

ANNUAL REPORT FY 2019–2020

Promoting the advancement
and diffusion of knowledge
and understanding.

Carnegie
CORPORATION
OF NEW YORK

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LETTER FROM THE PRESIDENT



This has been a year of nearly unprecedented hardship for our country and indeed for the entire world. Throughout the upheaval and uncertainty caused by the COVID-19 pandemic, Carnegie Corporation of New York was forced to transition to working remotely and maintained all grantmaking activities. With the killing of George Floyd in May, we were forced once again to confront the extent to which the United States' past and present legacy of racism still continues to obstruct our nation's ability to ensure equality, fairness, and justice for all its citizens. We also witnessed challenges to our democracy. Under difficult circumstances, the Corporation worked with grantees and peers to overcome the logistical challenges of the pandemic in an attempt to help ensure a representative and orderly 2020 Census and a fair and accurate presidential election process. The entire Carnegie community — its board of trustees, its staff, and its grantees — has responded to these health and societal crises with faith, determination, and remarkable resiliency and flexibility, as well as ingenuity and grace.

The Corporation was compelled to close its offices on March 13, 2020, as the coronavirus paralyzed our cities and our nation. Today, we still continue to operate within the confines of a pandemic that has disrupted our normal activities and communication. I am proud that despite a score of obstacles and our physical isolation, without interruption the Corporation has continued its mission of supporting the “advancement and diffusion of knowledge and understanding” as well as issues of democracy, education, and peace. These outstanding causes, which were championed by Andrew Carnegie, our founder, were relevant in the past and remain highly relevant today.

Throughout this highly disruptive period, we have managed to keep our commitment to the health, safety, and well-being of all our staff and grantees, and have remained faithful to our international and national obligations. Furthermore, the entire Corporation's staff, regardless of their different program areas, has risen to the occasion and come together, developing and initiating appropriate, responsive, and effective means to meet the new needs of our grantees.

In the midst of all of these challenges, we as a foundation witnessed extraordinary levels of collaboration both locally and nationally. Once again, the philanthropic community came together to do its best in response to a catastrophe. The Corporation joined a group of sister institutions and generous individual patrons to establish the NYC COVID-19 Response & Impact Fund in March. Managed by the New York Community Trust, the fund provided emergency financial support to help small and mid-sized nonprofits respond to emerging needs, cover losses associated with the disruption of their operations, and thus continue their critical work. The fund distributed more than \$110 million in grants and loans to nearly 800 nonprofits. In addition, the Corporation issued some \$6 million more in crisis-responsive grants in the 2019–2020 fiscal year.

If there was one lesson we learned during this year, it was that we must all work together toward a more inclusive, fair, and just society. As in previous years, we continued our work with Andrew Carnegie Fellows and international scholars at risk, and we celebrated the many contributions of immigrants to our country with our Great Immigrants, Great Americans initiative in July. This year, we underscored the essential roles that immigrants played during the COVID-19 crisis — one-third of the honorees served as nurses, doctors, scientists, clergy, community leaders, and other key figures, including Moroccan-born Moncef Slaoui, chief adviser of the Trump administration's Operation Warp Speed, which worked to accelerate the development of a vaccine.

Following the killing of George Floyd, as I have mentioned, we among other sister institutions are reckoning with the fact that “justice delayed is justice denied.” Thus we salute those individuals and organizations that are trying to reform our institutions in order to establish “equal justice for all.” To accomplish these goals, we continue to collaborate with our philanthropic partners to not only witness but alleviate the long line of injustices against our fellow citizens. We continue to review our practices to make sure they reflect our obligations and ideals. Our democracy must always reach the goal of *e pluribus unum*.

I believed in the past and I continue to do so now that we cannot achieve racial and social justice in our country without a sound and excellent public education system that provides all children with equal opportunities to learn, to succeed, and to obtain higher education. In addition, all Americans must be able to exercise their right to vote and engage in the democratic process. Meanwhile, internationally, we continue to promote the causes of justice, nuclear nonproliferation, global order, African higher education and research, and peacebuilding in the Middle East and elsewhere, working in continuing collaboration with our sister institutions.

This annual report provides accountability before the law and the court of public opinion. It is a reflection of the priorities that guide our institution. We continue to believe in the principle outlined by Russell Leffingwell, a former chair of Carnegie Corporation of New York's board of trustees, who testified before Congress in the 1950s that a foundation needed to have “glass pockets” and report its finances, income, and investment information as well as the projects and expenditures of its grantmaking. Within these pages, you will find our audited financial records as well as descriptions of every grant, documenting the wide range of organizations — our grantees — that are united in their goal of accomplishing Andrew Carnegie's dictum “to do real and permanent good in this world.”

Vartan Gregorian

March 2021

REPORT ON **PROGRAMS**

Special Opportunities Grant

NYC COVID-19 RESPONSE & IMPACT FUND

New York Community Trust, New York, NY

For support of the NYC COVID-19 Response & Impact Fund.
12 Months, \$4,000,000

International Program

HIGHER EDUCATION AND RESEARCH IN AFRICA

African Institute for Mathematical Sciences — Next Einstein Initiative Foundation, Toronto, Ontario, Canada

For African participation in the Next Einstein Forum Global Gathering 2020. 12 Months, \$300,000

Research-active scientists require linkages and visibility across industry and government to encourage investment in the sciences. The biennial Next Einstein Forum (NEF), a multistakeholder global forum, seeks to build a strong community of scientists and innovators in order to strengthen Africa's capacity to leverage knowledge to advance its development goals. Through the third forum, to be held in March, in Nairobi, Kenya, NEF Global Gathering 2020 will provide a central platform for science leaders from diverse communities in Africa and the rest of the world to connect science, society, and policy. With Corporation support, 141 African science leaders will present and discuss their research to an expected 2,000 participants, and receive coaching and media training to improve their leadership and public communications skills.

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

For core support to the Consortium for Advanced Research Training in Africa. 24 Months, \$1,300,000

The Consortium for Advanced Research Training in Africa (CARTA), formed in 2008 and hosted by the African Population and Health Research Center (APHRC), aims to improve the quantity and quality of research leaders in population and public health studies. To date, 220 early-career researchers, selected from faculty and research staff of

the consortium's eight universities and four research centers, have entered the four-year doctoral program, and 87 fellows have graduated. With this core support grant, CARTA will intensify its main activities: award doctoral and postdoctoral fellowships and organize skill-building workshops; institutionalize CARTA research capacity strengthening interventions in member universities; create research hubs within African public universities; and enhance scholarly engagement with society.

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

For improving university research administration in Africa and Eurasia. 24 Months, \$910,000

Increasing enrollment and academic staff in emerging research universities in sub-Saharan Africa and Eurasia requires improved research infrastructure and administration. International Research and Exchanges Board's University Administration Support Program (UASP) was launched in the early 2000s with support from the Corporation to develop university administration capacity through workshops and four-week fellowships at U.S. universities. With continued support, UASP will offer 32 additional fellowships and a number of small grants focused on research administration. Relative to Africa, it will partner with the African Research Universities Alliance (ARUA), and with respect to the Caucasus, it will collaborate with the Caucasus Research Resource Centers (CRRCC) in Armenia, Azerbaijan, and Georgia, in advancing university research administration skills at select member universities.

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 to 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 125 African universities, will implement a competitive program comprised of multiple interventions targeting postgraduate students and postdoctoral researchers, drawn from member universities. RUFORUM will award up to 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 Developing Emerging Academic Leaders (DEAL) and the Institute for Humanities in Africa (HUMA). 24 Months, \$2,600,000

African universities play a critical role in ensuring that local knowledge is brought to bear on sustainable solutions to the continent's grand challenges. As a leading research university on the continent, University of Cape Town (UCT), through its Developing Emerging Academic Leaders (DEAL) program and its Institute for Humanities in Africa (HUMA), aims to build and retain a strong cohort of future academics trained within thematic research hubs and linked to international networks. Corporation-renewed support for DEAL, and initial support for HUMA, will contribute to improving the credentials and research productivity of the continent's emerging scholars through 43 doctoral, postdoctoral, and early-career competitive fellowships.

University of the Witwatersrand, Johannesburg, South Africa

For advancing university transformation through strengthening the early-career pipeline. 24 Months, \$2,000,000

Over the last decade, the University of the Witwatersrand (Wits) has enhanced its profile as a leading research-intensive university while simultaneously implementing a comprehensive strategy aimed at changing the demographics of its faculty and empowering emerging academics. Wits has made much progress, recently attaining 50 percent representation of Black and/or female faculty. Building on this success, Wits proposes to accelerate its Diversifying the Academy program, the vehicle for faculty transformation, as part of its strategy of filling and advancing the talent pipeline. Corporation support, combined with Wits' internal funds and other external funding, will offer competitive doctoral and postdoctoral fellowships, as well as grants to enable advancement of early-career researchers.

University of the Witwatersrand, Johannesburg, South Africa

For building capacity of institutional data gathering, policy advocacy, and research at African Research University Alliance universities. 24 Months, \$1,200,000

Collaboration across societal sectors is instrumental to ensuring progress toward development goals is sustained and far-reaching. The African Research University Alliance (ARUA) collaborates across sectors, regions, and disciplines, aiming to enhance the quality of research conducted in Africa by African researchers. The COVID-19 crisis has demonstrated the reliance of African governments on ARUA member universities for provision of pandemic research. ARUA seeks to build on these relationships to advocate for its member universities and expand its institutional partnerships. The Corporation's renewed support will strengthen ARUA's efforts, reach, and impact through improved institutional data gathering and analysis, postdoctoral fellowships, and scholar participation in ARUA's third biennial conference.

University of the Witwatersrand, Johannesburg, South Africa

For the Wits-Carnegie Diaspora Programme. 24 Months, \$300,000

The COVID-19 pandemic has demonstrated the importance of international collaboration and timely exchange of scientific information in order to tackle global crises. African university linkages with scientists in the diaspora serve as an effective means of international knowledge exchange and sharing of resources. The Wits-Carnegie Diaspora Programme, supported by the Corporation since 2013, has grown into a collaborative research network between Wits Faculty of Health Sciences and its alumni around the world. Building on its success, Wits seeks to expand the program to additional faculties through longer-term visits that strengthen research productivity at Wits. With renewed support, Wits will host four distinguished professors from the African diaspora who will supervise and co-publish with master's, doctoral, and postdoctoral fellows.

University World News (Africa), Durban, South Africa

For support of University World News (Africa) higher education editorial projects. 24 Months, \$345,000

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

INTERNATIONAL PEACE AND SECURITY

American University of Beirut, Beirut, Lebanon

For a project on Arab states and civil societies in the wake of COVID-19 pandemic. 24 Months, \$350,000

COVID-19 appears to be exacerbating preexisting conditions both in the Arab region and globally, including functionality of governance and services, economic degradation, repression and surveillance, and drivers of state-backed conflict. The Asfari Institute for Civil Society and Citizenship based at the American University of Beirut (AUB) will build a multidisciplinary team of researchers to generate empirical knowledge on state-society relations in the Arab region in the wake of COVID-19. In collaboration with partners in the Global South, this project will contribute to policy development and knowledge production on governance, access to public healthcare, social protections, employment and labor regulations, and taxation in countries across the region. Corporation funds will support research, publications, an online database, workshops, and conferences.

American University of Beirut, Beirut, Lebanon

For support to Athar portal and dissemination training for researchers in the Arab region. 24 Months, \$250,000

Scholars have long contended with the challenge of disseminating their research to public and policy audiences. With Corporation support, the American University of Beirut (AUB) launched the online Portal for Social Impact of Scientific Research in the Arab World (Athar) in 2017. The project has successfully created a globally accessible archive providing researchers with an additional means of conveying their findings to the public in Arabic as well as other languages. With renewed support, Athar will widen the geographical scope of its contributors and audiences within the Arab region by working with universities and institutions, including the Arab League Educational, Cultural and Scientific Organization (ALECSO). The project will also conduct capacity-building activities on policy writing and content production for broad public consumption.

Arab Council for the Social Sciences, Beirut, Lebanon

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

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

Asia Society, New York, NY

For support of a Task Force on U.S.-China Policy. 24 Months, \$350,000

With U.S.-China relations on an increasingly adversarial trajectory in which military conflict is no longer unimaginable, the deterioration of Sino-American relations has enormous consequences for international peace and security. As tensions rise, it is more important than ever for the U.S. government and public to have an accurate, timely, and deep understanding of domestic developments in China, their impact on the U.S.-China relationship, and their implications for U.S. foreign policy. The Asia Society's Task Force on U.S.-China Policy has encouraged the stabilization of relations between the two powers and recommended policies that seek to balance economic, political, and military competition with cooperation on global challenges — not least those presented by the COVID-19 pandemic. Comprised of a bipartisan group of China specialists, former U.S. government officials and military officers, scholars, and think tank researchers, the Task Force has become a cohesive, balanced, and respected American civil society policy voice. It will continue its deliberations and outreach with renewed Corporation support.

Aspen Institute, Inc., Washington, DC

For the Congressional Program. 15 Months, \$600,000

The Aspen Institute Congressional Program is a nongovernmental, nonpartisan, educational series for members of Congress. Its activities provide a neutral forum where senators and representatives get the opportunity to delve into complex and critical issues with international experts, explore policy alternatives, and build relationships that are critical to finding solutions to today's global challenges. With Corporation support, the program will sponsor weekday breakfasts for congressional members, a luncheon for senior congressional staff, and an international conference focused on broadening congressional understanding of relevant issues pertinent to U.S. policy choices.

Boston University, Boston, MA

For a project on China and the International Economic Order. 24 Months, \$400,000

China is a member of all of the Western-led international financial institutions established at the 1944 Bretton Woods conference and is now a powerful voice in shaping their operations. In addition, China has been influential in the creation of new international organizations. To study the role of these institutions in Asia and beyond, the Boston University-based Global Development Policy Center (GDP Center) has formed partnerships in China and elsewhere to generate data for transparency and accountability, conduct joint research, and convene policy dialogues. The GDP Center's Global China Initiative (GCI) has launched a Global China Fellows Program that brings early career, U.S. scholars, and emerging leaders to the GDP Center to help advance this mission.

Brookings Institution, Washington, DC

For research, international engagements, and outreach on the emerging global order. 24 Months, \$800,000

The COVID-19 pandemic carries implications for U.S. foreign policy and international peace and security at large. The nongovernmental expert community plays an important role in assessing trends, understanding their far-ranging impacts, developing policy recommendations, and informing the public. The Brookings Institution is among the leading think tanks globally with this mandate. With continued Corporation support, the Brookings' Foreign Policy

program will conduct policy-relevant research, international dialogues, engagements with policymakers, and public outreach on critical peace and security issues. The grant will also contribute to advancing the expertise of a rising generation of U.S. foreign policy and international relations specialists through resident fellowships. The program's activities will result in publications and various outreach activities.

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

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

Founded by Andrew Carnegie in 1914, the Carnegie Council for Ethics in International Affairs focuses on fostering a space for mutual learning among stakeholders and creating international conversations to bridge differences and build community. Renewed support to its project on U.S. Global Engagement will help reshape a wider discussion on American foreign policy by addressing the causes and consequences of U.S. disengagement, and informing citizen understanding of international affairs and U.S. foreign policymaking, all through an ethical lens. The project will entail an expert group convening and will result in dissemination through the Council's extensive social media venues, including videos, podcasts, and special publications.

Carnegie Endowment for International Peace, Washington, DC

For support of the Carnegie Moscow Center. 24 Months, \$1,000,000

For over 25 years, the Carnegie Moscow Center (CMC) has been a champion of independent research and analysis by the field's top scholars. Part of a global network of regional think tanks of the Carnegie Endowment for International Peace, the CMC brings its analytical outputs to wider audiences by convening meetings, roundtables, and conferences. Its products and events are sought after by participants from across the Russian and foreign political spectrum and from Moscow's media, academic, and diplomatic communities. The CMC also shares ideas and recommendations with influential policy practitioners, opinion makers, and corporate leaders. With renewed Corporation support, the CMC will continue a set of projects and activities aimed at assessing Russia's internal and foreign policies, targeting audiences in Russia, the United States, and globally.

Carnegie Endowment for International Peace, Washington, DC

For support of the Carnegie-Tsinghua Center for Global Policy. 24 Months, \$1,000,000

The Carnegie Endowment for International Peace has been a leading force for peaceful engagement among world powers for over a century. In 2007, the Endowment opened the Carnegie-Tsinghua Center for Global Policy (CTC) as part of its global network of regional think tanks. The core of the CTC's work is cutting-edge independent and collaborative research, analysis, and dissemination on critical issues shaping China's changing role in the world. Over the next phase, the research supported by the grant will be concentrated in four areas: China's foreign policy priorities and global influence; U.S.-China relations; international security challenges; and international economics and trade. CTC's work will continue to result in publications and outreach events for audiences in China, the United States, and globally.

Carnegie Endowment for International Peace, Washington, DC

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

The Carnegie Endowment for International Peace's (CEIP) Nuclear Policy Program (NPP) is one of the leading voices globally on nuclear issues. NPP's team includes experts from many nationalities and deep expertise on nuclear issues ranging from nuclear safeguards and export controls to regional challenges in North Korea, South Asia, and Iran. This core support grant will allow NPP to continue its interdisciplinary work on deterrence, disarmament, nonproliferation, nuclear security, and nuclear energy. NPP's analyses, international gatherings, and outreach activities will lead to policy-relevant recommendations and publications.

Center for International Policy, Washington, DC

For support of the Senior Fellows Program. 24 Months, \$400,000

The Arab region is a locus of internationalized armed conflicts and foreign policy interventions that require analysis and communication from the affected countries. The Center for International Policy's (CIP) Senior Fellows Program is designed to engage a diverse group of accomplished scholars overseas in policy analysis to enrich and

inform U.S. foreign policy discourse. With Corporation support, CIP will recruit a cohort of Senior Fellows from the Arab region and beyond, produce policy-relevant research and publications on foreign policy towards the region, and provide valuable professional development opportunities to the Fellows. Corporation funds will also allow CIP to recruit a director of studies to support the advancement of the Senior Fellows Program, as well as dissemination efforts by CIP's Security Assistance Monitor (SAM).

