,000 for support for a conference entitled "The Writer's Role in Imagining Racial and Ethnic Identity"

New Venture Fund, Washington, DC

24-month grant of \$100,000 for core support of The Sentry investigative and policy team

New York Botanical Garden, Bronx, NY

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

New York Historical Society, New York, NY

12-month grant of \$200,000 for support of its educational programming

PEN American Center, Inc., New York, NY

12-month grant of \$100,000 for a project to defend free speech on campus

Reach Out and Read, Inc., Boston, MA

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

Seed Global Health, Boston, MA

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

Solomon R. Guggenheim Museum and Foundation, New York, NY

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

Teachers College, Columbia University, New York, NY

12-month grant of \$125,000 as a one-time grant for a neurocognitive study on how middle school students process information through print and digital media

The Urban Institute, Washington, DC

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

Wellesley College, Wellesley, MA

12-month grant of \$200,000 for the project "The Economy She Deserves: Toward a Women-Centered Recovery"

Andrew Carnegie Fellows Program

Elizabeth Oltmans Ananat

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Remaking Labor and Family Policy for the Post-COVID Era: Leveraging the Pandemic's Disruption of the Care Economy"

Beth Bailey

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "The U.S. Army and 'the Problem of Race' during the Vietnam Era"

Richard Bell

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "The First Freedom Riders: Streetcars and Street Fights in Jim Crow New York"

Deborah A. Boehm

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Confinement Across Borders: Immigration Detention in the United States and Beyond"

Kristina Maria Guild Douglass

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Building an Inclusive Archaeology of Climate Change Integrating Indigenous Knowledge"

Tanisha M. Fazal

24-month grant of \$199,900 as a 2021 Andrew Carnegie Fellow for the project "Military Medicine and the Hidden Costs of War"

Christine Folch

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "The Crucible of Climate Change: Sustainable Development Solutions from the Global South"

Shana Kushner Gadarian

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Pandemic Politics: How COVID-19 Revealed the Depths of Partisan Polarization"

Kali Nicole Gross

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Lightning She Rode: Black Women in Life, History, and Death by Electric Chair"

Françoise N. Hamlin

24-month grant of \$199,200 as a 2021 Andrew Carnegie Fellow for the project "Freedom's Cost: Children and Youth in the Black Freedom Struggle"

Adria L. Imada

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Surviving Epidemics: A Hidden History"

Jeanne-Marie Jackson

24-month grant of \$194,500 as a 2021 Andrew Carnegie Fellow for the project "J. E. Casely Hayford and the Legacy of Gold Coast Sovereignty"

Dean Knox

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Eliminating Statistical Barriers to Evidence-Based Policing Reforms"

Daniel Laurison

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Missing Voices: Why Poor and Working-Class People Avoid Politics"

Sonali Shukla McDermid

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Assessing Climate Mitigation, Adaptation, and Socioeconomic Co-Benefits: A Rice Case Study"

Léonce Ndikumana

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Capital Flight from Africa and Perverse Global Connections: Evidence and Possible Solutions"

Jessica A. Shoemaker

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Remaking a Land of Opportunity: America's Rural Future"

Stefanie Stantcheva

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Economic Policies, Voter Understanding, and Political Support"

Susan C. Stokes

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "How Would-Be Autocrats Attack Democratic Culture – And How to Rebuild It"

Neel U. Sukhatme

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "The Impact of Criminal Sanctions on the Social and Economic Fabric of Families"

Kevin J. A. Thomas

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Life after Global Epidemics: Resilience, Recovery, and the Wellbeing of Ebola Survivors in West Africa"

Salamishah Tillet

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "In Lieu of the Law: 'Me Too' and the Politics of Justice"

Caroline Tolbert

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Nationalizing Accessible Elections: What Happens When the Mailbox Becomes the Ballot Box?"

Jessica Wilkerson

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Feminisms in the American South"

Gillen D'Arcy Wood

12-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Oceans 1876"

Gabriel Zucman

24-month grant of \$200,000 as a 2021 Andrew Carnegie Fellow for the project "Towards Real-Time Distributional Economic Accounts"

REPORT ON **FINANCES**

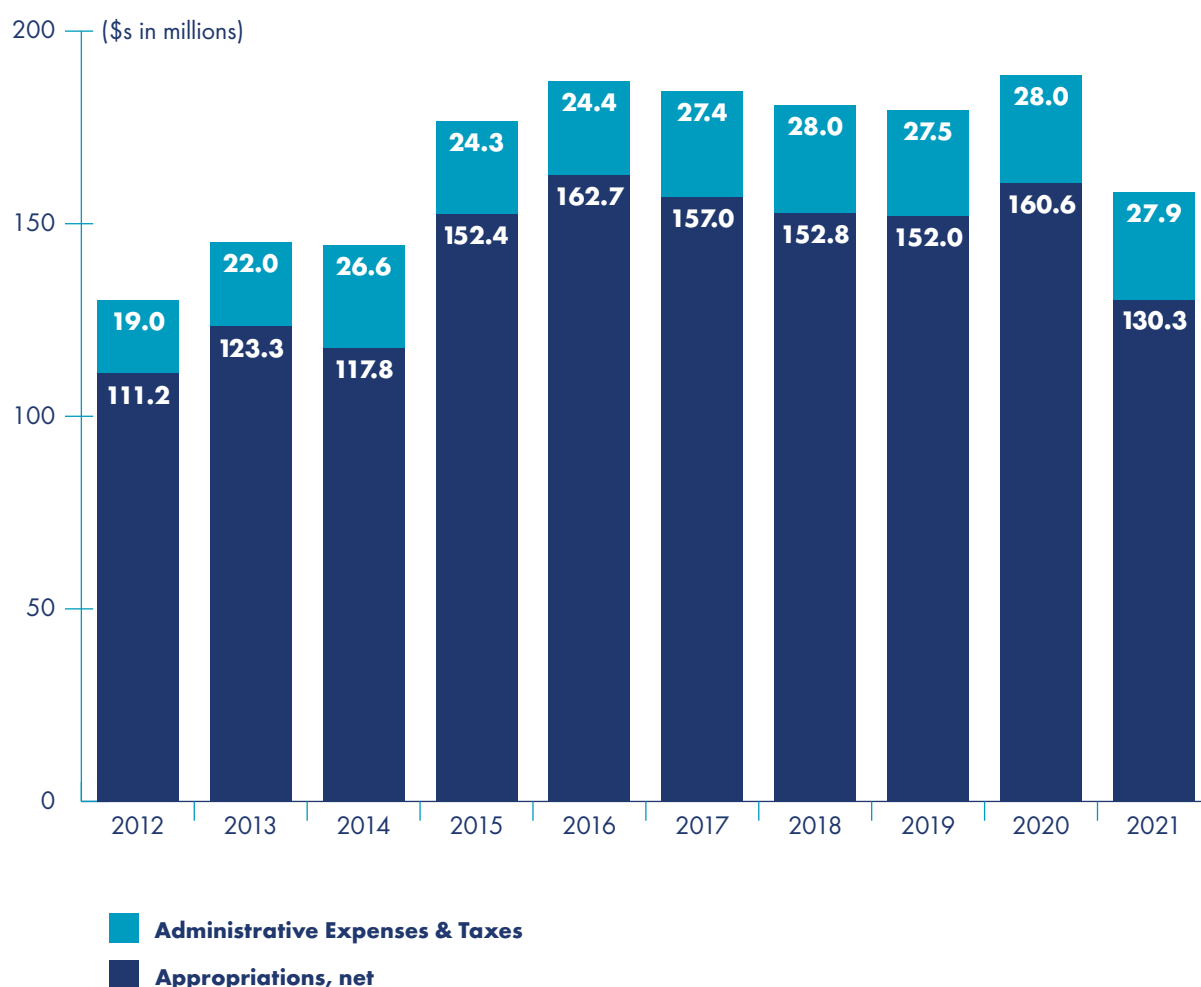
Financial Highlights

APPROPRIATIONS AND EXPENSES

For the ten years ended September 30, 2021, the Corporation awarded 3,482 grants totaling \$1,420.1 million and incurred expenses of \$229.7 million for program management, direct charitable activities, and administrative expenses, excluding investment expenses, and \$25.4 million for taxes, for a total of \$1,675.2 million.