Center for Responsive Politics, Washington, DC

For a project on defense industries and armed conflict.
24 Months, \$200,000

Accurate data and data-driven analysis of the structures and dynamics of war economies, including the security sector and enabling technologies, are vital to understanding the problem of global conflict escalation. In collaboration with the World Peace Foundation (WPF) at Tufts University, the Center for Responsive Politics (CRP) will undertake research, analysis, and dissemination on the drivers of arms proliferation that play a role in prolongation or escalation of armed conflict, and the implications of these trends for policymaking. The project will produce a new database that could help assess the risks and opportunities for reducing conflict escalation. Corporation funds will support collaborative research, a public access portal on CRP's website offering data and information, as well as workshops and publications.

Century Foundation, New York, NY

For a project on transnational trends in citizenship and authoritarianism. 24 Months, \$300,000

Today, politics globally confront the related problems of eroded citizenship and authoritarianism. This project will build on The Century Foundation's (TCF) initiative on citizenship and its discontents in the Middle East. Building on TCF's existing network focused on the Arab region, the project's next phase will focus on expanding connections among scholars working on transnational trends in citizenship in the Arab region and Europe/North America. The project will convene a research group to facilitate collaborative learning on issues that transcend regional boundaries and will result in policy-relevant publications.

College of William and Mary, Williamsburg, VA

For strengthening the links between scholars and practitioners of International Relations. 24 Months, \$550,000

Through the Bridging the Gap (BtG) initiative, the International Peace and Security (IPS) program supports academics to provide rigorous research to policymakers on foreign affairs issues. Critical to the initiative is improving academics' ability to distill and disseminate their insights to the policy community. To advance these efforts, the Teaching, Research, and International Policy Project (TRIP) at the College of William and Mary conducts surveys of over 5,000 international relations (IR), foreign policy, and national security experts to assess how academic products are utilized, identify the most effective means of communication to reach the policy communities, and train academics in presenting their research in the most digestible formats. TRIP also uses its extensive contact lists to conduct broadly disseminated "snap polls" of IR scholars on contemporary international developments.

Columbia University, New York, NY

For support of the China and the World program.
24 Months, \$700,000

There is a growing demand in universities, government, and the business sector for reliable analysis of China's role in global and regional economic, social, and security affairs. The universities and their academic communities play an important role in advancing understanding about China and training the next generation of China specialists. The China and the World program (CWP) at Columbia University's School of International and Public Affairs works at the intersection of policy-relevant research and training on China. Through research, fellowships, and study visits and exchanges, the CWP produces analyses and mentors a rising generation of scholars who straddle the fields of international relations and China studies. The program's goal is to ensure that these aspiring China-focused academics have the insights and tools to train succeeding generations through their research and teaching.

Economic Research Forum, Giza, Egypt

For transregional research on private sector development, digitization, and disruptive technologies. 24 Months, \$500,000

Most of today's issues are not confined to one country or region and require a broader scope of analysis. In 2020, the Corporation issued a request for proposals (RFP) responding to the rise in multidisciplinary and multiregional research on critical challenges that are appearing across traditionally defined regions. This multi-institutional project will convene two international clusters of scholars to produce critical research on futuristic topics of global consequence and impact: state-business relations and disruptive technologies. The project will be hosted by the Economic Research Forum (ERF), a leading economic policy think tank in Cairo founded by the World Bank in 1993. The first research cluster will examine the nature of state-business relations and the role of the private sector in Algeria, Sudan, and Ethiopia. The second research cluster will address implications of digitization and disruptive technologies for sustainable and inclusive growth, women, and youth in North Africa and sub-Saharan Africa. Corporation funds will support research and publications, workshops, policy conferences, and multimedia dissemination platforms.

George Washington University, Washington, DC

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

In the area of national security, public understanding of defense and international issues is essential to both good government and the effective functioning of democracy. The Project for Media and National Security broadens public access to trustworthy information on the pressing security issues of our time by providing a forum for in-depth conversations between correspondents and national security leaders. With continued support, the project will convene policymakers, reporters, broadcasters, and security experts to promote quality, fact-based journalism and strengthen the news coverage.

Georgetown University, Washington, DC

For advancing scholar-practitioner engagement, through workshops, online publications, and case studies. 24 Months, \$680,000

Addressing the ongoing need to bridge the academic-policy gap, Georgetown University's Institute for the Study of Diplomacy (ISD) combines the experience and outlook of the practitioner and academic worlds. This project supports the expansion and improvement of the ISD's well-established diplomacy case studies program, used by academics and students globally as teaching materials, and a series of ISD working groups on emergent, global diplomatic challenges. It also supports the *Monkey Cage*, a blog published by the *Washington Post*, where academics can publish their research in ways accessible to policymakers and the broader public.

Georgia Tech Research Corporation, Atlanta, GA

For broadening understanding of Russia's foreign policy. 24 Months, \$299,000

Understanding what drives Russia's foreign policy and how it is pursued through the use of diplomacy, coercion, and force is critical to developing sound and effective U.S. policies toward Russia. The proposed project will attempt to analyze general trends in motivation, rhetoric, and behavior (principles, strategy, action) associated with Russia's approach to exercising international power and influence across time, domains (military, information, energy, international institutions/governance), and regions (the United States, European Union, Ukraine, and the Middle East). With continued support, emphasis will be placed on gathering a wider spectrum of data and dissemination efforts in the United States, Russia, and beyond.

Henry L. Stimson Center, Washington, DC

For support of web-based research and analysis on and engagement with North Korea. 24 Months, \$1,000,000

The current state of affairs on the Korean Peninsula is marked by uncertainty and tension that, if not properly managed, could lead to conflict with global consequences. Despite diplomatic engagement among the United States, South Korea, and North Korea, little progress has been made on the core agenda of denuclearization, peacebuilding, and economic cooperation. Given the state of uncertainty in

U.S.-North Korea relations and North Korea's continued Weapons of Mass Destruction program, there remains a need for well-informed analysis of these and related developments. To address this need, the Stimson Center seeks to expand the ability of its website, 38 North, to engage policy circles, the media, and the broader public through accessible content and analysis on North Korea. Additionally, when appropriate and feasible, the project will facilitate international engagement involving North Korea.

Herbert Scoville Jr. Peace Fellowship, Washington, DC

For the Herbert Scoville Jr. Peace Fellowship. 18 Months, \$450,000

As the peace and security field works to reduce the threats of nuclear weapons, the climate crisis, conflict, and emerging technology trends, think tanks and institutions need young talent and entry-level professionals to contribute new perspectives and diversity of thought. To help ensure the flow of that talent, the Herbert Scoville Jr. Peace Fellowship (Scoville) recruits emerging scholars and leaders to the field through a competitive national fellowship. Selected fellows work with senior-level policy experts at one of 26 leading think tanks; attend policy talks and congressional hearings; receive active mentoring; and network with former fellows and the broader community. Of the close to 200 Scoville Fellows supported since 1987, many have gone on to prominent positions in government, domestic and international nongovernmental organizations, academia, and media.

International Institute for Strategic Studies, London, UK

For a project on the geopolitics of nuclear issues in the Middle East. 24 Months, \$500,000

The benefits of the Joint Comprehensive Plan of Action (the Iran Nuclear Deal), including the limits and transparency it imposed on Iran's nuclear program and the diplomatic spaces it created, have diminished following the United States' withdrawal from the agreement in May 2018. Meanwhile, adverse developments in the Gulf — including, most dramatically, attacks on oil facilities, as well as the seizing of tankers, the shooting down of drones, and threats exchanged between Iran and its neighbors — are bringing the region closer to major military conflict. In response to these challenges, the International Institute of Strategic Studies (IISS) will continue its Track II/1.5 workshops involving Iran

and other relevant actors in the region and beyond, to lessen tensions, reduce risks, and promote constructive solutions.

Johns Hopkins University, Washington, DC

As a final grant for research, analysis, fellowships, and policy outreach on China's role in Africa. 24 Months, \$750,000

China's rapid expansion abroad is unprecedented in scale and complexity. Its growing engagement with Africa, in particular, has attracted attention from the media, academia, and the policy community. Established in 2014, the China Africa Research Initiative (CARI) at Johns Hopkins University's School of Advanced International Studies produces and disseminates accurate and nuanced analysis of current and past trends. With Corporation support, CARI will continue to generate original data, fieldwork-based evidence, and policy-relevant academic research. It will also engage with policy and practitioner communities and convene both virtual and Washington, DC-based forums to further disseminate its findings.

Johns Hopkins University, Washington, DC

For the International Policy Scholars Consortium and Network. 24 Months, \$498,000

An advanced degree in the social sciences reflects an extraordinary investment by the student and supporting institutions, as well as the larger society. However, there is a gap between the ivory tower and the policy world, especially in fields devoted to international affairs. Since its inception in 2015, the International Policy Scholars Consortium and Network (IPSCON), housed within the Henry Kissinger Center for Global Affairs (HKC) at the Johns Hopkins University's School of Advanced International Studies, has carried out a series of pilot programs that address and close the divide between the worlds of ideas and action in global affairs. Building on lessons learned during the pilot phase, IPSCON plans to continue its programming while diversifying the participation of PhD students and institutions, encouraging interdisciplinary perspectives, promoting coauthorship between junior and senior scholars, and increasing opportunities to workshop and disseminate student scholarship.

Lancaster University, Lancaster, UK

For a project on sectarianization and proxy actors in the Middle East. 24 Months, \$400,000

Regional rivalries in the Middle East have played a role in shaping the nature of the region's politics. Amidst fragmentation of state-society relations, regional powers have attempted to increase their influence through the use of proxies along ethnic and religious lines. This project will build on the successful first phase of Corporation funding to Lancaster University for its international scholars' hub on Sectarianism, Proxies, and De-Sectarianisation (SEPAD). The second phase of SEPAD will apply lessons from Syria, Bahrain, Iraq, Yemen, and Lebanon to other parts of the Middle East and beyond. Corporation funds will support workshops, conferences, podcasts, and writing retreats to expand collaboration and improve the quality of scholarship on these consequential trends.

Lebanese American University, New York, NY

For a project on resilience and inclusive politics in the Arab region. 36 Months, \$550,000

Eight years after uprisings began in the Arab region, the region continues to face important governance challenges. Responding to present conditions, academics and practitioners are developing new lines of inquiry that illuminate the continuing trajectories of uprisings, postconflict power-sharing arrangements, the rights of citizens, and the geopolitics of the Middle East. Renewed support to the Lebanese American University (LAU) will advance research and policy development on politicized sectarianism and inclusive governance in the region. This collaborative project will build on existing networks of scholars and bring together policymakers, civil society practitioners, and academics to examine diverse national practices and develop policy reforms in partnership with key stakeholders. Corporation support will go towards workshops, roundtables, a regional conference, podcasts, policy briefs, and dissemination.

Library of Congress, Washington, DC

As a final grant to the Library of Congress Congressional Foreign Policy Program: Senior Foreign Policy Scholars in U.S.-Russia Relations and U.S.-China Relations. 24 Months, \$375,000

With Corporation funding in 2017, the Library of Congress, (the Library) through its John W. Kluge Center, established the Congressional Foreign Policy Program, creating senior specialist positions in U.S.-Russia relations and U.S.-China relations. The scholars conduct policy-relevant research, host public events, and design bipartisan discussions on the current state of relations for members of Congress and the staffers who support them. Renewed funding will enable the Library to link notable academics and policymakers and bring insights from their research to the policy and practice of Capitol Hill through direct engagements and written products.

Massachusetts Institute of Technology, Cambridge, MA

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

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

Mercy Corps, Portland, OR

For facilitating information sharing and nongovernmental U.S. engagement and security dialogue on North Korea. 24 Months, \$500,000

North Korea's nuclear weapons program continues to pose major security challenges to the United States and its Northeast Asian allies. Given the uncertainties surrounding prospects for U.S.-North Korean diplomacy, there is a

growing possibility that North Korea will return to a cycle of provocative behavior, creating new tensions that could lead to major conflict. Responding to this challenge, the National Committee on North Korea (NCNK), an independent project of Mercy Corps, will continue to convene organizations and individuals, including other Corporation grantees, promoting peace and security on the Korean Peninsula and in Northeast Asia, to facilitate information-sharing. As part of this work, it will also produce and disseminate well-informed, balanced analysis of issues related to North Korea, and help cultivate a new generation of North Korea specialists. Additionally, when possible, NCNK will support direct engagement among relevant communities from North Korea, the United States, and Northeast Asia.

Middle East Institute, Washington, DC

For international dialogues on Arab region security.
24 Months, \$400,000

Internationalized conflicts in Syria, Yemen, and other parts of the Arab region continue with devastating human consequences. In complementarity to official diplomatic efforts, Track 1.5 and Track 2 dialogues offer a means of identifying pathways toward conflict de-escalation and regional cooperation. The Middle East Dialogue promotes such discussions among stakeholder officials, advisors, and experts from the United States, the Arab region, and beyond. Through a set of regular meetings, participants grapple with current political and security dynamics and explore conflict mitigation and prevention mechanisms. In the next two years, this initiative will focus its efforts on promoting conflict de-escalation in the Iran-Gulf Cooperation Council space, and tackling the proxy dimensions of conflicts in Syria, Yemen, Libya, and Iraq. Renewed support will enable the continuation of these discussions and the dissemination of their key findings through meetings, policy briefings, and publications.

Middlebury College, Middlebury, VT

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

The Middlebury Institute of International Studies at Monterey, formerly the Monterey Institute of International Studies (MIIS) is an American graduate school within Middlebury College. Its James Martin Center for Nonproliferation Studies (CNS) is known internationally as the premier institution of higher education for nonproliferation studies. CNS links students, diplomats, and other officials throughout the world as part of its education approach.

With renewed support, CNS will continue its programs in the United States and abroad and will also continue expanding collaboration with King's College London on alternative approaches to nuclear disarmament. CNS programs have educated hundreds of nonproliferation experts to date and have resulted in major publications.

Middlebury College, Middlebury, VT

For the Graduate Initiative in Russian Studies. 24 Months, \$940,000

The Middlebury Institute of International Studies at Monterey, formerly the Monterey Institute of International Studies (MIIS), is an American graduate school within Middlebury College. MIIS trains students from all over the world to make a meaningful impact on the international peace and security field. Its Graduate Initiative in Russian Studies (GIRS) exposes graduate students to international experts on issues of Russian politics, economy, society, culture, and security intensive, interactive seminars. With renewed support, the MIIS and the GIRS programs will continue their activities, thereby expanding the number of deeply trained experts on international peace and security and Russia.

National Academy of Sciences, Washington, DC

For a Nuclear Security Dialogue between the U.S. and Russian Academies of Sciences. 24 Months, \$350,000

With arms control between the United States and Russia in disarray, there is need for continued dialogue among pragmatic technical experts. The National Academy of Sciences (NAS) and the Russian Academy of Sciences (RAS) will continue a longstanding dialogue with bilateral Track II meetings over two years to investigate current problems and see if common ground can be found. These dialogues, which will focus on strategic stability, arms control, and technological change, build a technical foundation before moving to policy implications.

National Bureau of Asian Research, Seattle, WA

For a Chinese Language Fellowship Program and a research project on China's Strategic Advance in Africa. 24 Months, \$1,475,000

China's global rise increasingly attracts the attention of international relations experts, practitioners, and world leaders. Tensions with the United States — exacerbated by the COVID-19 pandemic — have increased the salience of U.S.-China relations and their implications for peace and security in the 21st century. A grant to the National Bureau of Asian Research (NBR) encompasses two initiatives addressing important aspects of America's engagement with China. The first initiative seeks to expand and enhance the Chinese Language Fellowship Program to improve the Chinese language skills of American PhD students. The second initiative, involving international convenings, research and analysis, and policy outreach, investigates China's strategic inroads on the African continent and what these actions and policies mean for the United States and its allies. The Corporation will support a continuation of the first initiative and provide new funding for the second.

National Security Archive Fund, Inc., Washington, DC

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

The National Security Archive (the Archive) is an investigative journalism center and international affairs research institute with the largest repository of declassified U.S. documents outside the federal government. It was established in 1985 to check rising government secrecy. As political tensions continue to drive new narratives, the Archive advances its mission to advocate for more open government. Its programs work to increase understanding and cooperation between Russia and the United States by documenting the history of U.S.-Soviet/Russian relations, creating connections between scholars and practitioners, and engaging the next generation of students in joint learning and research. With Corporation support, the Archive will continue its work relevant to mutual security, nuclear weapons, and U.S.-Russian relations.

New Venture Fund, Washington, DC

For the N Square innovation collaborative. 24 Months, \$1,200,000

The N Square funder collaborative was established in partnership with several major foundations with the goal of bringing new ideas, resources, and talent to the nuclear security sector. While nuclear risk remains acute, public engagement on these issues is sporadic, in part because of high barriers to entry. To address this challenge, N Square has cultivated a network of innovators, with special emphasis on experts in technology, media, and the arts. The collaborative seeks to catalyze new approaches that help practitioners to adapt, scale, and amplify their work of relevance to nuclear security. N Square's mission is to promote a renaissance in the nuclear security field that could lead to breakthroughs in reducing the nuclear risk.

Northwestern University, Evanston, IL

For an academic consortium on behavioral science and nuclear deterrence. 24 Months, \$500,000

Cognitive science and neurobiology have made great advances in understanding how people make high-stakes decisions under duress, but current nuclear deterrence practice does not adequately incorporate these insights. Most deterrence models continue to assume decision makers will behave in a way that is generally rational, even under extreme stress and time pressure. These assumptions run contrary to current scientific understanding of how people assess and respond to risk. Through a consortium approach anchored by three partnering organizations — Northwestern University, Nuclear Threat Initiative (NTI), and the PopTech Institute — this project will engage multiple disciplines across the behavioral sciences. By connecting the fields of nuclear risk reduction and cognitive and behavioral sciences, the consortium will offer meaningful, practical insights into how nuclear deterrence is practiced and provide recommendations for building greater resiliency.

Ohio State University, Columbus, OH

For a quantum boot camp for social scientists. 24 Months, \$399,000

Contemporary frames of analysis in social science originate from classical Newtonian physics and logic, which are becoming increasingly outdated. In other realms of research,

such as in decision and game theories, experts are starting to abandon this classical worldview and adopt a more accurate, scientifically validated, quantum reality. This project at Ohio State University's Mershon Center for International Security Studies (Mershon Center) seeks to bring international relations scholars up to speed on the utility of quantum theory in their analysis. Through this grant, the Mershon Center will organize a two-week long boot camp for scholars and practitioners in international relations to expose them to new findings on quantum mechanics and their broader relevance to social science. The project will aim to create a cadre of rising experts with capacities to provide analyses and insights that go far beyond the traditional frameworks.