The graph below illustrates the change in expenses by category over the ten-year period ended September 30, 2021.

**Expenses by Category
2012–2021**



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, 2021, 50 percent of the appropriated funds were paid within the fiscal year. Appropriations, net of refunds, and cancellations totaled \$130.3 million, compared to \$160.6 million in the preceding year.

Program management and direct charitable activities expenses were \$17.3 million in the fiscal year ended September 30, 2021, compared to \$19 million in the previous fiscal year. Included in these amounts, are direct charitable activities of \$5 million in 2021 and \$6 million in 2020. Direct charitable activities are services provided directly to other exempt organizations, governmental bodies, and the general public. Such services include providing technical assistance to grantees and potential grantees, conducting educational conferences and research, publishing and disseminating educational materials, and serving on boards of other charitable organizations or public commissions.

General administration expenses were \$6.7 million in 2021 and \$6.3 million in 2020.

The schedule below breaks down total expenses, excluding appropriations and taxes, into categories for the year ended September 30, 2021.

	Program Management and Direct Charitable Activities	Investment	General Administration	TOTAL
Salaries	\$ 7,746,109	\$ 2,556,798	\$ 2,916,469	\$ 13,219,376
Employee Benefits	4,180,037	585,792	1,592,454	6,358,283
Investment Advisory and Custody Fees	—	13,617,907	—	13,617,907
Rent	1,841,883	310,730	905,749	3,058,362
Legal and Accounting Services	—	505,342	223,693	729,035
Consultants	892,237	209,000	293,396	1,394,633
Communications	765,233	—	—	765,233
Conferences and Meetings	181,408	4,107	2,239	187,754
Travel	31,950	1,634	217	33,801
Computer Equipment and Services	426,457	93,074	165,845	685,376
Office Expenses	184,420	33,160	86,437	304,017
Amortization and Depreciation	554,317	—	272,586	826,903
Trustees' Honoraria and Expenses	32,794	—	12,506	45,300
Other	496,715	16,010	185,391	698,116
TOTAL	\$ 17,333,560	\$ 17,933,554	\$ 6,656,982	\$ 41,924,096*

* In FY2019–2020, total expenses, excluding appropriations and taxes, were \$42.4 million, which included \$17.2 million of investment expenses.

TAXES

The Corporation is liable for federal excise taxes on its net investment income, as defined, which includes net realized capital gains, for the year. On December 20, 2019, the Further Consolidated Appropriations Act, 2020 was signed into law, which contained an important provision simplifying the calculation of excise taxes. Beginning with the Corporation's fiscal 2021 tax year, the excise tax rate will be set at a flat 1.39 percent. Previously, the Corporation was liable for federal excise taxes of 2 percent on its net investment income. However, this tax could be reduced to 1 percent if certain conditions were met. The Corporation met the requirements for the reduced tax in 2020. Therefore, current taxes are estimated at 1.39 percent for 2021 and at 1 percent for 2020 of net investment income, as defined.

The Corporation had unrelated business income of \$627,000 in 2021 from certain investment partnership activities. After applying carry forward losses from prior years, the Corporation expects a tax benefit of \$1,635,000 in unrelated business income taxes.

Deferred tax liability represents the potential tax (at 1.39 percent) on unrealized gains as well as a book to tax timing difference.

AUDIT BY INDEPENDENT ACCOUNTANTS

The bylaws provide that the Corporation's accounts are to be audited each year by an independent public accountant. Accordingly, the firm of RSM US LLP audited the Corporation's financial statements as of and for the year ended September 30, 2021. The Corporation's financial statements, together with the independent auditor's report, appear on the following pages.

Independent Auditor's Report

RSM US LLP

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, 2021 and 2020, 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, 2021 and 2020, 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.

RSM US LLP

New York, New York
March 10, 2022

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BALANCE SHEETS

As of September 30, 2021 and 2020

	2021	2020
ASSETS		
Cash	\$ 133,042	\$ 120,589
Investments	4,677,259,887	3,555,944,135
Taxes Receivable	2,221,425	1,801,381
Prepaid Expenses and Other Assets	209,560	186,358
Fixed Assets	5,144,923	5,971,826
TOTAL ASSETS	\$ 4,684,968,837	\$ 3,564,024,289
LIABILITIES AND NET ASSETS		
Liabilities		
Grants Payable	\$ 100,949,083	\$ 93,511,859
Loan Payable	—	20,000,000
Accounts Payable and Other Liabilities	5,948,216	6,431,601
Deferred Taxes Payable	29,132,077	13,368,583
Total Liabilities	136,029,376	133,312,043
Net Assets		
Restricted by Donor		
Legacy	135,336,868	135,336,868
Accumulated Earnings	4,413,602,593	3,295,375,378
Total Net Assets	4,548,939,461	3,430,712,246
TOTAL LIABILITIES AND NET ASSETS	\$ 4,684,968,837	\$ 3,564,024,289

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN NET ASSETS

For the years ended September 30, 2021 and 2020

	2021	2020
Changes in Net Assets Restricted by Donor		
Net Investment Return	\$ 1,292,176,819	\$ 294,105,999
Provision for Taxes on Net Realized Investment Earnings	(3,869,314)	(2,738,062)
Deferred Tax (Expense) Benefit on Net Unrealized Investment Gains and Losses	(15,763,494)	5,437,834
Investment Income Released from Restriction — Appropriation for Expenditures	(154,316,796)	(185,855,102)
Change in Net Assets Restricted by Donor	1,118,227,215	110,950,669
Changes in Net Assets Without Restrictions		
Investment Income Released from Restriction — Appropriation for Expenditures	154,316,796	185,855,102
Expenses:		
Grant Appropriations	130,326,254	160,564,063
Program Management and Direct Charitable Activities	17,333,560	19,017,723
General Administration	6,656,982	6,273,316
Total Expenses	154,316,796	185,855,102
Change in Net Assets Without Restrictions	—	—
Change in Total Net Assets	1,118,227,215	110,950,669
Net Assets, Beginning of Year	3,430,712,246	3,319,761,577
Net Assets, End of Year	\$ 4,548,939,461	\$ 3,430,712,246

See accompanying notes to financial statements.