Pacific Forum International, Honolulu, HI

For combating the proliferation of weapon of mass destruction in the Indo-Pacific and promoting regional security. 24 Months, \$625,000

The reduction of nuclear risks in the Asia Pacific region is crucial for promoting regional and global security. The Pacific Forum will facilitate several dialogues to advance this objective. The first program, the Council for Security Cooperation in the Asia Pacific (CSCAP), will bring together security leaders from 27 countries in East and Southeast Asia to discuss regional nonproliferation and disarmament issues. In a parallel effort, Pacific Forum will support the next generation of specialists in the United States and abroad through the Young Leaders Program, aimed at expanding the global capacity to address security challenges. Pacific Forum will also continue Track II dialogues that build on longstanding engagement with scholars and officials in China and North Korea, as well as their trilateral meetings among the United States, Russia, and China on common interests and approaches to North Korea.

President and Fellows of Harvard College, Cambridge, MA

For the web portal Russia Matters. 24 Months, \$700,000

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

and analyses to a wide spectrum of audiences interested in the subject.

President and Fellows of Harvard College, Cambridge, MA

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

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

Princeton University, Princeton, NJ

For reducing nuclear risks through research, policy engagement, and training. 24 Months, \$600,000

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

Public Radio Exchange, Cambridge, MA

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

The complexity of today's peace and security problems has the public seeking answers to many questions. High quality journalism helps provide explanations. Public Radio Exchange (PRX) is a content and audio company that

delivers context, analysis, and storytelling through the views of experts and ordinary people. Its feature *The World* is dedicated to making international issues and events relevant and compelling to U.S. listeners. With renewed support, PRX will establish its Global Security Unit, a dedicated department and staffing that will report on major global threats.

Public Radio Exchange, Cambridge, MA

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

Public media provide programs that educate society and help inform essential discourse. Explaining global affairs in a way that is compelling builds an engaged citizenry who can understand the drivers of today's most pressing security problems. The podcast *Things That Go Boom* (TTGB) explores national security and foreign policy issues through rigorous journalism and storytelling. A project of Public Radio Exchange and Inkstick Media, TTGB analyzes issues from multiple viewpoints, perspectives, and disciplines, particularly those underrepresented in the public conversation. Continued Corporation support will allow the development, production, and distribution of the next few seasons of TTGB, following foreign policy and national security issues through and beyond the 2020 U.S. presidential election.

Pugwash Conferences on Science and World Affairs, Rome, Italy

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

A lack of dialogue and understanding is an enduring problem in many regions of the world, especially where diplomatic efforts have fallen short. This problem has become particularly acute in parts of the Middle East and South Asia, where people's fates have become deeply entwined with the actions of national leaders, violent nongovernmental actors, and outside parties. Today's urgent and interrelated global challenges call for greater engagement across dividing lines, increased appreciation for differing threat perceptions, and, above all, efforts to find nonviolent solutions to conflicts where nuclear risks are present. With a proven track record and international credibility, the Pugwash Conferences on Science and World Affairs (Pugwash) has been one of the leading organizations filling this important gap in the Middle East and South Asia through long-standing intraregional and multinational Track II dialogues.

RAND Corporation, Santa Monica, CA

For a project on key challenges in Russia-West relations.
24 Months, \$300,000

A project of the RAND Corporation (RAND) has engaged an international group of experts to define an alternative approach to the regional order in post-Soviet Europe and Eurasia. RAND will use this same format to address an equally divisive issue in Russia-West relations: political interference and hacking. Recent disputes surrounding Russian interference in U.S. elections have stressed the bilateral relationship, but little has been done to determine mutually acceptable norms to govern this issue in the digital age. Working with established partners from the Friedrich Ebert Foundation, the new effort will involve Russian, American, and European experts in a series of sustained discussions to generate possible joint solutions. The project would aim to develop recommendations for respective governments.

ReThink Media, Berkeley, CA

For strengthening the communications capacity of the arms control and disarmament sector. 24 Months, \$515,000

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

Ridgeway Information Ltd, London, UK

As a final grant for open-source multimedia analysis in support of nuclear nonproliferation. 24 Months, \$400,000

This project addresses two issues of pressing importance to nuclear nonproliferation: the effective implementation of International Atomic Energy Agency (IAEA) safeguards, and the development of open-source research methodologies in support of the IAEA and the nonproliferation regime as a whole.

Stanford University, Stanford, CA

For research, training, international engagements, and outreach on international security. 24 Months, \$500,000

The Center for International Security and Cooperation (CISAC) is Stanford University's hub for faculty and researchers who focus on international security and work collaboratively to seek solutions to the world's longstanding and emerging global challenges. CISAC's scientists, social scientists, and policy experts produce applicable and practical research findings on international security problems; teach and train the next generation of security specialists; and inform policymaking through publications and outreach events. With renewed support, CISAC will continue its programs of research, publications, dissemination, convenings, and fellowships.

The Conversation Africa, Johannesburg, South Africa

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

The COVID-19 pandemic has exacerbated the peace and security challenges facing Africa that have a bearing on peace- and security-related issues. Among these are the continued viability of the journalism sector and obstacles to disseminating and gaining access to expertise. This sector is critical to providing credible, evidence-based information to help decision makers on the continent and beyond to design effective policy responses, as well as to informing and empowering the public to advocate for sound policies. The Conversation Africa (TC-Africa) provides a free-to-read and republish platform for experts to communicate their research in easily accessible form to both policymakers and the public. Through its republishing mechanism, TC-Africa articles have been featured in numerous major publications, supplementing shrinking newsrooms and enabling the broad dissemination of rigorous and readable research.

Tufts University, Medford, MA

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

The importance of U.S.-Russia relations suggests the need for a comprehensive understanding of Russian domestic and foreign policies within the United States. Likewise, there

is a need for better understanding of the United States in Russia. Universities and academic institutions with relevant programs play an important role in building up expert capacity. The U.S.-Russia Relations Initiative program at Tuft University's Fletcher School of Law and Diplomacy aims to deepen U.S. expertise on Russia while also exposing the Russian academics to American thinking. With continued support, it will conduct research, student and faculty exchanges, and bilateral meetings. The work will result in publications on a range of topics relevant to U.S.-Russia relations and international peace and security.

Tufts University, Medford, MA

For a project on defense industries and armed conflict. 24 Months, \$300,000

Accurate data and data-driven analysis of the structure and dynamics of war economies, including connections between foreign policy, national security, and defense industries, are limited and yet vital to understanding global conflict escalation. Such dynamics are further complicated by regulatory variations across countries and the diverse character of conflict scenarios themselves. In collaboration with the Center for Responsive Politics (CRP), the World Peace Foundation (WPF) based at Tufts University will conduct case studies to better understand these relationships and their connection to conflict escalation. Corporation funds will support collaborative research, data collection, workshops, and publications. The work will lead to new data sets of relevance to evidence-based policymaking.

University of Birmingham, Birmingham, UK

For transregional research on port infrastructures and international politics from the Arabian Gulf to the Horn of Africa. 24 Months, \$500,000

In 2020, the Corporation issued a request for proposals (RFP) responding to the rise in multidisciplinary and multiregional research exposing critical challenges that are appearing across traditionally defined regions. This multi-institutional project, based at the University of Birmingham, will produce critical research on transregional relationships in the Arabian Gulf and the Horn of Africa, with a particular focus on port infrastructures in the Red Sea and the Gulf of Aden. In collaboration with the University of Hargeisa, Puntland State University, and Durham University, the project will build an international network of scholars across academic communities and generate primary data and analysis on fusions of economic and political competition in

the Horn of Africa. Corporation funds will support research, academic workshops, a public lecture series, policy roundtables, a website, data visualization tools, and publications.

University of California, San Diego, La Jolla, CA

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

As the world's second-largest economy and an increasingly active global power, China is having an outsized influence on other countries. As China's international role expands, it is important to discern the patterns of policymaking in the country, the strategic and bureaucratic logic behind such patterns, and the societal impact of China's policies and the public's reaction to them. To meet these challenges, the University of California, San Diego's 21st Century China Center will bring together four data-driven research projects. Each led by early-career scholars of Chinese politics and political economy, the projects will shed light on underexamined dynamics of policymaking in China, and conduct online public opinion surveys of Chinese attitudes toward various domestic policies.

University of Ghana, Accra, Ghana

For transregional research on the changing nature of precarious work in Africa and the Arab region. 24 Months, \$500,000

In 2020, the Corporation issued a request for proposals (RFP) responding to the rise in multidisciplinary and multi-regional research exposing critical challenges appearing across traditionally defined regions. The RFP is designed to support efforts within the social science and humanities communities in Africa and the Arab region to identify and sharpen their analysis of emerging phenomena. This multi-institutional project based at the University of Ghana will convene a transdisciplinary network of scholars to produce critical research on a major global trend: the precarity of work and informality of employment today. In collaboration with the American University in Cairo and the Makerere Institute of Social Research in Uganda, the project will aim to build a network of scholars by supporting research, workshops, a conference, publications, and a variety of media events. Corporation funds will contribute to these activities.

University of Nairobi, Nairobi, Kenya

For transregional research on decentralization, inclusive citizenship, and governing elites in Africa and the Arab region. 24 Months, \$500,000

Most of today's issues are not confined to one country or region and require a broader scope of analysis. In 2020, the Corporation issued a request for proposals (RFP) responding to the rise in multidisciplinary and multi-regional research on critical challenges that are appearing across traditionally defined regions. This collaborative project based at the University of Nairobi brings together scholars in Morocco, Tunisia, Kenya, and Zimbabwe to advance new research on decentralization and service provision in North Africa and sub-Saharan Africa. All four states are taking measures to address inequalities among localities within each country. A network of researchers will examine the conditions under which elites constrain or support reforms in the provision of public goods in contexts of decentralization. Corporation funds will support research and publications, including policy briefs, reports, and articles, as well as graduate student fellowships and workshops.

University of the Witwatersrand, Johannesburg, South Africa

For transregional research on mobile space, porous borders, and pathways of regionalization. 24 Months, \$500,000

In 2020, the Corporation issued a request for proposals (RFP) responding to the rise in multidisciplinary and multi-regional research exposing critical challenges that are appearing across traditionally defined regions. The Witwatersrand Institute for Social and Economic Research (WISER) is a premier independent research institute based at the University of Witwatersrand in South Africa (Wits). In collaboration with institutional partners across the continent, India, and Brazil, WISER will examine new trends in capital flows, borders, technological interconnectivity, and climate change to advance innovative theoretical approaches toward the study of regions and transregional systems. Activities will include research by regional scholars, international networks, publications, podcasts done in collaboration with news magazines, and dissemination of outputs through a variety of traditional and digital mediums.

University of Virginia, Charlottesville, VA

As a final grant for the Program on Strategic Stability Evaluation. 24 Months, \$330,000

Emerging technologies continue to reshape the dynamics of nuclear deterrence, coercion, and stability. This project, led by the University of Virginia, draws on an interdisciplinary and international community of scholars to explore these trends. The project builds on a foundation set by the Corporation's initial investment in the Program on Strategic Stability Evaluation (POSSE), an international consortium of emerging scholars. This is the final grant to this initiative, which for a decade has helped advance the scholarship and careers of an international cadre of scholars and has contributed to what some academics have termed a "renaissance in nuclear security studies."

University of Wisconsin–Madison, Madison, WI

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

The University of Wisconsin–Madison is among the Corporation-supported institutions that aim to deepen U.S. expertise on Russia while also exposing Russian academics to American thinking. Its Wisconsin Russia Project generates scholarly knowledge of Russia; trains new generations of social scientists who focus on Russia; and fosters networks of academics from the two countries. Continued support will allow the project to increase its program participants; establish closer connections with other universities that have similar programs; and document its impact by creating a website focused on social scientist collaboration in the field of Russia studies.

PEACEBUILDING IN AFRICA

AllAfrica Foundation, Washington, DC

For a project on elevating African peacebuilding expertise in the media. 24 Months, \$350,000

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

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

For the McCain Institute's Next Generation Leaders from Africa focused on peacebuilding. 24 Months, \$498,700

Since its launch in 2012, the University of Arizona's McCain Institute for International Leadership's (the Institute's) flagship Next Generation Leaders (NGL) program has identified, trained, networked, and empowered a diverse group of emerging leaders from around the world. The program offers emerging global leaders a targeted professional and personal development experience focused on value-based and ethics-driven leadership. It links successive classes of leaders together, creating a global network of advocates for the common core values of security, economic opportunity, freedom, and human dignity. Through this approach, the program offers a unique blend of professional development, exposure to top-level policymakers and nongovernmental leaders, and formal training in leadership. Recognizing the complex political, economic, and humanitarian dimensions of peacebuilding in Africa, Corporation support will be focused specifically on the training and mentoring of NGLs from the continent who are addressing critical challenges in this broad field.

International Crisis Group, New York, NY

For core support to the Africa program. 24 Months, \$950,000

As African countries continue to face major security and humanitarian crises, exacerbated by the still unfolding COVID-19 problems, detailed and well-researched commentary from the continent directed at Europe and the United States remains minimal. International Crisis Group (Crisis Group) has established itself as a go-to actor for open-source analyses and policy recommendations on potential and current conflicts in Africa and beyond. Its Africa program works to address the root causes of the political, social, security, and humanitarian crises perpetuating conflict on the continent, with the aim of facilitating peaceful, durable solutions. Building on the work it conducted with previous Corporation support, Crisis Group will continue its detailed analytical work, informed by local expertise, while increasing its policy focus, government engagement, and international outreach.

Rift Valley Institute, London, UK

For a project supporting African peacebuilding research and the development of communities of practice. 24 Months, \$400,000

Globally, academics face a challenge of policy relevance. Across Africa, in particular, this challenge is compounded by variations in access to policy-focused communities, media environments, transparency, and the size of engaged civil society and practitioner communities. In addition, many major decisions about peace and security are made outside the continent. To provide a space for practitioner-academic engagement, the Rift Valley Institute (RVI) is proposing to support African scholars engaged in applied social sciences on peacebuilding issues. The project's focus is on developing communities of practice around critical peacebuilding topics in East and Central Africa. This will involve bringing together policymakers, practitioners, and academics (with a specific focus on early-career scholars), to network, set agendas, and engage in the dissemination of rigorous and relevant research.

Search for Common Ground, Washington, DC

For a project to amplify the expertise of African peacebuilding practitioners and scholars. 24 Months, \$500,000

Despite an increase in knowledge generated by scholars and practitioners, their ability to influence national, regional, and global policy responses to fast-moving emerging crises in Africa remains a challenge. Valuable experience residing within the practitioner community is rarely fully analyzed and presented in formats that are useful to policymakers. Search for Common Ground, a leading operational peacebuilding organization, has developed a model for forming scholar-practitioner networks that co-construct knowledge and recommend paths out of conflict to policymakers and practitioners. With support, the project will build on its successful experiences to date, focusing on the sustainability of the Forum on Farmer and Herder Relations in Nigeria and identifying and applying the scholar-practitioner network model to another pressing peacebuilding issue in the continent.

University of Michigan, Ann Arbor, MI

For a project on the observation of subnational election-related violence and security in select countries in Africa. 24 Months, \$500,000

Since the wave of democratic reforms across Africa in the 1990s, 51 African states now hold regular elections. For many, such as Liberia and Sierra Leone, elections have been crucial to reconstructing legitimate political order following civil war. Yet, accounts by election observation missions, journalists, and many scholars conclude that most African countries experience widespread violence during elections. A joint project among the Electoral Institute for Sustainable Development in Africa, the University of Michigan, and the University of Witwatersrand utilizes social science research and methods in the conduct of electoral observation missions. It aims to improve the collection of primary data on the different types and regularity of violence in the lead-up to and during elections, as well as the efficacy of electoral observer missions, more generally.

Woodrow Wilson International Center for Scholars, Washington, DC

For engaging African peacebuilding scholars and practitioners to inform policy dialogues in the United States through the Southern Voices Network for Peacebuilding. 24 Months, \$875,000

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

TRANSNATIONAL MOVEMENTS INITIATIVES

Columbia University, New York, NY

24-month grant of \$200,000 for a special commission on social science research in the Middle East and North Africa

Columbia University, New York, NY

18-month grant of \$50,000 as a one-time-only grant for research and policy development on international law and conflict in the Arab region

The New School, New York, NY

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

Paris Peace Forum, Paris, France

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

University of California, Santa Barbara, Santa Barbara, CA

24-month grant of \$175,000 for the Orfalea Center partnership with the Security in Context Network

University of Oklahoma, Norman, OK

24-month grant of \$175,000 for the Center for Peace and Development partnership with the Security in Context Network

DISCRETIONARY GRANTS

African Academy of Sciences, Nairobi, Kenya

18-month grant of \$195,000 as a one-time grant to strengthen staff capacity in the social sciences and humanities

African Studies Association, Piscataway, NJ

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

Alliance for Justice, Washington, DC

12-month grant of \$100,000 for training and technical assistance for nonprofits involved in policy advocacy

American University, Washington, DC

24-month grant of \$120,000 for a project on how disruptive technology alters crisis dynamics among great powers

American University in Cairo, New York, NY

18-month grant of \$150,000 as a final grant for support of the Public Policy Hub

American University of Beirut, Beirut, Lebanon

24-month grant of \$200,000 for a project to build a field of critical development studies in the Arab region

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

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

Bloomsbury Publishing, London, UK

24-month grant of \$155,000 for publishing and disseminating critical globally relevant research of early-career African scholars

Brookings Institution, Washington, DC

18-month grant of \$170,900 for a legislative study group on the role of Congress in foreign affairs

Carnegie Endowment for International Peace, Washington, DC

24-month grant of \$200,000 for research, writing, and dissemination on the future of U.S.-Iran relations

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

12-month grant of \$200,000 for nuclear policy outreach and education for Congress

Center for Investigative Reporting, Inc., Emeryville, CA

12-month grant of \$75,000 for investigative reporting on issues related to immigration

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

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

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

12-month grant of \$162,200 for the Center for Strategic and International Studies Congressional Foresight Initiative

Center for the National Interest, Washington, DC

12-month grant of \$200,000 for a project on enhancing predictability in U.S.-Russian Relations

Center for the Study of the Presidency & Congress, Washington, DC

12-month grant of \$45,000 for promoting congressional arms control engagement

Centre for Feminist Foreign Policy, Manchester, UK

11-month grant of \$50,000 for a project on feminism and nuclear security

Chicago Council on Global Affairs, Chicago, IL

24-month grant of \$200,000 for a project on public opinion in the U.S. and Russia

Church World Service, Elkhart, IN

18-month grant of \$200,000 for communications and advocacy to promote pro-refugee policies at state and federal levels

Cornell University, Ithaca, NY

12-month grant of \$200,000 for a congressional education project on international security

Council on Strategic Risks, Washington, DC

12-month grant of \$200,000 for a project on defining the future of arms control

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

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

EastWest Institute, New York, NY

12-month grant of \$200,000 for a series of confidence-building dialogues between select American and Russian experts

Emory University, Atlanta, GA

24-month grant of \$170,500 for the South China Sea Data Initiative

Evangelical Lutheran Church in America, Chicago, IL

7-month grant of \$25,000 for U.S.-Russia meetings on nuclear safety

Financial Services Volunteer Corps, Inc., New York, NY

12-month grant of \$100,000 for a project on strengthening international engagement on shared global challenges

Fulcrum Arts, Pasadena, CA

12-month grant of \$50,000 for the Bombshelltoe Policy Arts Collective

Global Zero, Washington, DC

18-month grant of \$100,000 for an initiative to build deeper trust and community among next generation leaders in nuclear policy

Graduate Center Foundation, New York, NY

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

Henry L. Stimson Center, Washington, DC

12-month grant of \$130,000 for supporting the International Nuclear Security Forum

Independent Diplomat, New York, NY

12-month grant of \$60,000 as a one-time-only grant for general support

International Center on Nonviolent Conflict, Washington, DC

24-month grant of \$200,000 as a one-time-only grant on advancing research and online education on nonviolent conflict and resistance

Johns Hopkins University, Washington, DC

24-month grant of \$50,000 for support of the Advancing Research on Conflict Consortium

Mark I Goldberg LLC, Denver, CO

24-month grant of \$50,000 for support of the *Global Dispatches* podcast to feature African expertise on peace and security topics

Massachusetts Institute of Technology, Cambridge, MA

12-month grant of \$200,000 for a roundtable on military cyber stability

National Academy of Sciences, Washington, DC

16-month grant of \$95,000 as a final grant for an international workshop series and writings on global security challenges

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

9-month grant of \$40,000 as a one-time-only grant for a survey of the China studies field in the United States

New America Foundation, Washington, DC

18-month grant of \$200,000 for a scenario exercise to anticipate nuclear dangers

New Venture Fund, Washington, DC

12-month grant of \$200,000 for the N Square Incubation/Acceleration Project

Nonproliferation Policy Education Center, Arlington, VA

12-month grant of \$93,000 as a one-time grant for congressional programs on national security

Nonzero Foundation, Princeton, NJ

24-month grant of \$50,000 for online dialogues about America's role in the world

Ohio State University, Columbus, OH

24-month grant of \$200,000 for a project on international order and war

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

12-month grant of \$97,700 as a one-time-only grant for support of the New Congressional Staff Partnership Program

PeaceTech Lab, Washington, DC

12-month grant of \$32,000 for a project on data and peacebuilding related to COVID-19 and violence

Playmatics, New York, NY

12-month grant of \$25,000 for a board game on strategic philanthropy designed to educate and inspire action

Princeton University, Princeton, NJ

18-month grant of \$150,000 for engaging and activating the U.S. physics community in nuclear threat reduction

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

24-month grant of \$200,000 for strengthening research and writing capacity of early-career African social scientists and linking them to global scholarly communities

Security Council Report, New York, NY

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

Spitfire Strategies, Washington, DC

12-month grant of \$150,000 for a project on capacity building and training in communications for nuclear security experts

Stanford University, Stanford, CA

12-month grant of \$150,000 as a final grant for the Nuclear Risk Reduction Project

Union of Concerned Scientists, Cambridge, MA

12-month grant of \$125,000 for a project on mitigating nuclear risks with independent missile defense technical expertise

University of California, Riverside, Riverside, CA

24-month grant of \$75,000 for support of the *Ufahamu Africa* podcast

University of Cape Town, Rondebosch, South Africa

12-month grant of \$95,000 for participation of African scholars in The International Summit on Sustainable Development Goals (SDGs) in Africa 2020

University of Pittsburgh, Pittsburgh, PA

18-month grant of \$25,000 for the *SRB Podcast*

University of Texas at Austin, Austin, TX

19-month grant of \$124,000 for a project on emerging Anti-Satellite (ASAT) threats to U.S. Nuclear Command, Control and Communication (C3) space assets

University of the Witwatersrand, Johannesburg, South Africa

24-month grant of \$200,000 for research on African philanthropy by early-career African scholars

University of Washington, Seattle, WA

12-month grant of \$200,000 as a final grant for the International Policy Institute's Global Research Group

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

Vanderbilt University, Nashville, TN

13-month grant of \$120,000 for strengthening international politics coverage at The Monkey Cage

WNET, New York, NY

12-month grant of \$150,000 for support of the national television program *GZERO World with Ian Bremmer*

Woodrow Wilson International Center for Scholars, Washington, DC

12-month grant of \$125,000 for the Arms Control and Regional Security (ACRS) oral history project

Woodrow Wilson International Center for Scholars, Washington, DC

12-month grant of \$100,000 as one-time-only grant for support of a series on international relationships for staffers of the incoming 117th Congress

Yale University, New Haven, CT

24-month grant of \$200,000 as a final grant for expanding and enriching the study of Russia

National Program

EDUCATION

Achievement Network, Boston, MA

For a project to design and pilot school coaching programs focused on tiered supports for differentiated literacy and math curricula and data systems to assess impact. 18 Months, \$800,000

Schools are struggling to help their students meet grade-level expectations with college and career-ready standards, while also providing students with the necessary individualized supports. Building an in-depth understanding of the standards and effectively diagnosing and addressing students' unfinished learning requires cohesive and sustained support for educators. Achievement Network partners with schools by providing professional learning opportunities for school leaders and teachers, as well as helping schools more fully implement high-quality standards-aligned instructional materials. Through this project, Achievement Network will build their capacity to support educators in partner schools by supporting foundational literacy skills; supporting aligned and differentiated math instruction; and updating their data systems.

Achieving the Dream, Silver Spring, MD

For a project to strengthen the pipeline between K-12 and community colleges, and local employers through cross-sector professional learning for educators. 24 Months, \$500,000

Community colleges must continue to find ways to be nimble in response to their students' needs. Community Colleges provide social services, professional development for individuals transitioning careers, postsecondary education, employment, policy advocacy as well as developing human capital for the local workforce. Successful colleges that

understand this challenge center their students' experience towards completion and economic mobility. For the past 15 years, Achieving the Dream (ATD) has provided tools, services, and supports for colleges to meet the ever-changing demand and role in the community and to help community colleges increase outcomes for low-income students and close achievement gaps.

Alliance for Excellent Education, Washington, DC

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

Sustaining and accelerating progress in education innovation requires the active cultivation of enabling policy conditions and the diffusion of strategies for implementation. The Alliance for Excellent Education (Alliance) operates on both fronts, transforming policy at the federal, state, and local levels, while also leveraging its expansive network of partners to support district- and school-level change. The Alliance was founded in 2001 to promote high school transformation such that every child would graduate prepared for postsecondary learning and success in life. Over the course of the current grant, the Alliance has pursued that mission through two key strategies — policy development and Future Ready Schools — that maximize the Alliance's strong relationships with policymakers and myriad partnerships with peer organizations. With renewed support, the Alliance will undertake policy work and respond to practitioner needs as the landscape continues to evolve.

America Achieves, New York, NY

As an emergency response to the COVID-19 pandemic, for a project on a 21st-century Works Progress Administration. 6 Months, \$330,000

The COVID-19 pandemic in the U.S. has created an economic unemployment and education crisis that could undermine near-term and long-term livelihoods for millions of Americans from all backgrounds. To address these challenges, this project aims to catalyze and guide a 21st-century Works Progress Administration (WPA), Civilian Conservation Corps (CCC), and a 21st-century G.I. Bill — to put Americans back to work immediately and ensure they have the experience, skills, and credentials needed for good jobs and careers once the economy and job market rebounds. While this bold idea will require bold presidential, congressional, and gubernatorial leadership in 2021, America Achieves proposes a nongovernmental philanthropic project beginning in the summer of 2020 to lay the groundwork for an innovative, workable solution to our country's immediate crisis.

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

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

The growing gaps in degree attainment in higher education between white students and students of color, and between low-income students and their more affluent peers, mirrors the distressing outcome disparities in K–12 education. Launched in 2014, the University Innovation Alliance (UIA) is a leading national coalition of public research universities committed to increasing the number and diversity of college graduates in the United States. In 2014, the 11 member institutions set a public goal to collectively award an additional 68,000 undergraduate degrees above baseline over 10 years, with half of these awarded to students from underrepresented backgrounds. Today, the UIA has already granted 53,200 additional degrees in only six years and is on track to exceed its original 10-year goal by 90 percent. This grant is for core support.

Aspen Institute, Inc., Washington, DC

For a project on restoring the social contract between education and society. 15 Months, \$400,000

The Aspen Institute Education & Society Program (Aspen Education) advances equity for students of color and students from low-income families by inspiring, informing, and influencing education leaders across policy and practice. They provide off-the-record venues for authentic learning and honest dialogue among education leaders and produce a range of resources and tools. This project will use their convening and publishing platforms for a series of conversations about renewing the social contract of education as the great equalizer in America. Aspen Education will identify the issues and tensions that are most important to address, raise the voices of established and emergent leaders, and develop frameworks and recommendations that move the field forward. Their goal is to assist state policymakers and system leaders in making concrete changes to their strategies and resource-allocation decisions that advance a richer vision of student success in service of the social contract.

Bank Street College of Education, New York, NY

As a final grant to select sustainable residency-based teacher preparation programs in New York State. 12 Months, \$450,000

All teachers need hands-on instructional practice and pedagogical knowledge before entering the classroom to have a positive impact on student outcomes. Prepared To Teach, a program at the Bank Street College of Education, partners with teacher preparation programs and school districts to develop sustainably funded teacher residencies. The mission of Prepared To Teach is to tightly align teacher preparation and district human resources systems to create high-quality teacher residency pathways that are accessible to all aspiring teachers. Through this final grant, Prepared To Teach will continue their work in New York state through: (a) selection of four partnership sites; (b) creation of partnership advisory groups; (c) development of online communities of practice for partners; and (d) promotion of investments in teacher residencies by supporting the New York P-20, a formal statewide coalition of committed higher education and district leaders.

Bank Street College of Education, New York, NY

For field-building to improve access and quality of early childhood education in celebration of the 25th anniversary of the *Starting Points* report. 15 Months, \$440,000

Twenty-five years ago, the Corporation released *Starting Points*, a report that described the lack of childcare for infants, toddlers, and their families as a “quiet crisis.” Unfortunately, despite the clear research that the first 1,000 days of a child’s life are a critical time in cognitive development, that crisis remains, with families continuing to face major barriers in accessing high-quality, affordable early education. Ensuring that children have access to developmentally meaningful experiences during the first three years of life is critical to avoid the cycle of remediation that often characterizes students’ experience in K–12. Bank Street College of Education has begun to bring their expertise in early childhood education together with their experience in policy and systems change to focus on the educator workforce in the early childhood field (birth to age three). With Corporation support, Bank Street conducted extensive research into the main issues in the field over the past year, and wrote a white paper with recommendations for strategies and policy solutions to address them. With this grant, they propose undertaking communications, policy and advocacy activities to promote the advancement of those recommendations, with a focus on reaching policymakers and funders.

Bard College, Annandale-on-Hudson, NY

For the diffusion of the Bard High School Early College model. 18 Months, \$450,000

Preparing all students for success in college and career requires greater alignment between secondary and postsecondary learning experiences. Bard College has developed a best-in-class early college high school model that bridges the gap between high school and college for primarily first-generation and low-income students. Bard currently operates eight early college high schools across the country after 20 years of successfully serving students in New York City. With Corporation support, Bard codified its pedagogical resources and undertook critical policy work to promote broader application of the early college model around the country. Continued support will enable Bard to build on this work with a strategic communications campaign aimed at increasing awareness of and demand for early college in underserved communities.

Big Picture Learning, Providence, RI

For developing programming and infrastructure for high-quality internship experiences in New York State. 30 Months, \$765,000

Real-world learning experiences, including internships, hold promise to address the disconnect between students’ high school experiences and the demands of the 21st century. Big Picture Learning (BPL) provides these opportunities to tens of thousands of students, supporting them to build strong networks and to develop the skills and knowledge necessary for long-term success. With Corporation support over the past year, BPL launched a pilot program with two districts in New York State to capitalize on the Career Development and Occupational Studies (CDOS) pathway, a local policy shift that allows students to replace one Regents exam with a workplace learning experience but that has been underutilized since its introduction in 2013 due to policy- and capacity-related challenges at the school and system levels. With renewed support, BPL will expand this pilot to increase student access to high-quality workplace learning experiences, build capacity of partner districts to support those efforts, and inform policy to create favorable conditions for the work.

Chalkbeat, Brooklyn, NY

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

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 news organization works to address this problem by providing unbiased, quality information. Their reporters listen to parents, students, and educators, and communicate their needs and concerns to policy- and lawmakers, who can in turn design their efforts to be more responsive to their communities. With continued support from the Corporation, Chalkbeat will: elevate the voices of parents, students, and educators in seven local markets and nationally; undertake reporting that drives an informed civic debate about educational equity; reach a deeper and wider national audience so they can grow their impact; and make Chalkbeat’s work sustainable for the long term.

Common Sense Media, San Francisco, CA

For the project Kids, Technology, and Learning: Building Public Understanding and the School-Home Connection: Phase IV. 9 Months, \$325,000

Although digital media and technology have transformed and enhanced how children learn and interact socially, the overwhelming presence of technology can affect every aspect of children's learning and development. As the world has shifted to the digital space, the rise of fake news floods media channels with fictitious information meant to create confusion. Common Sense Media, a leading nonprofit organization working to help all children thrive in the world of media and technology, believes that digital citizenship skills are central so students will participate fully in their communities and make smart choices online and in life. With continued support, Common Sense Media will: (a) conduct an update of their research report, *Kids and America's News*; (b) refine their School-Home Connection program to support schools in engaging families; (c) partner with districts in select regions across the country to provide deep support and build educators' capacity to effectively engage families around media/tech; and (d) create and disseminate best practices for family engagement as well as high-quality materials and information that enable parent and community engagement around digital citizenship and news literacy.

Common Sense Media, San Francisco, CA

As an emergency response to the COVID-19 pandemic to support Wide Open School, a free collection of online learning experiences for children and their families. 6 Months, \$300,000

Due to the COVID-19 pandemic, schools across the country will likely remain closed for the rest of the school year. Our education system is unprepared to transition to remote learning, and families are scrambling to come up with solutions for how to keep their children learning and emotionally strong. Through this grant, Common Sense Media, the leading nonprofit organization working to help all children thrive in the world of media and technology, will design and operate Wide Open School, a digital initiative that will make "learning from home" an effective and emotionally rewarding experience for families and students. With Corporation support, Common Sense Media will: (a) operate their open collection of online learning experiences for kids and families that curates resources from leading media, tech companies, and education publishers such as Amplify, Scholastic, Sesame, Google, PBS Learning Media, National Geographic, etc.; (b) add hundreds of additional vetted digital resources

in core academic subjects, as well as gym, music, art, dance, reading, mindfulness, well-being check-ins, and movie nights; and (c) build new interactive and community features for educators and families.

Complete College America, Indianapolis, IN

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

Significantly increasing the number of adults in America earning postsecondary degrees and credentials requires comprehensive efforts to address a wide variety of barriers related to persistence in higher education. Complete College America (CCA) is a national nonprofit focused on ensuring that students from all backgrounds can earn a college degree or credential of value. Established in 2009, CCA works with thought leaders and experts from across the country, including CCA Fellows, through an Alliance of 47 states, systems, institutional consortia, and partner organizations to recognize and address barriers to college completion, eliminate gaps in opportunity and achievement, and promote evidence-based and innovative practices.

Council of State Science Supervisors, Salt Lake City, UT

For a project to support a 50-state convening focused on the OpenSciEd initiative. 12 Months, \$500,000

Twenty states and the District of Columbia have adopted the Next Generation Science Standards (NGSS) and 24 additional states have adopted science standards influenced by the NGSS, creating a demand for high-quality science instructional materials and curriculum. Both the Council of State Science Supervisors (CSSS) and OpenSciEd are dedicated to supporting teachers with NGSS-aligned instructional materials and curriculum. Through this grant, CSSS will organize OpenSciEd50, a convening bringing science leaders and influencers from all 50 states to: (a) hear from colleagues who have created regional supports for districts in selecting and implementing the OpenSciEd science curriculum; (b) engage with learning scientists and curriculum designers to learn how current research informs instructional material design and coherence; (c) consider how professional learning that is anchored in high-quality materials supports teacher growth in science instruction; and (d) develop regional plans to increase awareness and interest in OpenSciEd curriculum and professional learning materials.

Digital Promise Global, Washington, DC

For development of the Inclusive Innovation Center and OpenSciEd Research Agenda. 24 Months, \$1,100,000

Creation of and access to innovative school models, programs, and curricula are often inequitably distributed, excluding those students and communities that have historically been most underserved by our education system. Digital Promise, a nonprofit launched by the Corporation in 2008 to close the digital learning gap such that all students can access a high-quality education, has long centered equity in all of its work and, over the past decade, has cultivated expertise in research, educator professional learning, and network facilitation. Now, Digital Promise proposes two projects that will leverage these areas of expertise to address different elements of educational inequity. First, to engage all stakeholders, especially historically marginalized community members, in the process of school improvement, Digital Promise will launch the Inclusive Innovation Center. Second, to address inequitable access to high-quality instructional materials, Digital Promise will develop and launch an OpenSciEd Research Agenda.