STATEMENTS OF CASH FLOWS

For the years ended September 30, 2021 and 2020

	2021	2020
Cash Flows from Operating Activities		
Change in Net Assets	\$ 1,118,227,215	\$ 110,950,669
Adjustments to Reconcile Change in Net Assets to Net Cash Used in Operating Activities		
Change in Unrealized Appreciation of Investments and Net Realized Gains	(1,284,545,331)	(292,718,704)
Depreciation and Amortization	826,903	841,299
Amortization of Deferred Rent Obligation and Lease Incentive	(413,242)	(319,866)
Change in Deferred Taxes Payable	15,763,494	(5,437,834)
Total Adjustments	(1,268,368,176)	(297,635,105)
Change in Taxes Receivable and Prepaid Expenses and Other Assets	(443,246)	(1,951)
Change in Grants Payable and Accounts Payable and Other Liabilities	7,367,081	(5,335,423)
Net Cash Used in Operating Activities	(143,217,126)	(192,021,810)
Cash Flows from Investing Activities		
Proceeds from Sales or Redemptions of Investments	1,048,245,723	863,054,397
Purchases of Investments	(885,016,144)	(690,992,332)
Purchases of Fixed Assets	—	(17,616)
Net Cash Provided by Investing Activities	163,229,579	172,044,449
Cash Flows from Financing Activities		
(Payment on) Proceeds from Loan Payable	(20,000,000)	20,000,000
Change in Cash	12,453	22,639
Cash, Beginning of Year	120,589	97,950
Cash, End of Year	\$ 133,042	\$ 120,589
Supplemental Cash Flow Information		
Interest Paid	\$ 475,800	\$ 266,700
Securities Received as Distributions from Investment Funds, at Fair Value	\$ 45,101,392	\$ 63,947,274

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 portions of the endowment fund that are 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, 2021 and 2020. Cash equivalents, which consist of highly liquid instruments with original maturity of three months or less, are held and reported as investments in the financial statements. At September 30, 2021, cash and cash equivalents, reported as investments, include \$22,000,000 that are held by investment funds for additional investment on October 1, 2021. At September 30, 2021 and 2020, cash and cash equivalents, reported as investments, also include amounts due from investment funds of \$913,918 and \$63,381,113, respectively.

Fixed assets are stated at cost. Depreciation is calculated on a straight-line basis over the estimated useful lives of the related assets ranging from five to 10 years. Leasehold improvements are amortized over the remaining life of the lease.

Grant appropriations, including multiyear grants, are recorded as an expense and a payable when grants are approved and communicated to the grantees. Grants payable at September 30, 2021, are expected to be paid as follows: approximately \$74 million within one year and the remaining balance within three years. The grants payable at September 30, 2020, were expected to be paid as follows: \$67 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 (“IRC”) and is subject to federal excise taxes and taxes on unrelated business income. The Corporation follows the accounting standard on accounting for uncertainty in income taxes. Accordingly, the Corporation recognizes the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by taxing authorities, based on the technical merits of the position. The tax benefits recognized in the financial statements from such

a position are measured based on the largest benefit that has a greater than 50% likelihood of being realized upon ultimate settlement. With few exceptions, the Corporation is no longer subject to income tax examinations by U.S. federal, state, or local tax authorities for years before 2018.

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 10, 2022, for these financial statements.

The Corporation follows Accounting Standards Codification (“ASC”) 958, *Not-for-Profit Entities*, in reporting and disclosing information about its net asset classification, liquidity, financial performance, and flexibility. Accordingly, investment income, realized and unrealized gains and losses, as well as associated investment expenses are reported in the statements of changes in net assets as net investment return. Provisions for current and deferred taxes associated with the Corporation’s investing activities are reported as reductions to net investment returns.

In February 2016, the Financial Accounting Standards Board (“FASB”) issued Accounting Standards Update (“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 balance sheets 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 statements of changes in net assets. The new standard is effective for fiscal years beginning after December 15, 2021, including interim periods within those fiscal years. Management has not yet evaluated the impact of this ASU on the accompanying financial statements.

In fiscal year 2021, the Corporation adopted FASB ASU 2018-08, *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*, in (1) evaluating whether transactions should be accounted for as contributions (nonreciprocal transactions) within the scope of ASC Topic 958, *Not-for-Profit Entities*, or as exchange (reciprocal) transactions subject to other guidance, and (2) determining whether a contribution is conditional. The adoption of this ASU did not have a material impact on the accompanying financial statements. The Corporation has not been a resource recipient for any transaction within the scope of ASU 2018-08.

(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 2021 or 2020.

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.

There have been no changes in the valuation methodologies used at September 30, 2021 or 2020.

The following tables present the Corporation's investments that are measured at fair value on a recurring basis as of September 30:

2021 Fair Value Measurements Using				
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and Cash Equivalents	\$ 312,073,353	\$ 312,073,353	\$ —	\$ —
Investments in Securities:				
Common Stock	65,639,518	65,639,518	—	—
Investments Reported at NAV ⁽¹⁾ :				
Global Equity	1,107,676,856			
Private Equity – Venture Capital	972,041,334			
Private Equity – Leveraged Buyouts	440,307,318			
Real Estate	361,130,560			
Natural Resources	275,932,676			
Absolute Return	1,142,458,272			
TOTAL	\$ 4,677,259,887	\$ 377,712,871	\$ —	\$ —

2020 Fair Value Measurements Using				
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and Cash Equivalents	\$ 451,976,338	\$ 451,976,338	\$ —	\$ —
Investments in Securities:				
Common Stock	36,551,953	36,551,953	—	—
Investments Reported at NAV ⁽¹⁾ :				
Global Equity	914,160,357			
Private Equity – Venture Capital	575,504,820			
Private Equity – Leveraged Buyouts	328,313,745			
Real Estate	325,159,164			
Natural Resources	189,723,307			
Absolute Return	734,554,451			
TOTAL	\$ 3,555,944,135	\$ 488,528,291	\$ —	\$ —

(1) In accordance with the guidance provided by FASB ASC 820, *Fair Value Measurement*, 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:

	2021 Fair Value	Unfunded Commitments (in millions) ⁽⁴⁾	Redemption Frequency	Redemption Notice Period
Investments in Other Funds:				
Global Equity	\$ 1,107,676,856	\$ —	Various ⁽²⁾	10 days – n/a
Private Equity – Venture Capital	972,041,334	63.9	Illiquid	n/a
Private Equity – Leveraged Buyouts	440,307,318	184.0	Illiquid	n/a
Real Estate	361,130,560	173.8	Illiquid	n/a
Natural Resources	275,932,676	68.4	Illiquid	n/a
Absolute Return	1,142,458,272	25.7	Various ⁽³⁾	15 days – n/a
TOTAL	\$ 4,299,547,016	\$ 515.8		

(2) Redemptions are permitted as follows: \$467.64 million monthly, \$223.97 million quarterly, \$51.52 million biannually, \$123.79 million annually, \$238.73 million have rolling lock-up periods, and \$2.02 million are illiquid.

(3) Redemptions are permitted as follows: \$132.91 million monthly, \$689.10 million quarterly, \$135.66 million biannually, \$131.29 million annually, \$9.70 million have rolling lock-up periods, and \$43.80 million are illiquid.

(4) Subsequent to September 30, 2021, the Corporation made additional commitments amounting to \$62.35 million to certain funds.