Editorial Projects in Education, Inc., Bethesda, MD

For general support and project support of research and reporting of teacher retention and recruitment. 12 Months, \$500,000

The landscape of American education is more dynamic and politicized than ever, with new reforms adding complexity to our understanding of important issues affecting K–12 education. We believe it is essential to have objective, independent, and in-depth news coverage of the education system. Founded in 1959, Editorial Projects in Education (*Education Week*) has earned a unique place in the intersection of education and journalism. With over 100,000 subscribers to its print edition, and 1.8 million registered users on its website including an audience of policymakers, elected officials, teachers, and principals, *Education Week* has earned a track record of excellence and influence, serving as the essential source of independent news on a full array of education issues. With continued support from the Corporation, *Education Week* will launch a reporting and research initiative focused on teacher retention and recruitment that will contribute to a video documentary led by Roadtrip Nation (RTN). *Education Week* will also continue to report on crucial issues through its high-quality, objective journalism, and advance its core set of editorial priorities, strategic technology, and infrastructure initiatives.

EdNavigator, New Orleans, LA

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

The increased complexities of today's education systems place new challenges and demands on parents and students and have a direct effect on their outcomes of success in school and beyond. Learning to navigate these systems can be a daunting task, especially when families lack the proper support and guidance. Founded in 2015, EdNavigator aims to increase access to high-quality education and provide support on understanding the functionality of education systems across the nation. EdNavigator has strategically partnered with 18 leading employers across several sectors in New Orleans and Boston, to provide families direct access to expert "Navigators" in their workplace. With a focus on parent and community engagement these Navigators help decipher the education systems to best ensure the families understand their children's progress, how they can achieve academic success, and overall become more involved in their children's educational journey. With continued support from the Corporation, EdNavigator will deepen its work in these two key regions and share lessons from this work with other states across the country.

EdReports.org, Durham, NC

For a project to increase smart demand for high-quality science instructional materials, perform K–12 science market research, and research expansion into high school science review. 18 Months, \$400,000

Given the successful adoption of new science standards across the U.S., over 80 percent of 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 free, educator-led reviews of materials claiming alignment to college and career-ready standards. This project will: (a) shape smart demand in K–8 science; (b) support research into the K–12 science materials market; and (c) conduct a review on all 50 states' high school science policies to be shared with the field.

Education Leaders of Color, Washington, DC

For general support and the Boulder Fund. 24 Months, \$750,000

Education Leaders of Color (EdLoC) is a membership organization founded in 2016 that is dedicated to elevating the leadership, voices, and influence of people of color in education and to leading more inclusive and sustainable efforts to improve education. Their mission is to dramatically increase the number of effective, values-aligned, third-way Black and Latino leaders in high-level positions in education and adjacent fields where they can be a transformative force in the lives of children, families and communities. Their priorities are to (1) advance leaders; (2) align members with EdLoC's values and policy priorities; and (3) channel financial and other support to members' work through their philanthropic arm, the Boulder Fund. Their membership includes 350 leaders representing 40 states and counting. Prior Corporation funding provided general support to launch the organization and targeted funding to launch the Boulder Fund; this grant renews support for both.

Education Resource Strategies Inc., Watertown, MA

For knowledge building and technical assistance to accelerate strategic school and system redesign. 36 Months, \$1,500,000

In order to equitably expand student access to high-quality learning experiences, we need to augment the capacity of districts to support schools and manage change. This is precisely the work of Education Resource Strategies (ERS), a national nonprofit tackling the challenge of transforming how urban schools and systems organize resources — people, time, and money — so that every school is designed to serve every student. Through their innovative partnerships with districts, schools, and state leaders, ERS enables districts to develop and implement comprehensive improvement strategies that support strong schools with an integrated data analysis, design, and implementation model. With Corporation support, ERS will continue working in deep partnership with districts and build the field's capacity to spread strategic systems that support all students.

Education Trust, Washington, DC

For general support. 24 Months, \$650,000

An urgent response to the COVID-19 pandemic is needed to ensure an equity agenda in education is established and followed at the federal, state, and local levels. Otherwise, the nation is at great risk of worsening educational opportunities and outcomes for our most vulnerable students. The Education Trust (Ed Trust), founded in 1996 with Corporation support, is a national nonprofit organization dedicated to closing opportunity gaps by expanding excellence and equity in education. Through research and advocacy, the organization builds and engages diverse communities who care about education equity, increases political and public will to act on equity issues, and advances strategies that increase college access and completion for historically underserved students. Over the next two years, Ed Trust plans to advance a COVID-19 equity agenda with a focus on resource equity, postsecondary pathways, and educator diversity.

Education Writers Association, Washington, DC

For support of national seminars, fellowships, and reporting resources and coaching. 12 Months, \$350,000

This moment in our nation's history is an especially challenging time for journalism, a cornerstone of American democracy. Independent news outlets are under assault from the highest levels of government. This campaign of delegitimization makes it no easier to build public trust in the Fourth Estate, but it is just one of myriad challenges facing the nation's journalists. From changes in communications technology to crippling corporate pressures to do more with less, these challenges have put the news media's capacity to achieve excellence under unrelenting strain. According to a new report by the Pew Research Center, U.S. newsroom employment has declined by a staggering 25 percent since 2008, with the greatest decline at newspapers. The Education Writers Association (EWA) knows that today's reporters, editors, and other media professionals depend on their allies and support organizations now more than ever. Helping education journalists succeed is critical, though, if the nation's education journalists are going to deliver the strong and thoughtful coverage that policymakers, educators, families, and the general public depend on. With continued support from the Corporation, EWA will continue to contribute to the nation's education journalists with financial support and professional learning experiences that have strengthened the quality and quantity of reporting on education.

Educational Testing Service, Princeton, NJ

For support to further develop and implement the Integrating Non-Cognitive Teaching and Learning into the Academic Core Project (INTLP). 30 Months, \$925,000

Research shows that students' socio-emotional skills are key to their lifelong success, yet there remains a dearth of program models that marry socio-emotional learning (SEL) with academics, particularly at the high school level. The Institute for Student Achievement (ISA), a division of the Educational Testing Service, has a 30-year history of transforming schools by providing instructional coaching to over 4,000 educators and personalized supports to over 80,000 students. With Corporation support, ISA developed a model for integrating critical SEL domains into academic instruction and successfully piloted the model in six diverse secondary schools, demonstrating positive shifts in teacher practice and students' SEL and academic skills. With continued support, ISA will expand the SEL pilot by deepening school-level partnerships, enhancing district capacity to facilitate SEL integration, disseminating critical resources for implementation to a broad set of stakeholders, and informing SEL-related policies in partnership with a national policy organization.

Educators for Excellence, New York, NY

For general support and Teacher Voice 2020 Campaign. 18 Months, \$1,000,000

Teacher quality is one of the most prominent in-school determinants of student achievement and improving the standards of the teaching profession will directly benefit the educational trajectory of students. Founded in 2010, Educators for Excellence (E4E) seeks to create change from the classroom up, by empowering teachers with leadership skills and ensuring they are the leading voice in education policy. With over 32,000 educators across six major cities, E4E is mobilizing educators around the common goals of improving the outcome of student achievement and elevating the teaching profession. With continued Corporation support, E4E will continue to identify issues that impact schools, create solutions to these challenges, and demand teacher voices are heard in the 2020 national elections through their Teacher Voice 2020 project.

Georgetown University, Washington, DC

For core support of the FutureEd think tank based at Georgetown University's McCourt School of Public Policy. 24 Months, \$500,000

FutureEd is an independent, solution-oriented think tank at Georgetown University's McCourt School of Public Policy that is committed to advancing the causes of excellence, equity, and efficiency in K–12 and higher education on behalf of the nation's disadvantaged students. Combining the status and assets of a national research university with education policy expertise and communications skills, they work to provide policymakers and practitioners with clear, evidence-based analyses of pressing educational problems. Work over the next two years will include launching projects to strengthen the teaching workforce; forging a new national consensus on school reform; rethinking the role of standardized testing and credentialing in school accountability and postsecondary pathways; crafting federal education policy proposals; strengthening student persistence rates in high school and college; improving public school choice systems; and helping states and school districts respond to the COVID-19 crisis.

Get Schooled Foundation, Seattle, WA

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

First-generation, low-income, and underrepresented students too often lack the resources, information, and networks necessary for their educational success. Given their lack of access to adequate college counseling, limited networks, and the ambiguity surrounding the relationship between college attendance and future career success, many of these intrinsically capable youth either do not attend college, or do not persist beyond their first semester. 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 compelling digital content and personalized guidance. With Corporation support, Get Schooled will provide compelling educational content and one-to-one support through three journeys: to college, persisting in the first year of college, and finding success in first jobs.

GreatSchools, Oakland, CA

For general support. 18 Months, \$900,000

For more than 20 years, GreatSchools has been the leading national nonprofit empowering parents to unlock educational opportunities for their children. Families, community leaders, and policymakers have turned to GreatSchools for the school information they need to guide children to great futures. GreatSchools' trusted ratings and school information help parents find the right school for their family and improve schools in their communities. They have built a robust library of tools to support parents beyond those initial choices. With continued general support from the Corporation, GreatSchools will design and run pilots to see which of emergent data sources might be able to be scaled to create a more nuanced look into school quality. GreatSchools will also work with parents to understand more about what information they want, and enhance school profiles that respond directly to parents' needs.

Illustrative Mathematics, Oro Valley, AZ

For a project to study the conditions, features, and impact of their online professional learning hub. 15 Months, \$300,000

In order to impact mathematics learning at scale, teachers need access to high-quality, standards-aligned curriculum and teachers need content-based professional learning linked to the use of those materials. Illustrative Mathematics (IM) offers a highly rated, comprehensive, problem-based middle school mathematics curriculum with built-in supports for English learners and students with disabilities. In response to remote learning due to the COVID-19 pandemic, IM has launched a virtual collaboration hub for teachers and teacher coaches to develop, share, and deepen their knowledge on effective instructional strategies and resources. Through this grant, IM will design and conduct: (a) a formative evaluation to explore how teachers use the virtual hub, and (b) a case study to explore how teachers are applying what they are learning to their practice, as well as (c) disseminate their research findings to the field.

Instruction Partners, Nashville, TN

For general support. 15 Months, \$800,000

In the wake of the COVID-19 pandemic, the education field anticipates a massive need for leader and teacher support as schools plan to reopen. The field will need models for accelerating student learning during compressed learning periods. Instruction Partners, an organization founded in 2015 to build the capacity of systems and school leaders to support effective and equitable instruction, took an early lead to develop and share COVID-19 school toolkits and frameworks through their online School Resource Hub. They anticipate that in the fall, school and system leaders will continue to need tools and professional learning supports. Through this renewal grant, Instruction Partners will develop: (a) a Framework for Learning Recovery and Acceleration for system and school leaders; (b) professional learning for school leaders and teachers; and (c) a dissemination strategy for the Recovery Framework and professional learning materials to share with the field.

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

For strengthening organizational capacity to refine, deepen, and expand the Internationals Network. 24 Months, \$750,000

English Language Learners (ELLs) make up an increasingly large segment of the nation's public school population, yet they continue to be underserved by learning experiences that were designed primarily for native English speakers. The Internationals Network (Internationals), founded as a single school in 1985 and now comprising a network of 28 schools and academies across six states and Washington, DC, takes a comprehensive approach to ELL education that more effectively prepares ELL students for success in high school and beyond through personalization, mastery, and positive youth development. For example, while only 35 percent of New York City's ELLs graduated high school in four years in 2018, 74 percent of Internationals students achieved the same feat. With previous support from the Corporation, Internationals has designed and launched two new schools and three new academies, as well as developed and implemented new professional development, school support, and knowledge management tools and processes.

Khan Academy, Mountain View, CA

For enhancing teacher tools and developing parent resources. 24 Months, \$1,000,000

While advances in technology have enabled shifts to personalized, mastery-based learning in K–12 classrooms, broad adoption of these tools among the vast majority of teachers has been slow, and parents have often been left out of their implementation. As a result, it can be difficult for teachers to adequately differentiate instruction and for parents to best support their child's progress. Khan Academy is an online platform that provides free, direct-to-student mastery-based learning through videos, practice exercises, and progress dashboards. The site has over 80 million registered users and over 19 million learners that access the site every month. In recent years (and with Corporation support), they have piloted approaches that shift the platform from primarily one that students can opt to use outside of school to one that teachers and districts regularly use during class time to differentiate instruction. With this grant, Khan plans to further enhance their teacher-facing tools and to create parent-centric resources on the platform.

Leading Educators, New Orleans, LA

For a project to support a national teacher practice measurement study. 18 Months, \$800,000

Leading Educators partners with schools and school districts to empower their best teachers to lead standards-aligned, content-specific professional learning, linking that knowledge to a high-quality curriculum selected by school systems. Through this grant Leading Educators will design and implement their National Teacher Practice Measurement Project. The study will research how standards-aligned and content-based professional learning impacts teacher practice so Leading Educators can make better evidence-based recommendations to its district partners and provide insights to the field about what it really takes to support teachers to improve their standards-aligned teaching practices. With Corporation support, Leading Educators will: (a) work with an Evaluation Advisory Board, who will serve as a quality assurance body to validate the research design, data collection, and analysis; (b) refine the design of their teacher practice measurement tool; (c) collect and analyze data; and (d) plan dissemination of initial findings.

Learning Accelerator, Princeton, NJ

As an emergency response to the COVID-19 pandemic to support the remote learning rapid response network. 7 Months, \$395,000

The COVID-19 pandemic has resulted in an unprecedented disruption of our public education system. As of May 1, 45 states, the District of Columbia, and four territories had transitioned to distance learning, resulting in 47 million public school students learning remotely for a quarter of the school year. Districts are navigating both urgent short-term needs such as connecting students with technology and long-term concerns such as mitigating learning loss. The Learning Accelerator (TLA) drives improvement in the education sector through knowledge development, networked learning, and strategic dissemination in service of ensuring that all students receive high-quality, personalized learning experiences. TLA seeks to enhance the quality of remote learning by launching a rapid-response coaching network for high-need school districts as they implement remote models and plan for an uncertain future. Corporation support will enable TLA and its partners to provide timely, individualized coaching to at least 200 districts and disseminate tools and lessons learned to inform the response of the field more broadly.

Learning Forward, Richardson, TX

For a project to develop new Standards for Professional Learning with associated tools and resources. 24 Months, \$1,000,000

Educators across the country do not have the same level of access to professional learning and teacher supports required to meet the needs of the students they serve. Many school districts are working to develop a shared vision and framework for improving teaching and learning at scale. Learning Forward's Standards for Professional Learning address both scale and equity by establishing a shared vision and defining the elements of and conditions for professional learning that result in changes in teacher and school leader practice, leading to improved outcomes for students. These professional learning standards were last revised in 2011, and a revision is needed to address current issues, such as standards-aligned curriculum-based professional learning. Through this grant, Learning Forward will: (a) develop and revise the Standards for Professional Learning; (b) engage a Standards Advisory Council and associated work teams; and (c) develop and release implementation tools to support use of the revised Standards for Professional Learning.

Learning Policy Institute, Palo Alto, CA

For continued development and implementation of EdPrepLab. 15 Months, \$800,000

Preparing teachers and leaders so that they are equipped to apply emerging insights from the science of learning and development, to create school environments and experiences that meet all students' needs, and to prepare those students for work, life, and citizenship in the 21st century is complex and demanding. However, educator preparation faculty have few opportunities to collaborate within and across programs or to shape the field more broadly in the direction of implementing up-to-date practices or engaging in continuous program improvement that can lead to improved outcomes for more students. The Educator Preparation Laboratory (EdPrepLab), launched in 2019 with Corporation support, is a learning network of 15 leading schools of education, joined by a set of state agencies and policy organizations, that brings together practice, research, and policy in order to address these issues.

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

For a project to support the Family Engagement Pre-Service Educator Preparation Initiative. 12 Months, \$300,000

Research shows that most teachers lack the necessary knowledge about how to communicate and collaborate with parents, with teachers identifying their lack of preparation as one of their greatest barriers to increased family engagement in schools. Since 2014, the National Association for Family, School, and Community Engagement (NAFSCE) advances high-impact policies and practices for family, school, and community engagement to promote child development and improve student achievement. Through this first planning grant, NAFSCE will: (a) form partnerships with four organizations regarded as thought-leaders in the field; (b) convene a Family Engagement Consortium on Pre-Service Educator Preparation; (c) conduct a National Survey of Institutes of Higher Education to understand educator preparation for family engagement-related coursework; (d) disseminate learnings; and (e) develop a draft of a framework for pre-service preparation in family engagement.

National Center for Civic Innovation, New York, NY

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

OpenSciEd is a collaborative initiative that brings together states and curriculum developers, and national science education leaders and experts to create a complete set of robust, research-based, openly licensed K–12 science instructional materials, while building in tandem demand for these materials and supports for their implementation. Distinct from other open education resource curriculum providers, OpenSciEd is providing the market with both freely available classroom materials and professional learning materials. Through this renewal grant, OpenSciEd will: (a) develop, field test, revise, and release six classroom instructional units and accompanying professional learning materials; (b) build the partner states capacity to provide professional learning for the field by hosting two multiday trainings for facilitators; (c) continue to develop a communications strategy and outreach plan; and (d) approve a multiyear financial business model needed to manage and sustain OpenSciEd.

National College Attainment Network, Washington, DC

For providing information, tools, and online training to high schools and college access organizations to improve these supports for high school students. 24 Months, \$500,000

The National College Attainment Network's (NCAN) mission is to build, strengthen, and empower education communities and stakeholders to close equity gaps in postsecondary attainment for all students. Students served by NCAN members outperform other low-income students in enrolling in and graduating from postsecondary institutions. NCAN provides professional development, networking, benchmarking, tools, and news so that organizations can deliver college access and success services more effectively. The COVID-19 pandemic upended not just how NCAN member organizations serve students, but also the nature of both the advice students need and the processes related to postsecondary planning, transition, and persistence. NCAN has experienced a surge in access to member services as organizations seek to understand the pandemic's effects, and how to operate 100 percent virtually. With the Corporation's support NCAN will strengthen member services/capacity building resources to help members keep students of color and students from low-income backgrounds on the pathway to postsecondary attainment.

National Mentoring Partnership, Boston, MA

As a final grant for general support. 15 Months, \$375,000

The relationships in a young person's life, particularly relationships with positive and caring adults, have a critical impact on their ability to access educational, employment, and civic engagement opportunities vital to their development and our nation's economy. Yet, 16 million of America's 46 million young people do not have a trusted adult in their lives whom they believe they can turn to for guidance outside of their family or home (Civic Enterprises, 2014). National Mentoring Partnership (MENTOR) seeks to build out a national mentoring infrastructure so that every student in the United States has a quality mentor that provides the support they need growing up. This general support grant will enable MENTOR to advance the national mentoring movement by supporting work in three key areas: (1) affiliate network support and development; (2) capacity building; and (3) public awareness and mobilization.

New Leaders, Inc., New York, NY

For a project to continue implementation of the Leadership Networks in Oakland Unified School District and Shelby County Schools. 15 Months, \$550,000

School and district leaders have the responsibility to promote classroom practice that supports high levels of student learning and to support and manage educator teams to establish a vision for instructional excellence and equity. New Leaders uses this vision as the fundamental foundation of instructional leadership so that all leaders and teachers on a team are aligned on the high-quality instruction needed to achieve better student outcomes. To sustain this vision and build on the strong foundation of their first year of programming, New Leaders will continue to provide Leadership Networks to align the practice of principal supervisors, principals, and instructional teams at schools and networks in Oakland Unified School District (OUSD) and Shelby County Schools (SCS). Through this renewal grant, New Leaders will oversee and implement: (a) program launches; (b) leadership walks and differentiated coaching; and (c) asynchronous webinars and community of practice sessions.

New Profit Inc., Boston, MA

For incubating and building capacity of organizations to inform policy and practice. 36 Months, \$3,500,000

In order to prepare students for long-term success, we believe that their learning experiences must be comprehensive, comprising rigorous academic preparation and socio-emotional learning. Promising models that integrate these experiences exist, but they often struggle to undertake the complex work of scaling while maintaining both program quality and responsiveness to community needs. One strategy to proliferate emerging practices is through partnerships between expert intermediaries and schools, and Corporation grantmaking has contributed to the creation and growth of intermediaries adept at facilitating these partnerships. New Profit advances this strategy by providing individual and cohort-based supports to leaders of intermediary organizations looking to strengthen organizational leadership, demonstrate model impact, and achieve meaningful scale. New Profit focuses on funding efforts to create and spread high-quality learning environments and to empower and activate stakeholders in cocreating these learning environments.

New Tech Network, Napa, CA

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

Over the past two decades we have seen the rise of school models and programs that more effectively prepare students for long-term success, but barriers to scale prevent these experiences from reaching all students. New Tech Network (NTN) is one such model and, with current Corporation support, has been exploring alternative pathways to implementation in order to increase the number of teachers and students engaged in high-quality project-based learning. NTN supports districts and charter organizations to create personalized, project-based learning experiences for 85,000 students in 200 schools across the country, and their students graduate high school and persist in college at significantly higher rates than the national average. With current Corporation support, NTN has tested and refined its approach to spreading the NTN model through two new pathways to school transformation: NT Teams and NT Practices.

New Venture Fund, Washington, DC

For core support of Seek Common Ground. 12 Months, \$490,000

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 efforts to support independent state- and community-based coalition efforts in two critical ways: first, it will enable SCG to continue its work incubating, supporting, and being a critical partner in elevating advocates, including students, families, and community voices, to improve students' educational prospects across the country. In addition, this grant will enable SCG to focus efforts in new and promising ways through the creation of a Family and Community Engagement (FACE) Impact Group to foster a learning community of dedicated change agents who seek to identify shared innovative, replicable, and scalable solutions to bolster student, family, and community engagement efforts that address local education challenges, promote promising practices and policies, and advance equity.

New York City Leadership Academy, Long Island City, NY

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

There is currently a shortage of education leaders with the skills, knowledge, and beliefs to disrupt racial and economic inequities in order to ensure that each student and educator are part of a system that is intentionally built for them to achieve academic, social, and emotional success. This type of school leadership is the essential lever for transforming schools, especially as these inequities are heightened during the current COVID-19 pandemic. As schools work to continue K–12 instruction through remote learning, New York City Leadership Academy (NYCLA) will develop and support education leaders at the school, system, and state levels, and empower them to transform their leadership in ways that accelerate learning for every student across the system. Through this grant, NYCLA will focus on: (a) providing professional learning to partners converting services to remote learning where necessary; (b) refining their leadership development; and (c) shifting the national conversation towards disrupting inequities brought on by the COVID-19 pandemic.

Partnership for Los Angeles Schools, Los Angeles, CA

For school support and development of district tools for school improvement. 24 Months, \$650,000

In order to improve learning experiences and outcomes for all students, we must transform existing schools and build the district capacity necessary to support and sustain them. The Partnership for Los Angeles Schools (the Partnership) was founded in 2007 to turn around a group of historically low-performing schools in Los Angeles Unified School District (LAUSD). The network is now comprised of 18 schools that serve 13,500 students across K–12, 94 percent of whom qualify for free or reduced-price lunch. The Partnership provides capacity building support for school and teacher leaders at each of these schools, and it works with LAUSD to catalyze district-wide innovations that impact all 500,000 LAUSD students. Further, the Partnership has harnessed the power of its network of schools, not only to share best practices and continuously improve, but also to collectively leverage influence and inform district policy. Current Corporation support has also enabled the Partnership to undertake activities to spread its transformation model beyond LAUSD.

Per Scholas, Bronx, NY

For support to continue building the Technology Career Exploration Program (TCEP). 15 Months, \$250,000

Through rigorous and tuition-free technology training and professional development, Per Scholas prepares motivated and curious adults who are unemployed or underemployed for successful careers as tech professionals, and creates on-ramps to businesses who need their talents. Per Scholas recognized that young people need multiple pathways and guided on-ramps to careers, and that schools need a greater repertoire of resources to expose students and families to multiple postsecondary pathways. Our grant supports this vision for alignment through the pilot Technology Career Exploration Program (TCEP) which is designed to provide high school and college students opportunities for real-world and work-based learning. With the Corporation's support Per Scholas will continue to work with high schools to understand how they can foster tech talent among their students, pilot community college partnerships, and begin their national expansion of a career pathways strategy. This innovative model is scalable and delivers authentic tech and career development materials for schools, aligned to employer demand.

Propel America, Boston, MA

For continued development of partnerships with employers and higher education institutions. 18 Months, \$250,000

Propel America believes that America's education and workforce systems have been failing to support low-income Americans, and it is hurting young people, employers, and our economy alike. Despite nationwide increases in high school graduation rates, many young Americans end up stuck in low-wage work, with crippling education debt, or both. Even those who attain industry-recognized credentials often lose out on a decade of higher wages because our nation lacks the systems to connect high school graduates with affordable credentials and meaningful work. Propel America targets and recruits young adults from low-income communities who cannot afford the out-of-pocket cost, nor the opportunity cost, of enrolling in college. With the onset of COVID-19, Propel America believes this work is even more important as unemployment continues to rise and the prospect of college debt looms even larger. Support from the Corporation will help Propel America develop a blended delivery model featuring a "credential first" degree program delivering online credentialing with simultaneous on-the-ground student recruitment, coaching, and job placement support.

Student Achievement Partners, Inc., New York, NY

For a project to promote quality professional learning working with partners, offering online opportunities, and elevating teachers' voices. 12 Months, \$500,000

Student Achievement Partners (SAP), the nonprofit organization that serves as a technical advisor to curriculum publishers, assessment developers, professional learning organizations, states, and districts on standards-aligned curriculum and resources, believes that challenging K–12 academic standards are the foundation for improving student outcomes. Through this renewal grant Student Achievement Partners will continue to: (a) support Learning Forward in building its capacity to provide content-specific professional learning in standards-aligned mathematics and English Language Arts (ELA)/literacy; (b) identify a revenue-generating model for their online professional learning courses; and (c) develop blog posts by content experts and teachers to spread the word about the impact standards-aligned instructional materials have on their own professional learning and student learning.

Teaching Lab, Washington, DC

As an emergency response to the COVID-19 pandemic to develop and provide curriculum-based professional learning, coaching, and assessments to prepare educators to reopen schools. 6 Months, \$500,000

Remote learning requires an enormous shift for teachers and school leaders. There is an urgent need for curricula, platforms, and professional learning support to enable teachers and leaders to continue high-quality instruction to prevent significant learning loss during this time of distance learning. Teaching Lab's services focus on strong professional learning for teachers that improve student outcomes. In collaboration with Achievement Network, this project will support school systems to reduce student learning loss. Through this grant, Teaching Lab and Achievement Network will: (a) create and adopt common high-quality instructional principles and tools that support schools and systems in reopening schools; (b) redesign professional learning for leaders and teachers that can be administered virtually through technological platforms; and (c) collect data from school system partners on the demand for summer and fall professional learning and district capacity and budgets.

Teach Plus, Boston, MA

For general support. 9 Months, \$300,000

America's talented teachers are uniquely positioned to understand the intersection of student needs, the effects of policy decisions on schools and students, and the importance of connections to parents and to the communities in which students live. They are also trusted by their peers, policymakers, and the public. Teacher leaders who are well-informed, persuasive, and prepared to lead can become compelling communicators and agents of change for the future of the education system. However, there are not always strong supports built into schools or clear pathways in the teaching profession to enable teachers to play this role. Since its founding in 2009, Teach Plus has set out to engage and elevate teachers to lead change in school, district, state, and national education systems and policies. They do this in two ways: (1) organizing and amplifying the knowledge and leadership of teachers who know what works to educate the public and inform policy at all levels; and (2) training and empowering the country's most talented teachers to lead their peers in implementing these policies effectively and in building the knowledge base of what works in schools. This grant is for general support.

Tides Center, San Francisco, CA

For refining and disseminating school district change management strategies. 18 Months, \$500,000

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. With current Corporation support, Next Generation Learning Challenges (NGLC) has begun to address this challenge through the development of a framework entitled Transformation Science, 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 exemplar 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 partner with a greater number of districts to implement this new approach, testing and verifying whether it is an effective and scalable strategy to support district-level change.

Tides Center, San Francisco, CA

For the Education Practice at Project Evident to provide services to the field during COVID-19 recovery. 24 Months, \$500,000

While the demand for evidence-based education programming has grown over the past several years, a persistent gap remains between research and practice. Priorities and incentives are misaligned across these stakeholders, with nonprofits and districts rarely the drivers of the research agenda or in possession of the evaluative capacity to develop and iterate upon evidence-based programming. Spun out of the Edna McConnell Clark Foundation in 2017, Project Evident was founded to increase the practice of continuous evidence-building and the supply of evidence-based solutions in the social sector. In fall 2019, they launched an Education Practice to deepen their impact and reach by beginning to work directly with state education agencies and local education agencies. This grant will support the Education Practice's deep engagements with two districts over two years to help them navigate the COVID-19 crisis, informed by data and evidence.

TNTP, Inc., New York, NY

For general support and a project to conduct a landscape analysis of community engagement practices. 12 Months, \$1,000,000

TNTP, founded in 1997 to end educational inequality, 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. TNTP will: (a) work to help systems expand students' access to four critical resources identified in their report *The Opportunity Myth*; (b) complete a landscape analysis of community engagement practices within the education field to strengthen the community engagement practices of school systems across the country; (c) partner with communities to enlist the support of students, families, and community members in supporting long-term change for students; and (d) inspire a national education agenda focused on closing the opportunity gap.

Trellis Education, San Francisco, CA

For general support. 9 Months, \$350,000

Currently education systems are experiencing a crisis in teacher education that critically affects how prepared students are for success in the sciences and how prepared teachers are to get them there. With research showing that half of all teachers leave the profession within the first five years, with the rate being highest for science and math positions and in high-poverty schools, improved preparation of secondary science and math teachers in high-need districts must be a top priority. Trellis is the only induction program in the country that is content-specific, promotes an integrated long-term trajectory of six years for new science and math teachers, and is supported by research in teacher retention. Through this renewal grant, Trellis will: (a) support a community of Teacher Scholars in six districts in California; (b) support a cross-district community of Mentor Fellows; (c) conduct formative evaluations of the program; and (d) strengthen existing district and teacher preparation partnerships.

UnboundEd, Brooklyn, NY

For a project to design and pilot a district-based professional learning program and facilitator credentialing program based on the Standards Institute. 18 Months, \$800,000

The adoption and implementation of college and career-ready state standards focuses on improving outcomes for all students. Educators need resources to translate standards-aligned curricula into effective and rigorous classroom practices, while also confronting biased beliefs about how to implement equitable instruction. UnboundEd addresses this need by building teachers' abilities and skills to plan and adapt grade-level, affirming, and meaningful lessons through their triannual Standards Institute. Through this renewal grant, UnboundEd will meet the demand for high-quality professional learning programs at the district level by designing, developing, piloting, and refining a local professional development program for teachers and a facilitator credentialing program, as well improving and scaling the professional learning and facilitator credentialing programs.

University of California, Berkeley, Berkeley, CA

For a project to develop and field-test open-source end-of-unit summative assessments that align with middle school performance expectations in the Next Generation Science Standards. 24 Months, \$550,000

With 44 states and the District of Columbia having adopted new science standards, there are critical resources needed to support teachers, schools, and districts as they work toward implementing high-quality science instructional materials in classrooms. Building on the 20 years of experience in curriculum development, the Lawrence Hall of Science will develop and field-test a comprehensive suite of benchmark end-of-unit summative assessments to align with all 59 middle school performance expectations of the Next Generation Science Standards. Through this renewal grant, they will: (a) complete work from their Phase I work to test, externally review, and revise item sets for 30 performance expectations; (b) develop, review, and test assessments for the remaining 29 performance expectations; (c) obtain a summative external review of assessments; (d) develop implementation support materials for teachers to use the assessments; and (e) widely disseminate the assessment items to the field.

University of California, Los Angeles, Los Angeles, CA

For continued development of Mann UCLA Community School and associated knowledge building. 36 Months, \$750,000

Transformation of historically low-performing schools is necessary to affect change for all students. For the last three years, the University of California, Los Angeles (UCLA), has addressed this need by bringing UCLA's resources to bear in service of transforming the Horace Mann Middle School into the Mann UCLA Community School (Mann UCLA). After facing years of plummeting enrollment and now serving a disproportionate number of high-need students, Mann UCLA is on its way to reassuming its former role as a valuable community resource and site of academic excellence for local families. This represents not only a substantial, long-term commitment by UCLA to its local community, but also an important opportunity to model for the nation the role that a public university can play in K-12 education. With renewed Corporation support, UCLA will continue its work to transform Mann UCLA through teacher capacity building and wraparound student services, and it will also share this work more broadly to impact practice in other contexts.

Urban Schools Human Capital Academy, Reston, VA

For a project to support states and districts to attract, recruit, and retain excellent teachers. 15 Months, \$500,000

Urban Schools Human Capital Academy (USHCA) began in 2011 working with urban districts across the country on creating strategic human capital systems to ensure all schools had effective teachers and leaders. Through their current grant with states and districts, USHCA learned that states are unaware of how their actions are playing out in decisions about teachers' hiring and retention in districts. Building on these learnings, through this renewal grant, USHCA will: (a) support states and districts as they work together to apply best practices in teacher human capital management; (b) enable state and district collaboration so that states facilitate improved teacher recruitment and retention practices at the district level through direct, differentiated services to districts; and (c) share lessons learned with districts and states to shift the focus of teams that are responsible for recruiting and retaining effective teachers from compliance to strategic management.

Valor Collegiate Academies, Nashville, TN

For the development and implementation of a high school program focused on college preparation and socio-emotional growth. 24 Months, \$700,000

Research shows that students' socio-emotional skills are key to their lifelong success, yet there remains a dearth of program models that marry socio-emotional learning (SEL) with academics, particularly at the high school level. Valor Collegiate Academies (Valor) is a charter management organization operating three successful schools that incorporate SEL into the core of their school design through a stand-alone curriculum called Compass. Valor has ranked in the top 5 percent for overall student achievement and student growth in Tennessee since its founding in 2014, with achievement and growth scores consistent across diverse subgroups of students. With prior support from the Corporation, Valor expanded to the high school level and trained 52 school partners in the Compass approach, serving over 18,000 students around the country. Continued support will allow Valor to finalize critical components of the high school model, including college and career programming and a refined Compass curriculum for eleventh and twelfth grade students at Valor, which will graduate its first class of seniors in 2021, and its partner schools.

WestEd, San Francisco, CA

For a project to launch the Nexus Academy for Curriculum Leadership for OpenSciEd State and District Science Leadership Teams. 18 Months, \$2,000,000

WestEd is a national education research and development agency with over 50 years of experience supporting educational equity and excellence. Through this renewal grant WestEd will build the capacity of district and state middle school science leadership teams to support effective and sustained implementation of OpenSciEd's high-quality and standards-aligned science middle school curriculum. WestEd will launch the Nexus Academy for Curriculum Leadership for OpenSciEd state and district science leadership teams, and will invite four states to recommend and help recruit district leadership teams who have committed to full implementation of OpenSciEd. Teams will participate in four Academy Institutes that will increase and support their understanding of effective implementation of OpenSciEd's science curriculum. Nexus will also provide technical assistance for participants to develop and refine their OpenSciEd implementation plans in local schools, with the intention of improving teacher knowledge and practice, and student learning.

Zearn, New York, NY

For a project to support learning recovery guidance for Zearn Math and the Curriculum Study Professional Development. 15 Months, \$450,000

Research shows that standards-aligned instructional materials have a direct impact on student learning, but also require teachers who can use the curriculum to effectively deliver differentiated instruction. Zearn Math, the highly rated mathematics curriculum that unites hands-on and digital learning, allows teachers to differentiate instruction through a rotational classroom model. As an open education resource, Zearn Math is offered at no cost to users, with payable options to access extra features such as professional learning supports for educators. Due to COVID-19-related school closures, districts need to prioritize the math content that each child must master to support a successful academic year. Through this grant, Zearn will: (a) disseminate their content guidance for math learning recovery to principals, teachers, and districts; (b) support students to make up for learning loss due to school closures; and (c) promote effective use of their Curriculum Study Professional Learning program.