	2020 Fair Value	Unfunded Commitments (in millions)	Redemption Frequency	Redemption Notice Period
Investments in Other Funds:				
Global Equity	\$ 914,160,357	\$ —	Various ⁽⁵⁾	10 days – n/a
Private Equity – Venture Capital	575,504,820	53.8	Illiquid	n/a
Private Equity – Leveraged Buyouts	328,313,745	187.3	Illiquid	n/a
Real Estate	325,159,164	167.8	Illiquid	n/a
Natural Resources	189,723,307	99.7	Illiquid	n/a
Absolute Return	734,554,451	19.4	Various ⁽⁶⁾	30 days – n/a
TOTAL	\$ 3,067,415,844	\$ 528.0		

(5) Redemptions are permitted as follows: \$0.21 million daily, \$292.19 million monthly, \$179.13 million quarterly, \$62.88 million biannually, \$103.84 million annually, \$270.26 million have rolling lock-up periods, and \$5.65 million are illiquid.

(6) Redemptions are permitted as follows: \$449.37 million quarterly, \$139.09 million biannually, \$102.75 million annually, \$20.53 million have rolling lock-up periods, and \$22.81 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 \$60,326,572 and \$26,191,304 as of September 30, 2021 and 2020, respectively.

The Corporation’s assets are invested with the objective of maintaining in perpetuity the purchasing power of the portfolio net of the 5% spending for private foundations mandated by the IRC. In order to achieve this ambitious goal, the portfolio is invested in a diversified, multi-asset portfolio with a strong equity bias.

Global Equity

The global equity portfolio is comprised of investments in developed markets and emerging markets. The global developed markets equity portfolio is invested primarily in securities of developed countries in order to generate a total return net of fees in excess of the Morgan Stanley Capital International (“MSCI”) World Index over a market cycle. The global equity 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 fixed-income bond portfolio, when held, is largely comprised of low-risk investments and is generally designed to act as protection for the overall portfolio and a source of rebalancing.

Private Equity — Leveraged Buyouts and Venture Capital

The Corporation invests with leveraged buyout and venture capital managers in order to generate annualized returns at the portfolio level in excess of Cambridge Associates’ Private Equity Index Median and the Cambridge Associates’ Venture Capital Index Median, respectively. Individual managers are selected based on their superior ability to add value in this highly inefficient market, and are expected to perform in the top quartile of managers within their vintage year. Further, they are expected to outperform public market alternatives over a market cycle.

Real Estate

The Corporation invests in real estate via private real estate investment trust (“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 National Council of Real Estate Investment Fiduciaries (“NCREIF”) property index.

Natural Resources

Although the endowment holds no direct investments in fossil fuel companies, the Corporation invests with managers that buy, improve, and operate natural resource-related assets, including producing oil and gas properties. The Corporation also invests with managers developing alternative energy sources, carbon mitigation strategies, and technologies designed to accelerate the energy transition.

Absolute Return

Absolute return managers have a broad investment mandate and in aggregate have a low correlation with, and lower volatility than, the public equity markets. The absolute return portfolio is expected to generate equity-like returns over a market cycle with volatility between that of fixed-income and public equities. The Corporation’s absolute return managers are expected to generate annualized returns at the portfolio level in excess of the Hedge Fund Research Inc. (“HFRI”) Fund of Fund Composite Index.

(4) NET INVESTMENT RETURN

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

	2021	2020
Interest and Dividends	\$ 25,565,042	\$ 18,545,619
Net Realized Gains	298,572,458	235,544,442
Net Unrealized Gains	985,972,873	57,174,262
TOTAL	1,310,110,373	311,264,323
Less: Investment Expenses	(17,933,554)	(17,158,324)
Net Investment Return	\$ 1,292,176,819	\$ 294,105,999

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

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

	2021	2020
Cash	\$ 133,042	\$ 120,589
Investments	4,677,259,887	3,555,944,135
TOTAL	4,677,392,929	3,556,064,724
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 \$2,095.2 million and \$1,447.2 million of illiquid investments at September 30, 2021 and 2020, respectively)	(4,348,756,061)	(3,255,727,856)
Financial Assets Available for Program and General Expenditures Within One Year	\$ 193,300,000	\$ 165,000,000

In order to plan and budget in an orderly manner and to meet the IRC-mandated 5% spending requirement, the Corporation maintains an annual spending rate policy of 5.5% of a 12-quarter rolling average of the fair value of the investment portfolio with the last quarter being March 31. This spending policy is reviewed periodically and may be amended at any time by the Board as circumstances warrant. The Board appropriated \$193.3 million of the investments to be available for program and general expenditures within the next 12 months. Program and general expenditures include grant appropriations, salaries and employee benefits, other operating costs, and taxes. Program and general expenditures do not cover direct external and internal costs of investments.

As part of its liquidity management, the Corporation structures its investments to be available as its general expenditures, grants, and other liabilities become due. In addition, the Corporation has \$140 million committed lines of credit which it could draw upon to help manage unanticipated liquidity needs (Note 11). Although the Corporation does not intend to spend in excess of the amounts appropriated for program and general expenditures as part of its annual budget and appropriation process, amounts above the original \$135.3 million gift from Andrew Carnegie in the Corporation's endowment could be made available by the Board, if necessary. The Corporation's investment portfolio contains certain investment funds that have lock-up provisions which would reduce the total investments that could be made available (Note 3).

(6) FIXED ASSETS

Fixed assets are composed of the following at September 30:

	2021	2020
Leasehold Improvements	\$ 9,170,580	\$ 9,170,580
Furniture and Equipment	3,496,974	3,496,974
	12,667,554	12,667,554
Less Accumulated Depreciation and Amortization	(7,522,631)	(6,695,728)
TOTAL	\$ 5,144,923	\$ 5,971,826

(7) TAXES

The Corporation is liable for federal excise taxes on its net investment income, as defined, which includes net realized capital gains for the year. On December 20, 2019, the Further Consolidated Appropriations Act, 2020, was signed into law which contained an important provision simplifying the calculation of excise taxes. Beginning with the Corporation's fiscal 2021 tax year, the excise tax rate will be set at a flat 1.39%. Previously, the Corporation was liable for federal excise taxes of 2% on its net investment income. However, this tax could be reduced to 1% if certain conditions were met. The Corporation met the requirements for the reduced tax in fiscal year 2020. Therefore, current excise taxes are estimated at 1.39% for 2021 and at 1% for 2020 of net investment income, as defined.

Deferred taxes represent 1.39% of unrealized appreciation of investments at September 30, 2021 and 2020. No deferred taxes are provided for unrelated business income on unrealized appreciation, as such amount cannot be estimated.

The Corporation had unrelated business income of \$627,000 in 2021 from certain investment partnership activities. After applying carryforward losses from prior years, the Corporation expects a tax benefit of \$1,635,000 in unrelated business income taxes and this amount is included in the provision for taxes. During 2020, the Corporation had unrelated business losses of \$1,278,000.

The Corporation paid federal excise taxes of \$4,208,000 in 2021 and \$2,830,000 in 2020. The Corporation also paid state unrelated income taxes of \$127,000 in 2021 and \$6,000 in 2020.

(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, 2021 and 2020, was \$1,812,300 and \$1,844,100, 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 2021 and 2020. At December 31, 2020, the assets of the plan exceeded the actuarial present value of accumulated plan benefits by approximately \$384,300. 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 \$896,600 in 2021 and \$840,300 in 2020, on a pay-as-you-go basis.