STRENGTHENING U.S. DEMOCRACY

America's Voice Education Fund, Washington, DC

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

By a two-to-one margin, Americans today believe that immigrants strengthen rather than burden the country. Yet, thousands of asylum-seeking families have been separated at the U.S.-Mexico border, refugee admittances are at their lowest rate in American history, and the federal government has been raising new obstacles to legal immigration without addressing the 10.5 million immigrants living in the country without legal status. America's Voice Education Fund (AVEF) works with local, state, and national advocacy organizations to disseminate accurate information and unified messaging about immigrants and immigration policy to national, state, and local media. With Corporation support, AVEF will provide immigration advocates with strategic communications and rapid response strategies to educate the public about the harms of partisan rhetoric around immigrants and create public will for pro-immigrant policy changes.

Center for American Progress, Washington, DC

For core support of its immigration policy program. 24 Months, \$1,000,000

Since 2017, the federal government has dramatically scaled back the refugee admissions program, dismantled the asylum system, and erected new hurdles for future legal immigration. Immigration advocates have thus been facing the dual challenges of having to defend against anti-immigrant policies and needing to advance a forward-looking, affirmative vision for immigration policymaking. Since 2009, the Center for American Progress (CAP) has been playing a critical role in educating policymakers on the harms of anti-immigrant policy and steering the national conversation toward a positive immigration narrative. With renewed Corporation support, CAP will help drive the current immigration policy debate through high-quality research and field-wide collaboration; ensure the successful implementation of pro-immigrant policies at all levels of government; and shape the direction of the national conversation on integration, demographics, and migration.

Center for Rural Strategies, Whitesburg, KY

For support of a project to promote immigration and voting rights issues in rural media. 24 Months, \$250,000

Many rural Americans do not have a balanced media ecosystem from which they can access accurate information about how issues like immigration affect their daily life. Local news companies are shuttering across the country, and 57 percent of adults in rural communities say that even their limited local news options are mostly concerned with areas other than their own. Since 2001, the Center for Rural Strategies has been building bridges between urban and rural communities through strategic communications. The center works to give policymakers, journalists, and advocates access to stories from diverse, multilayered rural America, as well as create for rural Americans a media environment in which their economic and social concerns are addressed respectfully. With Corporation support, the Center for Rural Strategies will develop a platform to engage rural Americans on a range of issues, including immigration policy and the importance of voting through high-quality media content, effective dissemination, and audience development.

Center on Budget and Policy Priorities, Washington, DC

For a project to analyze the fiscal and economic impact of state-level immigration policies. 24 Months, \$800,000

In recent years, the federal government has advanced new rules to limit access to public benefits for immigrant families. Yet, studies have overwhelmingly revealed that immigrants contribute far more in taxes than they benefit from government programs. In fact, states and cities with pro-immigrant policies are significantly benefiting from the economic and labor contributions of immigrants, particularly in localities with declining populations and employment rates. The State Priorities Partnership (SPP), established by the Center on Budget and Policy Priorities (CBPP), is a network of national and state-based fiscal policy institutes that provide analyses of the fiscal implications of state-level proposals and the state-level impact of national policy proposals. With Corporation support, CBPP and SPP members will continue to provide critical fiscal data to advocates and other groups working on state-level immigration policy issues.

Faith in Action, Washington, DC

For a project to promote social cohesion and civic engagement in rural communities. 18 Months, \$400,000

Often, political interest groups use issues that ought to unite diverse communities to further divide them for political gain. On immigration, for example, the Pew Research Center found in 2016 that 65 percent of rural white voters believed that immigrant workers negatively impact American workers. Yet, immigrants accounted for 75 percent of the population and economic vitality in flourishing rural counties, as many others decline in size and economic health. Founded in 1972 as the PICO National Network, Faith in Action works with more than 1,000 faith-based community organizations in 150 cities and 17 states to create solutions to problems in urban, suburban, and rural communities. It has found success in working with local pastors and faith leaders to build broad, cross-cultural solidarity in communities. With Corporation support, and in partnership with People's Action — another grassroots organizing and civic engagement leader — Faith in Action will engage rural and urban voters to bring communities together and advance shared policy priorities.

Faith in Public Life, Inc., Washington, DC

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

Faith leaders possess a uniquely powerful voice for shaping public opinion in the United States, where 75 percent of Americans believe that religion is either very important or fairly important in their lives. They are uniquely positioned to educate their constituents about the importance of applying their faith values around justice, compassion, and the common good to inform their views on issues like democratic participation, social equality, and immigration. Faith in Public Life is a nonpartisan communications and media strategy center that seeks to maximize the faith community's ability to impact public discourse through advocacy campaigns, coalition-building, and helping faith leaders engage their peers and the media. With Corporation support, Faith in Public Life will help unify leaders from the faith community and amplify their call for a national environment more conducive to compassionate immigration reform. Faith in Public Life will also help faith leaders engage voters in communities with traditionally low voter turnout.

Immigrant Legal Resource Center, San Francisco, CA

For a national citizenship initiative. 18 Months, \$2,000,000

Naturalization is a foundational component of civic 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. Despite the federal government erecting new barriers to citizenship, the demand for naturalization services remains high as immigrants look for greater security and opportunities to more fully integrate into civic life. Since its inception in 2011, the New Americans Campaign (NAC) has helped complete more than 420,000 naturalization applications for legal permanent residents from dozens of countries around the world. Fiscally sponsored by the Immigrant Legal Resource Center, the NAC now has more than 169 local and national partners and 69 affiliates based across the country. With renewed Corporation support, the NAC will continue its efforts to engage eligible immigrants about the importance of naturalization and strengthen the capacities of local and national organizations providing legal services to immigrants.

Leadership Conference Education Fund, Washington, DC

For general support. 24 Months, \$650,000

Since the 2013 Supreme Court decision in *Shelby County v. Holder* dismantling key voter protections in the Voting Rights Act of 1965, more than 20 states have advanced policies that make it more difficult for already marginalized Americans to exercise their right to vote. Moreover, millions of Americans are at risk of being discounted in the upcoming 2020 Census, which determines congressional representation and the distribution of more than \$675 billion in federal funds to states and localities. Since 1969, the Leadership Conference Education Fund has served as the education and research arm of one of the largest legacy civil rights coalitions in the country. The education fund works to build public will for laws and policies that promote and protect the civil and human rights of all people. This includes advancing voting rights protections and guaranteeing a fair, accurate census. With renewed Corporation support, the education fund will spearhead public education campaigns that empower and mobilize advocates at local, state, and federal levels.

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

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

Since the 2013 Supreme Court decision in *Shelby County v. Holder*, which gutted major voting rights protections offered under the Voting Rights Act of 1965 (VRA), the United States has observed the emergence of hundreds of discriminatory changes to election procedures around the country. Yet, as the threats of an inaccurate 2020 Census and foreign interference in American elections loom, the federal government has not taken major steps to addressing voting rights under threat. As advocates push policymakers to restore protections once offered under the VRA, voting rights attorneys have been the main line of defense against voter suppression across the country. Founded in 2013 with Corporation support, the Voting Rights Litigation Working Group is a collaborative of 12 organizations selected for their historic involvement in significant voting rights litigation. With renewed Corporation support, the working group will continue to leverage its collective expertise to consult and collaborate on litigation and pre-litigation efforts to defend against the undermining of the voting rights of American citizens.

NALEO Educational Fund, Inc., Los Angeles, CA

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

With a population of more than 60 million people, Latinos are the second largest population group in the United States. Yet, Latino Americans continue to face myriad barriers to full participation in American political and civic life. This includes being consistently undercounted in the decennial census, being unable to vote due to voter suppression efforts, as well as being inadequately informed about the process and benefits of naturalization. Established in 1981, the National Association of Latino Elected and Appointed Officials (NALEO) Educational Fund is a leading nonpartisan organization facilitating full Latino participation in American civic life, from naturalization to public service. With Corporation support, NALEO Educational Fund will promote policies for advancing Latino civic engagement, empower the Latino community to participate in the democratic process, and convene Latino policymakers to discuss timely issues, such as education, workforce development, and public health.

Neo Philanthropy, New York, NY

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

As immigrants continue to be the targets of harmful political rhetoric and discriminatory policies, voters who are closest to these communities should be empowered to make their concerns a priority at all levels of government. However, the voting rate of new citizens, and citizens of color more broadly, consistently lags that of white voters, which has lessened the pressure on policymakers to address obstacles to immigrant integration and family safety. Established in 2003 with Corporation support, the Four Freedoms Fund (FFF) is a national donor collaborative housed at Neo Philanthropy supporting state-based and regional immigrant-serving coalitions across the country. With Corporation support, FFF will strengthen the capacity, strategies, and nonpartisan voter engagement tactics of pro-immigrant groups, with the aim of motivating low-propensity and first-time voters to engage in all forms of civic participation.

Public Religion Research Institute, Washington, DC

For core support of its program on immigration research. 24 Months, \$600,000

As the United States heads into a highly politicized 2020 presidential election cycle, the government's escalating efforts to ramp up immigration enforcement and limit legal immigration will likely be forefront issues. Numerous polls have identified a broad base of support for pragmatic and compassionate immigration policy solutions, but immigration is a nuanced and deeply partisan policy arena. Established in 2009, Public Religion Research Institute (PRRI) is a nonpartisan research organization that maps the opinions of Americans on a range of issues, including immigration, in all 50 states. It is a trusted nonadvocacy polling organization frequently consulted by mainstream media on these issues, especially as they relate to Americans with religious backgrounds. With Corporation support, PRRI will conduct extensive public opinion polling and research on how religious and moral commitments drive Americans' attitudes toward immigrants and immigration reform.

State Voices, [Washington, DC](#)

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

Sustained, nonpartisan voter engagement is an essential component of a healthy democracy. And while there are many national leaders championing issues of voter engagement and voting rights protections, local and state-based organizations are often the institutions most attuned to issues that resonate with local communities. Established in 2004 with Corporation support, State Voices is a national organization that connects national, state, and local organizations working on a diverse range of issues and helps them engage in shared civic engagement campaigns. State Voices oversees a network of more than 900 state, local, and national affiliate organizations that collaborate on a range of issues, strengthen each other's impact on individual policy areas, and increase civic engagement overall. With renewed Corporation support, State Voices will continue to grow its network and support shared efforts to increase civic and voter engagement.

William J. Brennan, Jr., Center for Justice, Inc., [New York, NY](#)

For core support of its Democracy Program. 24 Months, \$500,000

As doubts are being cast on the integrity of American elections and Congress' effectiveness in a hyperpartisan environment, the United States is facing substantial threats to the stability of its democratic institutions and norms. Housed at New York University School of Law, the Brennan Center for Justice is a nonpartisan law and policy institute that works to strengthen the country's democratic institutions and systems. The center generates high-quality research and scholarship, creates compelling narratives for change, advocates fresh solutions and policy proposals, builds factual records, and litigates cutting-edge cases alongside other national litigation groups. With Corporation support, the Brennan Center's Democracy Program will amplify the center's combined influence as a think tank, legal advocacy group, and communications hub to promote more robust and fair systems of democracy and justice.

DISCRETIONARY GRANTS

2Revolutions, [New Rochelle, NY](#)

12-month grant of \$200,000 for continued collaborative design work to foster innovation in Virginia Beach City Public Schools

50CAN, [Washington, DC](#)

12-month grant of \$200,000 for a project by JerseyCAN to develop a comprehensive report on the state of the New Jersey educator workforce

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

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

America Achieves, [New York, NY](#)

9-month grant of \$200,000 as a one-time grant for general support

American Federation of Teachers Educational Foundation, [Washington, DC](#)

5-month grant of \$50,000 for project support of a tele-town-hall to provide families and educators support in response to the COVID-19 crisis

American Federation of Teachers Educational Foundation, [Washington, DC](#)

12-month grant of \$50,000 for a cross-site process evaluation on the Promising Pathways program

American Institutes for Research in the Behavioral Sciences, Washington, DC

12-month grant of \$200,000 for planning of the Adolescent Learning Technical Assistance Center

America's Promise Alliance, Washington, DC

10-month grant of \$200,000 for core support of the YES Project

Association of College and University Educators, New York, NY

18-month grant of \$200,000 for support of faculty professional learning in a micro-credential, remote-learning environment

Asian Americans Advancing Justice, Washington, DC

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

Bank Street College of Education, New York, NY

11-month grant of \$125,000 for support of a new school design process

Bellwether Education Partners, Sudbury, MA

9-month grant of \$175,000 as an emergency response to the COVID-19 pandemic for the project "We the Graduates" to develop a landscape assessment and tools to inform the field around postsecondary transitions amidst the COVID-19 crisis

Bellwether Education Partners, Sudbury, MA

6-month grant of \$120,000 for a project to develop and implement a five-year strategic plan for OpenSciEd

Bellwether Education Partners, Sudbury, MA

3-month grant of \$82,000 for a project to inform the OpenSciEd initiative through a landscape analysis of the elementary and high school science curriculum market

Bellwether Education Partners, Sudbury, MA

4-month grant of \$25,000 for project support for the delivery of instructional material to families

Bottom Line, Inc., Boston, MA

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

Bottom Line, Inc., Boston, MA

12-month grant of \$25,000 for project support to launch a strategic plan to scale the transformative impact of a college degree for first-generation and low-income students

Braven, Chicago, IL

12-month grant of \$150,000 for continued expansion of undergraduate career education and related support-network programming in New York City through partnerships with City University of New York (CUNY)

Carnegie Foundation for the Advancement of Teaching, Stanford, CA

12-month grant of \$200,000 for a project called "The Chicago Story: Lessons for Building an Educational Improvement Infrastructure," which seeks to capture and share lessons from Chicago's educational improvement over the past three decades

Carnegie Foundation for the Advancement of Teaching, Stanford, CA

5-month grant of \$25,000 for the 2020 Summit on Improvement in Education

Center for American Progress, Washington, DC

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

Center for Effective Philanthropy, Inc., Cambridge, MA

9-month grant of \$200,000 for a project to support YouthTruth's student, family, and staff surveys

Center for Effective Philanthropy, Inc., Cambridge, MA

6-month grant of \$20,000 as an emergency response to the COVID-19 pandemic for support of YouthTruth's "Students Weigh In: Learning & Well-Being During COVID-19" survey

CenterPoint Education Solutions, Washington, DC

6-month grant of \$90,000 for a planning grant to work with Detroit Public Schools

Chicago Community Foundation, Chicago, IL

18-month grant of \$200,000 for core support of the American Business Immigration Coalition

CityBridge Education, Washington, DC

13-month grant of \$200,000 for core support of CityWorks

Clayton Christensen Institute, Lexington, MA

7-month grant of \$115,000 for continuation of the Canopy project

Clayton Christensen Institute, Lexington, MA

12-month grant of \$75,000 for phase two of the Canopy project and building collective knowledge on school designs during COVID-19

College Advising Corps, Chapel Hill, NC

12-month grant of \$200,000 for continued support of capacity building to strengthen core advisement work

College Possible, Saint Paul, MN

12-month grant of \$160,000 for support of college access and success initiatives in New York City

Common Application, Arlington, VA

12-month grant of \$115,000 for the development and execution of equity-focused recruitment and outreach strategies that ensure students and families are aware of and successfully take advantage of opportunities to access postsecondary education through related interventions

Community Organizing and Family Issues, Chicago, IL

6-month grant of \$25,000 for project support of the United Parent Leaders Action Network National Convening 2020

Community Partners, Los Angeles, CA

12-month grant of \$25,000 for core support of Scaling Student Success

Conference Board of the Mathematical Sciences, Saint Paul, MN

12-month grant of \$50,000 for a follow-up forum on state-led improvements in high school-to-postsecondary mathematics pathways

DC Public Education Fund, Washington, DC

9-month grant of \$200,000 for developing a model for school funding in the District of Columbia Public Schools

digiLEARN: Digital Learning Institute, Raleigh, NC

16-month grant of \$200,000 for a project to develop micro-credential standards and model policies for North Carolina and other states

DonorsChoose.org, New York, NY

6-month grant of \$100,000 as an emergency response to the COVID-19 pandemic for project support of the Graduate Together/XQ Special Fund

DreamYard Project, Inc., Bronx, NY

4-month grant of \$125,000 for internship and work-based learning opportunities for Bronx youth in response to the COVID-19 pandemic

EducationCounsel, Washington, DC

7-month grant of \$180,000 for projects on advancing learning systems in education, and a policy agenda to improve the education research and development (R&D) infrastructure

Education Strategy Group, Chevy Chase, MD

12-month grant of \$150,000 for a project that builds public understanding of pathways to economic opportunity

Elections Center, Washington, DC

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

EveryoneOn, Washington, DC

12-month grant of \$50,000 as an emergency response to the COVID-19 pandemic to address the digital divide and college access gaps affecting 11th and 12th graders living in public housing

Family Engagement Lab, San Francisco, CA

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

Family Engagement Lab, San Francisco, CA

7-month grant of \$25,000 as an emergency response to the COVID-19 pandemic for general support

Franklin and Eleanor Roosevelt Institute, New York, NY

12-month grant of \$100,000 for support of an initiative to expand student voter engagement

GO Public Schools, Oakland, CA

8-month grant of \$50,000 as an emergency response to the COVID-19 pandemic for general support

Grantmakers of Western Pennsylvania, Pittsburgh, PA

12-month grant of \$50,000 for support of Remake Learning Days Across America in 2020 and associated family and community engagement activities

Growth Philanthropy Network, New York, NY

12-month grant of \$30,000 for the Social Impact Exchange Learning Community on Scaled Impact in Education

iMentor, New York, NY

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

Innovate Public Schools, San Jose, CA

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

Innovate Public Schools, San Jose, CA

7-month grant of \$75,000 as an emergency response to the COVID-19 pandemic for general support

Instruction Partners, Nashville, TN

6-month grant of \$200,000 as an emergency response to the COVID-19 pandemic to develop, test, and disseminate learning recovery and acceleration models to support the reopening of school systems

JobsFirstNYC, New York, NY

6-month grant of \$25,000 for support to develop a comprehensive workforce system framework

Kindred, Washington, DC

12-month grant of \$175,000 for general support

The Knowledge House, Bronx, NY

12-month grant of \$100,000 for a project to support The Last Mile Talent Development, Inc.