(9) EXPENSES

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

	2021		
	Program Services	General Administration	Total Expenses
Grant Appropriations	\$ 130,326,254	\$ —	\$ 130,326,254
Salaries and Employee Benefits	11,926,147	4,508,923	16,435,070
Consultants and Other Professional Fees	892,238	517,089	1,409,327
Rent and Other Occupancy Costs	1,841,883	905,749	2,747,632
Travel, Conferences, and Meetings	246,152	14,962	261,114
Office and Other Expenses	2,427,140	710,259	3,137,399
TOTAL EXPENSES	\$ 147,659,814	\$ 6,656,982	\$ 154,316,796

	2020		
	Program Services	General Administration	Total Expenses
Grant Appropriations	\$ 160,564,063	\$ —	\$ 160,564,063
Salaries and Employee Benefits	12,388,904	4,227,030	16,615,934
Consultants and Other Professional Fees	810,258	101,853	912,111
Rent and Other Occupancy Costs	1,876,463	922,754	2,799,217
Travel, Conferences, and Meetings	1,015,180	15,162	1,030,342
Office and Other Expenses	2,926,918	1,006,517	3,933,435
TOTAL EXPENSES	\$ 179,581,786	\$ 6,273,316	\$ 185,855,102

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 \$4,825,000 at September 30, 2021, and \$5,238,000 at September 30, 2020, is included in accounts payable and other liabilities in the accompanying balance sheets.

The following is a schedule of the future minimum lease payments:

Fiscal year ending September 30	Amount
2022	\$ 3,146,000
2023	3,146,000
2024	3,146,000
2025	3,319,000
2026	3,412,000
Thereafter	11,659,000
TOTAL	\$ 27,828,000

Rental expense for 2021 and 2020, including escalations, was \$3,034,000 and \$3,095,000, respectively.

(11) LINE OF CREDIT FACILITIES

The Corporation has an \$80 million committed line of credit facility with The Bank of New York Mellon for grant funding and administrative expenses. This line of credit facility will expire on July 6, 2022.

On October 1, 2020, the Corporation entered into another committed line of credit facility for \$60 million with JP Morgan Chase Bank. This line of credit will expire on October 1, 2022.

There were no outstanding loans on either facility as of September 30, 2021. As of September 30, 2020, the Corporation had an outstanding \$20,000,000 loan from The Bank of New York Mellon. This loan was fully paid in November 2020.

Total interest expense was \$475,800 and \$266,700 for the years ended September 30, 2021 and 2020, respectively.

REPORT ON **ADMINISTRATION**

FY2020–2021: The Year in Review

BOARD AND COMMITTEES

Annual Election as of March 4, 2021

- **Thomas H. Kean** was reelected chairman of the board at the March 4, 2021, board meeting for the 2021–2022 term.
- **Janet L. Robinson** was reelected vice chairman of the board at the March 4, 2021, board meeting for the 2021–2022 term.
- **Kevin J. Conway** was elected at the March 4, 2021, board meeting to serve as a member on the Planning and Finance Committee.
- **Jean-Marie Guéhenno** and **Maria Elena Lagomasino** were elected at the March 4, 2021, board meeting to serve as members on the Committee on Trustees.
- **Caroline Kennedy's** first four-year term concludes at the end of the March 2022 trustee meeting, and she was elected to a second term which is expected to end March 2026.

New Trustees

- **Martin Baron** was elected at the June 3, 2021, meeting to a four-year term effective June 3, 2021–June 2024.
- **Kurt L. Schmoke** was elected at the June 3, 2021, meeting to a four-year term effective June 3, 2021–June 2024.
- **Ann Claire Williams** was elected at the June 3, 2021, meeting to a four-year term effective June 3, 2021–June 2024.

Retired Trustees

- None

Trustee Resignation

- **General Lloyd J. Austin III**, effective immediately, resigned from the board after four years of service following his successful confirmation as the U.S. Secretary of Defense by the Senate on January 22, 2021.

Deceased Trustees

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

- **Vartan Gregorian** on April 15, 2021 (president and *ex officio* trustee of Carnegie Corporation of New York from 1997 until April 15, 2021)
- **James A. Johnson** on October 18, 2020 (trustee from 1992 to 2000)
- **Jorge Sampaio** on September 10, 2021 (trustee from 2012 to 2018)
- **James D. Wolfensohn** on November 25, 2020 (trustee from 2009 to 2017)

The Corporation's standing committees were constituted as of the March 4, 2021, board meeting:

- Elected to serve on the **Audit Committee** were Pedro Aspe, chairman; Jared L. Cohon; Kevin J. Conway; John J. DeGioia; Maria Elena Lagomasino; and Janet L. Robinson.
- Elected to serve on the **Investment Management Committee** were Anne M. Tatlock, chairman; Pedro Aspe; Lionel Barber; Kevin J. Conway; Maria Elena Lagomasino; and Louise Richardson, *ex officio*.
- Elected to serve on the **Planning and Finance Committee** were Louise Richardson, chairman; Kevin J. Conway; Caroline Kennedy; and Marcia McNutt.
- Elected to serve on the **Committee on Trustees** were Janet L. Robinson, chairman; Jared L. Cohon; John J. DeGioia; Jean-Marie Guéhenno; and Maria Elena Lagomasino.
- Both Thomas H. Kean, chairman of the board, and Vartan Gregorian, president of the Corporation (until his death on April 15, 2021), served *ex officio* on all standing committees, except for the Audit Committee, on which Gregorian did not serve.
- Membership on the ad hoc **Committee on Compensation** includes Thomas H. Kean, chairman of the board; Janet L. Robinson, vice chairman of the board; and Anne M. Tatlock, chairman of the Investment Management Committee.

BOARD ACTIONS

DECEMBER 10, 2020, BOARD MEETING

RESOLVED: That the trustees authorize the president to appropriate \$300,000 from the Education program's FY2020–2021 budget and \$250,000 from the Special Opportunities Fund to the National Academies of Sciences, Engineering, and Medicine for a project to develop and disseminate a national call to action to advance integrated STEM education in K–12 and postsecondary education in ways that will prepare students to face the global challenges of the future both as engaged participants in society and as future STEM professionals. (Marcia McNutt abstained because of her affiliation with the National Academies of Sciences, Engineering, and Medicine.)

MARCH 4, 2021, BOARD MEETING

None

JUNE 3, 2021, BOARD MEETING

The trustees voted to form a Transition Committee of the board of trustees to search for a successor for Vartan Gregorian, the Corporation's esteemed and beloved president for 24 years, who died unexpectedly on April 15, 2021.

Transition Committee members: Anne Tatlock, chair; Pedro Aspe; Lionel Barber; Jared L. Cohon; John J. DeGioia; Marie Elena Lagomasino; Martha Minow; Kurt L. Schmoke; Ann Claire Williams; Judy Woodruff; Thomas H. Kean, *ex officio*; Janet L. Robinson, *ex officio*; and former trustee Edward Djerejian.

The trustees also voted that all existing committee chairs will extend their term as chair for one additional year.

RESOLVED: That the board of trustees, with deep appreciation, recognizes the tireless dedication of the staff of Carnegie Corporation of New York, who continue to work at exceptional levels and with utmost integrity to support the mission of the organization while dealing with the devastating loss of their president, Vartan Gregorian. Vartan spoke often of the pride he felt in being a member of the Carnegie Corporation family. He encouraged and cultivated this feeling in the remarkable care and generosity that he showed for the entire staff, developing relationships with each of them as individuals with unique gifts, experiences, challenges, and aspirations. We offer our highest respect, gratitude, and admiration to the staff who made the tremendous accomplishments of Vartan's tenure possible, and who continue to uphold his legacy and honor his memory even as they grieve their beloved leader, mentor, collaborator, and everlasting friend.

RESOLVED: That the trustees agree to waive trustee term limits and extend terms for one year, in light of the pervasive health, economic, and other uncertainties of the ongoing COVID-19 pandemic. The full resolution follows immediately below.

RESOLVED: That the board of trustees hereby approves (i) the waiver of the application of the trustee term limit with respect to each of Jared L. Cohon, John J. DeGioia, Louise Richardson, Anne Tatlock, and Judy Woodruff for a one-year period and (ii) the extension of the term of each of Jared L. Cohon, John J. DeGioia, Louise Richardson, and Judy Woodruff as a term trustee of the Corporation until the close of the meeting of the board in December 2022, and the term of Anne Tatlock as a term trustee of the Corporation until the close of the meeting of the board to be held in March 2023, in each case, to allow for continuity in light of the pervasive health, economic, and other uncertainties of the ongoing COVID-19 pandemic and in light of the recent leadership transition.

Prior to the start of the June 3, 2021, board meeting, Thomas H. Kean, chairman of the Corporation's board of trustees, read a Memorial Minute for the late president of the corporation, Vartan Gregorian (April 8, 1934–April 15, 2021), honoring his 24-year service to the foundation. The reading was followed by a moment of silence.

Memorial Minute for President Vartan Gregorian

The Trustees of Carnegie Corporation of New York wish to express their deepest respect and gratitude to Vartan Gregorian, beloved twelfth president of the Corporation, who died unexpectedly in New York City on April 15, 2021. We extend our profound sympathies to his family, including his three sons, Dareh, Raffi, and Vahé; to his “family” here at the Corporation; and to the countless individuals around the world whose lives he touched throughout an illustrious career of nearly six decades marked by scholarly brilliance, unflagging curiosity, boundless enthusiasm, fearless energy, unstinting loyalty, good humor, and generosity of spirit.

Vartan Gregorian, who led the Corporation as president from 1997 until 2021, led a truly remarkable life. An Armenian born and raised in Tabriz, Iran, Vartan arrived in America in 1956 to attend Stanford University and became, as the *New Yorker* observed, a “one-man academy of arts, letters, and humanities,” rising to the highest levels of higher education and philanthropy as a naturalized U.S. citizen.

After earning his doctorate at Stanford in 1964, Vartan began his academic career teaching European and Middle Eastern history at San Francisco State College. Especially devoted to higher education, Vartan would later serve as provost

of the University of Pennsylvania and president of Brown University. In the 1980s, he became the “Savior of the New York Public Library,” as the *New York Times* described him, when, as its president, he revitalized and reaffirmed the library as a preeminent civic and educational institution.

As president of Carnegie Corporation of New York for more than two decades, Vartan oversaw the disbursement of nearly three billion dollars in grants in support of education, democracy, and international peace and security, as well as scholarship in the humanities and social sciences, higher education and research in Africa, and the civic integration of immigrants. Through the creation of an in-house investment team, Vartan ensured the significant growth of the Corporation's endowment to over \$4 billion today. In collaboration with the more than 20 sister organizations founded by Andrew Carnegie, Vartan established the Carnegie Medal of Philanthropy in 2001, which honors philanthropists who have dedicated their private wealth to the public good.

The recipient of more than 70 honorary degrees and dozens of significant awards, Vartan was recognized with the Presidential Medal of Freedom in addition to receiving decorations from the governments of Armenia, Austria, France, Italy, and Portugal. Moreover, he was a devoted friend — and often mentor — to myriad young people, students, colleagues, and peers.

It is with a heavy heart and everlasting devotion that we salute Vartan Gregorian for his compassion and kindness, his keen and probing intellect, his sly irreverence and sense of humor, his ability to both challenge and inspire, and, above all, for his tireless dedication to making our world a better place. Vartan often quoted the historian Henry Adams: “Teachers affect eternity. They never know where their influence ends.” The influence of Vartan Gregorian, our great teacher, will extend for generations in numerous and inestimable ways through the knowledge, wisdom, and immense humanity that he cultivated and shared so generously with all of us and the world.

Presented this third day of June, two thousand twenty-one.

SEPTEMBER 2, 2021, BOARD MEETING

None

STAFF MILESTONES, FY2020–2021

During FY2020–2021, 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 the Corporation:

- **Mark Baumgartner** | Vice President and Chief Investment Officer | 12/02/2020
- **Mervin Burton** | Managing Director, Portfolio Management, Investments | 07/19/2021
- **Preet Chawla** | Senior Director, Investments | 06/14/2021
- **Cecelia Chen** | Director, Investments | 07/26/2021
- **Lorena Daley** | Director, Investment Operations | 08/09/2021
- **Bradley Kay** | Senior Director of Analytics, Investments | 05/17/2021
- **Enna Mangual** | Payroll Supervisor | 09/20/2021
- **Zachary Mees** | Senior Director, Investments | 09/20/2021
- **Angely Montilla** | Editorial Assistant, Communications | 09/20/2021

The titles of the following individuals were updated:

- **Michael Burns** | Director, Investment Operations
- **Jon-Michael Consalvo** | Managing Director, Investments
- **Khafra Crooks** | Manager, Web Analytics and Email Marketing, Communications
- **Andrew Geraghty** | Program Officer, Strengthening U.S. Democracy, National Program

- **Jacqueline Guttman** | Investment Associate
- **Kate Newburger** | Executive Assistant, Fellows Program, Office of the President
- **Eugene Scherbakov** | Program Analyst, International Peace and Security, International Program

The following individuals left the Corporation:

- **Richard Brown** | 04/16/2021
- **Michael Burns** | 06/30/2021
- **Vartan Gregorian** | 04/15/2021
- **Jacqueline Guttman** | 04/21/2021
- **Jean R. Laraque** | 09/30/2021
- **Ken Lee** | 10/09/2020
- **Kim Lew** | 10/23/2020
- **Alisa Mall** | 10/30/2020
- **Bonnie Rivers** | 01/08/2021
- **Carl A. Robichaud** | 06/30/2021
- **Tashie Sloley** | 10/09/2021

The following individuals were recognized for their years of service at the Corporation:

- **Andrea L. Johnson** | 30 years
- **Ronald Sexton** | 30 years
- **Ambika Kapur** | 20 years
- **Nicole Howe Buggs** | 10 years

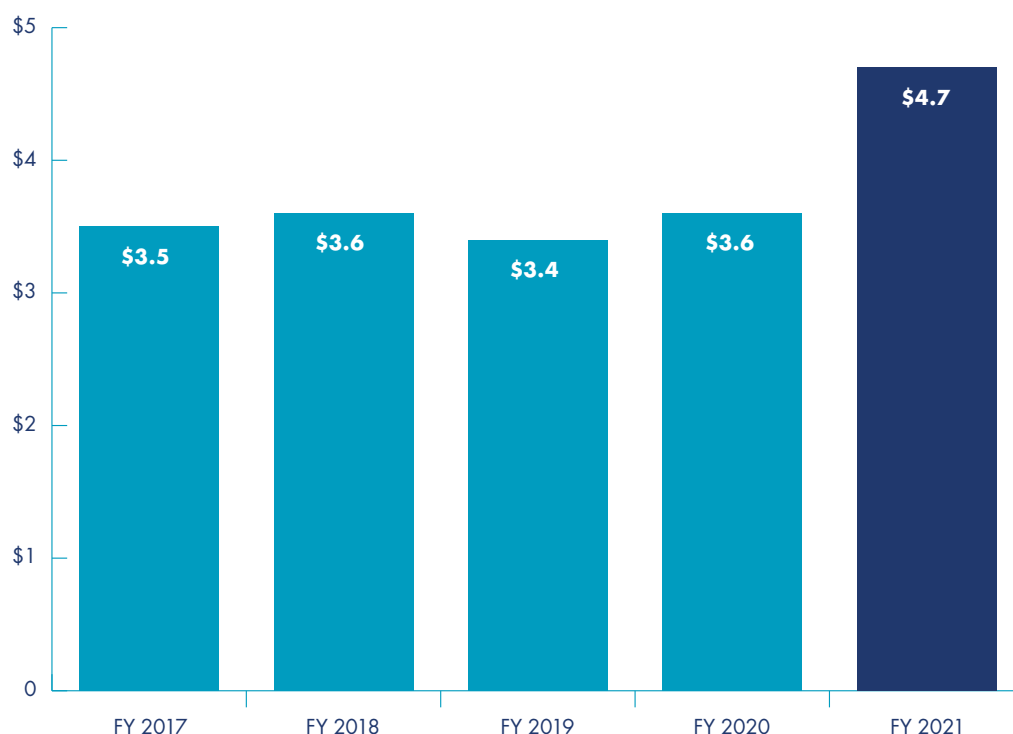
REPORT ON **INVESTMENTS**

Investment Office FY2020–2021 Summary

Carnegie Corporation of New York's endowment returned +37.5 percent for the fiscal year ending September 30, 2021. Assets totaled \$4.7 billion, an increase of \$1.1 billion from the prior year, and a record level for the Corporation. As a result of the significant asset growth, grantmaking ability can be expected to meaningfully grow in the next few years.

Carnegie Corporation of New York Endowment Asset Value (\$ billion)

Fiscal Years 2017–2021



The record-setting levels for the endowment were achieved in spite of the continued impacts of the COVID-19 pandemic. Despite several waves of increased infection rates caused by new virus variants, markets climbed throughout the year, bolstered by supportive monetary and fiscal policy as well as strong corporate earnings. Global equity markets gained +27 percent, and other markets such as commodities and public real estate also delivered strong returns.

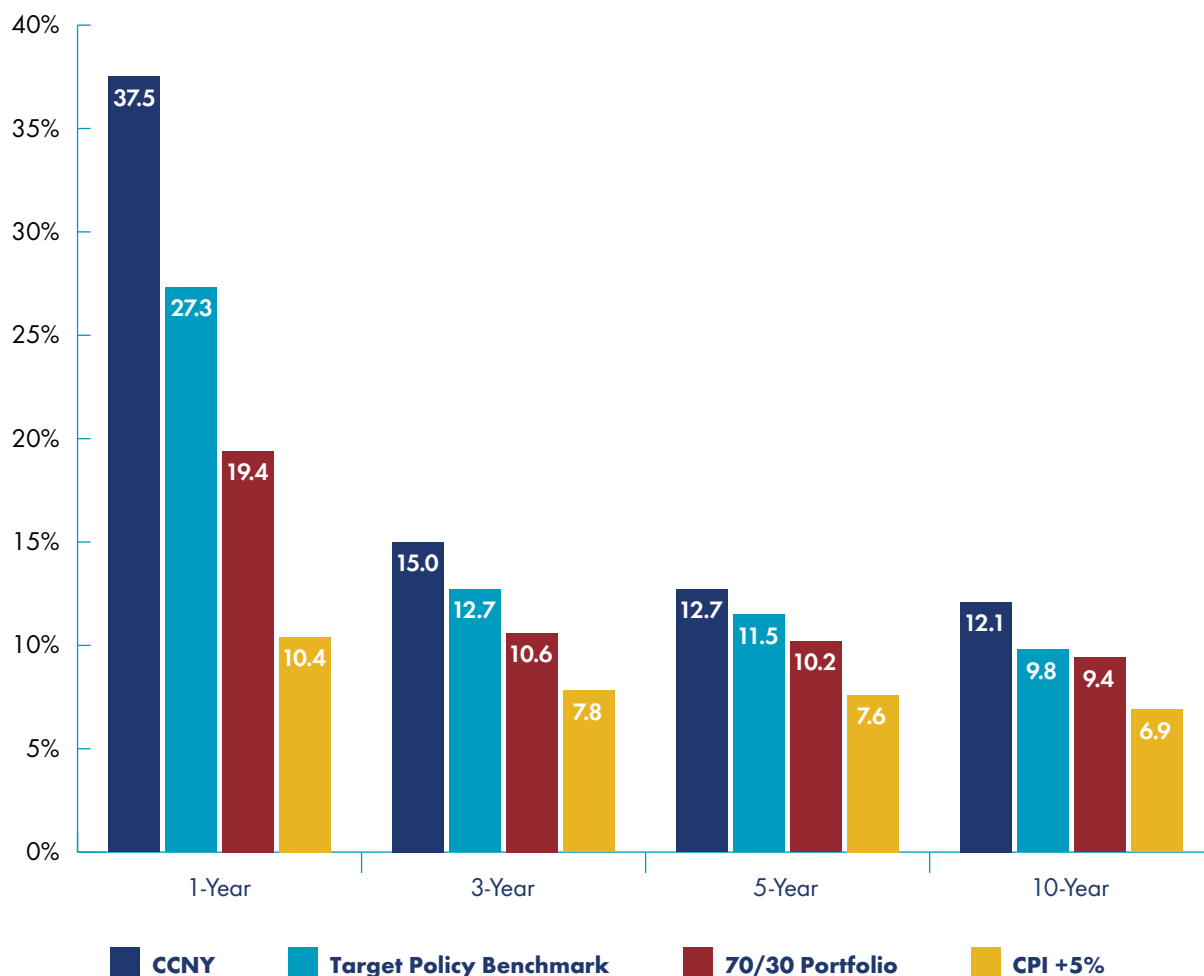
The strong financial market performances were accompanied by several areas of growing concern. Inflation reached multi-decade highs driven by the combination of stronger economic conditions and COVID-19–driven supply chain interruptions. Geopolitical tensions rose between the United States and China, which imposed new government regulations on entrepreneurs, impacting several technology investments. The markets recognized this uncertainty in the form of higher volatility, particularly within relatively expensive technology and growth stocks. In general, global markets ended the year with strong gains, but there were increased concerns regarding the impact of a potential shift in monetary policy to combat higher inflation.

INVESTMENT RESULTS AND ATTRIBUTION

The endowment's FY2020–2021 return of +37.5 percent outperformed its target policy benchmark by +10.2 percent, in the top decile of expected outcomes. Returns also materially outperformed other relevant benchmarks of CPI + 5 percent and a 70/30 stock/bond mix. While there is benefit in these unexpectedly strong short-term results, endowment performance is most appropriately evaluated over longer-term timeframes. The illustration below includes annualized returns over 3-year, 5-year, and 10-year horizons. Results have been strong over longer-term periods, albeit with a particularly robust contribution from the prior year.

Carnegie Corporation of New York Endowment Returns

Period Ending September 30, 2021



The endowment's returns have been driven by higher-than-expected performance from both the private and public investments in the portfolio. This applies to both near-term results, where privates returned +53 percent in FY2020–2021, as well as the longer-term +16 percent annualized return realized over the trailing decade. Commensurate with its lower risk profile, the public investments portion of the portfolio had lower overall returns: +27 percent in FY2020–2021 and +9 percent annualized over 10 years, but still performed well above long-term expectations.

ASSET ALLOCATION AND THE ROAD AHEAD

The table below shows the endowment's fiscal year-end asset allocation relative to policy target weights. Most notable was the 30.7 percent allocation to private equity which, due to strong performance, ended the fiscal year materially overweight. The portfolio was also overweight for absolute return, an area of increased focus for the investment team. The counterweights were public equities and fixed income, which were both a source of funds as the team looked to position the portfolio for future growth and diversification.

	Allocation as of Sep 30, 2021	Policy Target
Global Equity	24.9%	33.0%
Developed Markets	16.6%	20.5%
Emerging Markets	8.3%	12.5%
Fixed Income	6.0%	12.0%
Bonds	0.0%	5.0%
Cash	6.0%	7.0%
Absolute Return Strategies	24.9%	22.0%
Private Equity	30.7%	18.5%
Real Estate and Resources	13.5%	14.5%
TOTAL	100.0%	100.0%

Going forward, we expect growth and diversification to continue to be key considerations when assessing the endowment's asset allocation. This will include a careful review of expected returns relative to risk, and diversification along two key dimensions: liquidity and equity risk. With this in mind, we expect the new year to bring with it an updated asset allocation with a continued focus on improving the odds of achieving our stated objectives: maintaining the real long-term value of the endowment, and a continued support of the Corporation's mission and grantmaking capabilities.

TRUSTEES AND STAFF

Trustees

Thomas H. Kean, Chairman

THK Consulting, LLC, Chairman
Far Hills, NJ

Janet L. Robinson, Vice Chairman

The New York Times Company, Former President and CEO
New York, NY

Pedro Aspe

Insignia Capital, Chairman
Mexico City, Mexico

Lionel Barber

Financial Times, Former Editor
London, England

Martin Baron

The Washington Post, Former Executive Editor
Washington, DC

Jared L. Cohon

Carnegie Mellon University, President Emeritus
Pittsburgh, PA

Kevin J. Conway

Clayton, Dubilier & Rice, LLC, Vice Chairman
New York, NY

John J. DeGioia

Georgetown University, President
Washington, DC

Leymah Gbowee

Gbowee Peace Foundation Africa, Founder and President
New York, NY

Jean-Marie Guéhenno

United Nations, Former Under-Secretary-General for
Peacekeeping
New York, NY

Caroline Kennedy

Former United States Ambassador to Japan
New York, NY

Maria Elena Lagomasino

WE Family Offices, Managing Partner and CEO
New York, NY

Marcia McNutt

National Academy of Sciences, President
Washington, DC

Martha Minow

Harvard University, 300th Anniversary University Professor
Cambridge, MA

Louise Richardson

University of Oxford, Vice-Chancellor
Oxford, England

Kurt L. Schmoke

University of Baltimore, President
Baltimore, MD

Anne M. Tatlock

Fiduciary Trust Company International, Former Chairman
and CEO
Brooklyn, NY

Ann Claire Williams

Jones Day, Of Counsel
Chicago, Illinois

Judy Woodruff

PBS NewsHour, Anchor and Managing Editor
Arlington, VA

HONORARY TRUSTEES

Helene L. Kaplan**Newton N. Minow**

Staff

The following individuals were on staff at the Corporation in FY2020–2021:

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 Asghar, Program Officer, Pathways to Postsecondary Success, Education, National Program

Mark Baumgartner, Vice President and Chief Investment Officer

Kenneth Benson, Editor/Writer, Communications

Mary Kate Boughton, Director, Digital Engagement Strategies, Communications

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

Nicole Howe Buggs, Chief Administrative Officer and Corporate Secretary

Michael Burns, Director, Investment Operations

Mervin Burton, Managing Director, Portfolio Management, Investments

Trish Callahan, Chief Human Resources Officer

Preet Chawla, Senior Director, Investments

Cecelia Chen, Director, Investments

Jon-Michael Consalvo, Managing Director, Investments

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

Khafra Crooks, Manager, Web Analytics and Email Marketing, Communications

Lorena Daley, Director, Investment Operations

Natasha Davids, Executive Assistant to the President, Office of the President

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

Kelly Devine, Director of Content and Publications, Communications

Jeanne D’Onofrio, Chief of Staff, Office of the President

Paula Douglas, Operations Coordinator, Human Resources and Secretary’s Office

Alloya Elwadie, Program Analyst, Higher Education and Research in Africa, International Program

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

Greta Essig, Manager, Fellowship Programs and Special Projects, Office of the President

Lindsay Fenga, Investment Operations Associate, Investments

Celeste Ford, Director of External Relations, Communications

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

Mary Gentile, Grants Associate, Grants Management

Andrew Geraghty, Program Officer, Strengthening U.S. Democracy, National Program

Vartan Gregorian, President, Carnegie Corporation of New York (d. April 15, 2021)

Jacqueline Guttman, Investment Associate, Investments

Elise Henson, Program Analyst, Education, National Program

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

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

Joseph J. Jung, Program Analyst, Strengthening U.S. Democracy, National Program

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

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

Bradley Kay, Senior Director of Analytics, Investments

Cecilia Kiker, Investment Analyst, Investments

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, Finance

Ken Lee, Managing Director, Investments

Kim Lew, Vice President and Chief Investment Officer

Alisa Mall, Managing Director, Investments

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

Enna Mangual, Payroll Supervisor

Geri Mannion, Program Director, Strengthening U.S. Democracy, National Program, and the Special Opportunities Fund

Gladys McQueen, Records Manager, Human Resources

Zachary Mees, Senior Director, Investments

Angely Montilla, Editorial Assistant, Communications

Deborah Moore, Operations Coordinator, Communications

Isabel Morinaga, Executive Assistant, Investments

Trecia Nandakumar, Receptionist

Michelle Napoli, Associate Director, Human Resources

Nancy Neuberger, Operations Coordinator, International Program

Kate Newburger, Executive Assistant, Fellows Program, Office of the President

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

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

Marie Panton, Operations Coordinator, National Program

Junia B. Perez, Controller

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

Michael D. Rettig, Communications Officer, International Program and Strengthening U.S. Democracy, Communications

Jose A. Rivera, Coordinator, Office Services

Bonnie Rivers, Associate Corporate Secretary and 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 C. Roundtree, Mail Clerk/Office Assistant, Office Services

Eugene Scherbakov, Program Analyst, International Peace and Security, International Program

Robert J. Seman, Vice President and Chief Financial Officer

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 B. Siroka, Program Analyst, New Designs to Advance Learning, Education, National Program

Tashie Sloyer, Grants Officer, Grants Management

Shana Sorhaindo, Grants Associate, Grants Management

LaVerne Evans 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

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