LatinoJustice PRLDEF, New York, NY

18-month grant of \$200,000 for core support of its Immigrant Justice Program

Learning Forward, Richardson, TX

11-month grant of \$50,000 for a project to launch a content-based coaching program

Modern States Education Alliance, New York, NY

3-month grant of \$150,000 for support of the enhanced Freshman Year for Free program, designed to keep college-bound high school seniors, particularly from low-income neighborhoods in New York City, on a college track in response to the COVID-19 pandemic

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 college-bound high school seniors, particularly from low-income neighborhoods in New York City, on a college track in response to the COVID-19 pandemic

More in Common, New York, NY

12-month grant of \$150,000 for support of a public education campaign to increase confidence in the integrity of the 2020 election

National Academy of Sciences, Washington, DC

10-month grant of \$177,000 for a project to develop guidance on teaching science in grades K–12 as a response to the COVID-19 pandemic

National Academy of Sciences, Washington, DC

11-month grant of \$36,000 for a project for the evaluation of the Board on Science Education

National Center for Families Learning, Louisville, KY

12-month grant of \$125,000 for a project to support a community of practice of family engagement statewide centers

National Center for Teacher Residencies, Chicago, IL

12-month grant of \$200,000 for a project to integrate the use of high-quality instructional materials into teacher residency programs that partner with school districts to prepare new teachers

National Conference of State Legislatures, Denver, CO

18-month grant of \$200,000 for support of its state immigration policy work

National Congress of Parents and Teachers, Alexandria, VA

9-month grant of \$100,000 for project support of season 2 and 3 of the PTA podcast *Notes from the Backpack*

National Education Equity Lab, New York, NY

6-month grant of \$25,000 for project support of Opportunity Online, an academic year-end and summer bundle work for Title 1 schools in 12 cities

National Foundation for American Policy, Arlington, VA

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

National Public Education Support Fund, Washington, DC

15-month grant of \$50,000 for the Global Science of Learning Education Network (GSoLEN)

NEO Philanthropy, New York, NY

12-month grant of \$60,000 for support of the 2020 Census initiative of the Funders' Committee for Civic Participation

New America Foundation, Washington, DC

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

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

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

The New School, New York, NY

12-month grant of \$150,000 for a project to create an elementary school search for families in New York City

New Venture Fund, Washington, DC

6-month grant of \$200,000 for core support of Learning Heroes

New Venture Fund, Washington, DC

12-month grant of \$100,000 for core support of the Collaborative for Student Success

New York University, New York, NY

22-month grant of \$50,000 for support of a convening of artists, scholars, and activists to raise awareness around global displacement and its accompanying humanitarian challenges

OneGoal, Chicago, IL

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

Opportunity America, Washington, DC

12-month grant of \$80,000 for project support to conduct a feasibility study on the role of New York City community colleges around career education

Our Turn, New York, NY

12-month grant of \$200,000 for project support of the Young People's Campaign for Education 2020

Parent Teacher Home Visits, Sacramento, CA

12-month grant of \$100,000 for support for a strategic plan

PeerForward, Washington, DC

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

PENCIL, New York, NY

4-month grant of \$125,000 for support of the Summer Internship and Career Explorers Programs in response to the COVID-19 pandemic

PIE Network, Minneapolis, MN

12-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

Pro Bono Net, Inc., New York, NY

12-month grant of \$125,000 for support of a project to enhance and expand an online citizenship application platform

Project Basta, New York, NY

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

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

15-month grant of \$200,000 for piloting the Ready to Succeed program

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

3-month grant of \$40,000 for creating college advising resources for students and counselors in response to the COVID-19 pandemic

RISE Colorado, Aurora, CO

12-month grant of \$100,000 for project support for the RISE Inspired Leaders & Communities residency program

Rivet Education, St. Francisville, LA

5-month grant of \$180,000 as an emergency response to the COVID-19 pandemic for a project to develop and release a freely available Professional Learning Partner Guide to inform school systems' decisions to purchase curriculum-based professional learning services

Simply Put, New York, NY

12-month grant of \$200,000 for support of outreach and public education around the importance of a fair and accurate count of young children in the 2020 Census

Social Impact Fund, Los Angeles, CA

12-month grant of \$65,000 for core support of the KW Foundation

Springboard Collaborative, Philadelphia, PA

12-month grant of \$100,000 for support of the development of a mobile app to improve family engagement in literacy

Springboard Collaborative, Philadelphia, PA

8-month grant of \$50,000 as an emergency response to the COVID-19 pandemic for general support

StandardsWork, Inc., Quincy, MA

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

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

Syracuse University, Syracuse, NY

18-month grant of \$200,000 for support of the Transactional Records Access Clearinghouse's immigration projects

TalkingPoints, San Francisco, CA

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

TalkingPoints, San Francisco, CA

8-month grant of \$50,000 as an emergency response to the COVID-19 pandemic for general support

Teachers College, Columbia University, New York, NY

12-month grant of \$100,000 as a final grant for a project to advance civic education in New York State

Teach for All, New York, NY

15-month grant of \$50,000 for general support as part of a matching challenge

TEACH.org, San Francisco, CA

12-month grant of \$100,000 for support of a Public Service Announcement (PSA) campaign to elevate the teaching profession

Thomas B. Fordham Institute, Washington, DC

24-month grant of \$200,000 for a book project on the past, present, and future of the National Assessment of Educational Progress

Truman Center for National Policy, Washington, DC

12-month grant of \$50,000 for support of a project on immigration and national security

UnidosUS, Washington, DC

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

Univision, Miami, FL

5-month grant of \$30,000 for project support of a televised segment to inform families of available education-related resources

UP Education Network, Boston, MA

15-month grant of \$150,000 for a project to study and replicate success in serving low-performing students

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

WestEd, San Francisco, CA

12-month grant of \$60,000 for a research and evidence-based project for family engagement in a school district

WNET, New York, NY

12-month grant of \$150,000 for project support of the *Parenting Minutes* video series, which focuses on developing tools and resources to help parents understand and support the learning progress of their children

YouthForce NOLA, New Orleans, LA

12-month grant of \$110,000 for support of a virtual soft-skills library to build capacity in New Orleans schools to improve soft skills

Special Opportunities Fund

American Civil Liberties Union Foundation, Inc., New York, NY

For general support in honor of its 100th anniversary.
12 Months, \$250,000

Founded in 1920, the American Civil Liberties Union (ACLU) is a nonpartisan public interest organization dedicated to protecting and advancing human rights and civil liberties in the United States. Using impact litigation, public education, media strategies, and policy advocacy, the ACLU serves everyone within the U.S., particularly disenfranchised groups deprived of rights and freedoms guaranteed under the Constitution. It houses 14 issue-based projects, including its Speech, Privacy, and Technology Project (SPT), its Immigrants' Rights Project (IRP), and its Voting Rights Project (VRP). With Corporation support, the ACLU will continue to leverage its legal expertise and reputation to provide principled and intersectional defense of both the Constitution and U.S. democracy.

American Law Institute, Philadelphia, PA

For general support. 12 Months, \$1,000,000

In 1923, a committee of esteemed judges, lawyers, and scholars incorporated the American Law Institute (ALI) to address two major obstacles to justice in the United States: the uncertainty and complexity of American laws. For nearly 100 years, the ALI has been providing critical resources to courts, legislatures, and the legal profession to clarify and improve the U.S. legal system. These resources are borne out of rigorous, years-long research by legal scholars, helping to apply precision to ambiguous statutory language, provide prescriptive language for enacting laws, and offer best practices based on analyses of existing laws and practices. The ALI is currently working on a range of issue areas that are at the forefront of legal discourse, including data privacy, corporate compliance, and policing. With Corporation support, the ALI

will increase its research capacity and expand the number of topics that its researchers cover.

American Museum of Natural History, New York, NY

For general support in recognition of its 150th anniversary.
12 Months, \$1,000,000

Founded in 1869, the American Museum of Natural History is one of the world's most renowned natural history museums, with a mission "to discover, interpret, and disseminate — through scientific research and education — knowledge about human cultures, the natural world, and the universe." Although the COVID-19 pandemic has interrupted their 150th anniversary plans and the museum remains closed, a committed team at the museum will use this time to reimagine a future museum that will address current and future needs of the staff, communities, and audiences. A Corporation grant will help ensure that the museum continues to fulfill its dual scientific and educational mission and provide extensive services to the children, families, and schools during this extraordinarily difficult time. In addition, the museum's scientific research continues remotely and will leverage its data science infrastructure to help study and understand the evolution and spread of COVID-19.

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

For general support. 12 Months, \$1,000,000

Carnegie Council for Ethics in International Affairs (CCEIA) is a leading organization in the United States and globally focusing on the issues reflected in its title. Having recently undertaken a major strategic review, CCEIA plans to address ethical issues relevant to international affairs in five key areas: climate altering technologies; artificial intelligence; genetic privacy; wide-area surveillance; and international

mobility. The general support grant will enable CCEIA to engage in research and public outreach activities with the aim of amplifying the urgency of these topics and their relevance to emergent national and international affairs. The resulting outputs and products will seek to create new ethics-driven rules to address the posed challenges.

Carnegie Endowment for International Peace, Washington, DC

For general support. 24 Months, \$2,500,000

In an increasingly crowded and contested world and marketplace of ideas, the Carnegie Endowment for International Peace (CEIP) offers global, independent, and strategic insight and innovative ideas that advance international peace. With six global centers and an international staff spread across more than 20 countries, CEIP focuses on the significant drivers shaping an emerging global order with programs that seek to: inject local realities and perspectives into policy debate and design; prevent and mitigate collisions of global consequence; bridge the gap between the pace of technological, political, and economic transformations and the global policy response; and invest in the next generation of thought leaders in international affairs.

Columbia University, New York, NY

For continuing to digitize Carnegie Corporation of New York's historical records and making them accessible to the public via the Corporation's Digital Archive. 24 Months, \$413,400

In 2015, the Corporation made a grant to Columbia University to digitize the historical records related to the inception and early years of Carnegie Corporation of New York, further develop tools and technology to receive and permanently preserve digital materials, and to make the materials accessible to the public via a newly created digital archive. In 2020, we will continue with the next phase of the digitization project by digitizing the Corporation's board-related materials, including 63 bound volumes of board meeting minutes, 71 bound volumes of agenda books, and 147 linear feet of related archival materials. These materials will also be added to the Corporation of New York's Digital Archive and available to the public after an applicable embargo time.

Graduate Center Foundation, New York, NY

As a one-time-only grant for educational technology fellowship to support the faculty's transition to online course formats. 12 Months, \$300,000

In response to the COVID-19 pandemic, universities have had to quickly shift classroom instruction to remote learning formats. However, faculty and students nationwide have voiced frustrations with having to navigate complex technological platforms, as well as having to adjust to a new reality in general. Founded in 1961, the Graduate Center of the City University of New York (CUNY) is the primary doctorate-granting institution of CUNY. The Graduate Center offers 45 doctoral and master's programs and is home to more than 30 interdisciplinary research centers and institutes. With Corporation support, the Graduate Center will launch the Carnegie Educational Technology Fellowship to help faculty members recalibrate their teaching and explore new pedagogical methods appropriate for remote learning in the time of COVID-19.

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

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

Public support for the news media is at its lowest levels in decades. Despite widespread mistrust of the media, the *PBS NewsHour* remains a trusted news source for millions of Americans. The 2019 Erdos & Morgan Opinion Leaders Survey rated the *NewsHour* as the most objective among all media and also the most credible TV news program. In this era of political polarization and "fake news," supporting trusted sources of news is of critical importance. With renewed Corporation support, the *NewsHour* will continue its coverage of international affairs, states at risk, voting and voting rights, and K-12 education.

King Baudouin Foundation United States, New York, NY

For digitization and digital access for the Richelieu Library. 12 Months, \$250,000

The Bibliothèque nationale de France (the French National Library) is one of France's oldest cultural institutions. Today it is also one of the most digitally accessible public libraries

in the world with over 6 million online documents and digital exhibitions. Its historic site, the Richelieu Library and museum in Paris, is undergoing physical restoration and programmatic transformation for reopening in 2021. With a contribution from the Corporation, the Richelieu Library will offer diverse forms of multilingual, digital access to its vast collections and publications.

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

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

The 9/11 Memorial & Museum stands as a globally recognized symbol of healing, renewal, and hope in the aftermath of tragedy. The site remembers and honors the 2,983 people killed in the attacks of September 11, 2001, and February 26, 1993, as well as those who risked their lives to save others. In response to the ongoing COVID-19 pandemic, the 9/11 Memorial & Museum has been closed indefinitely since March 13, 2020. Unlike many cultural institutions in New York City, the 9/11 Memorial & Museum earns 90 percent of its operating revenue through ticket sales from an average of 8,500 visitors each day — approximately \$230,000 a day. When the museum does reopen, it is expected to do so with significantly reduced visitation. Corporation support will help maintain the 9/11 Memorial & Museum and support its plans for a major fundraising initiative.

The New York Public Library, New York, NY

For general support in recognition of The New York Public Library's 125th anniversary. 12 Months, \$1,025,000

Founded in 1895, the New York Public Library (NYPL) has been improving lives, communities, and our civil society through learning, thinking, and reading, serving more than 45 million patrons each year. Carnegie Corporation of New York has provided support for educational programming as well as for increasing and maintaining its collections since the Corporation's founding in 1911. A Corporation grant will enable a dedicated library staff to create special anniversary programming and will help to expand its core mission offering free access to knowledge, promoting scholarship, increasing school programming and other public services, at their library branches and through their online books and other digital collections. Other anniversary activities include the opening of two major exhibitions; special programs at branches across the city; and a major ecumenical event at the Cathedral of St. John the Divine, all culminating with a major gala later in the year.

President and Fellows of Harvard College, Cambridge, MA

For core support of the Shorenstein Center on Media, Politics and Public Policy. 24 Months, \$500,000

In the era of political polarization and “fake news,” it is critical that journalists provide the public with substantive and factual reporting. Academic research can increase the accuracy of news and provide much-needed context for individual stories, but many journalists do not know where to find trustworthy research or how to properly incorporate it into their reporting. To address these deficits, in 2015, Harvard University's Shorenstein Center on Media, Politics and Public Policy created the Journalist's Resource, an online database containing curated academic and government research findings selected for their relevance to current challenges facing American society. The center works to make this information accessible to non-academics by translating complex statistics into logical data points and reformulating esoteric terminology into clear language. This tool enables reporters to incorporate scientific evidence and high-quality, peer-reviewed research into their stories. With Corporation support, the Shorenstein Center will continue to improve and expand the Journalist's Resource.

President and Fellows of Harvard College, Cambridge, MA

For support of the Edmond J. Safra Center's role in developing and piloting renewed civics education curriculum. 18 Months, \$500,000

In 2012, the United States Department of Education acknowledged that civic learning and democratic engagement in the United States have become “add-ons” rather than “essential parts of the core academic missions” of schools. Housed at Harvard University, the Edmond J. Safra Center for Ethics is incubating a national initiative for renewed civic education at all levels of schooling, including K–12, higher education, continuing education, and teacher professional development. With Corporation support, the center will further develop its programming for students and educators, expand its network of partner school districts in Massachusetts, and promote its model in additional states.

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

As a final grant for general support. 12 Months, \$500,000

Since 1963 Sponsors for Educational Opportunity (SEO) has provided college access and success services to largely low-income, underrepresented, and first-generation students through Out-of-School Time (OST) and youth development programming focusing on academic preparation and related support services. SEO provides services from ninth grade to college completion serving roughly 1,000 students per year in high school and a total of 730 college students. This grant is for general operating support for SEO Scholars, New York City Program.

Trinity Foundation, Dublin, Ireland

For support of the digitization of the collections of the Library of Trinity College Dublin. 15 Months, \$500,000

Founded in 1592, Trinity College Dublin houses a research library of international acclaim. Among its collections are culturally significant medieval manuscripts and artifacts, including the *Winchcombe Psalter* and the *Life of St. Alban* by Matthew Paris. The Library of Trinity College Dublin has initiated an ambitious program of conservation, modern curation, digitization, and advanced technological application in order to bring its invaluable collections into the digital age. With Corporation support, the Library of Trinity College Dublin will invest in the skilled personnel and state-of-the-art technology necessary to advance its digitization goals. The library will also collaborate with the university's new MPhil program in Medieval Studies to explore ways in which the digitization efforts can advance new research opportunities for medieval scholars around the world.

DISCRETIONARY GRANTS

92Y, New York, NY

12-month grant of \$25,000 as a one-time-only grant for general support during the COVID-19 crisis

Albertine Books Foundation, Inc., New York, NY

6-month grant of \$5,000 as a final grant for Festival Albertine 2019

American Academy in Berlin, Berlin, Germany

24-month grant of \$200,000 for support of the Gerhard Casper Fellowship

American Library Association, Chicago, IL

24-month grant of \$120,000 for the annual I Love My Librarian Awards program honoring exemplary performance by public, academic, and school librarians

Aspen Institute, Inc., Washington, DC

12-month grant of \$25,000 as a one-time-only grant to support the Boosting the Signal project

Baruch College Fund, New York, NY

12-month grant of \$25,000 for support of the COVID-19 student emergency fund

Brown University, Providence, RI

12-month grant of \$25,000 as a one-time-only grant for support of a digital project resulting from the film *In My Mother's House*

Carnegie Library of Pittsburgh, Pittsburgh, PA

12-month grant of \$200,000 as a one-time-only grant for support of projects highlighting the Library's 125th Anniversary

Carnegie Museums of Pittsburgh, Pittsburgh, PA

12-month grant of \$200,000 as a one-time-only general support grant

Carnegie Museums of Pittsburgh, Pittsburgh, PA

12-month grant of \$150,000 as a one-time-only core support grant to honor an Andrew Carnegie legacy museum on the 100th anniversary of his death and on the 25th anniversary of The Andy Warhol Museum

City University of New York, New York, NY

12-month grant of \$100,000 as a one-time-only grant for support of the Student Emergency Relief Fund

Columbia University, New York, NY

21-month grant of \$100,000 for the Network for the Model International Mobility Convention

Craig Newmark Graduate School of Journalism CUNY Foundation, New York, NY

12-month grant of \$50,000 for support of the COVID-19 Student Emergency Fund

Daily Chatter, Boston, MA

12-month grant of \$25,000 for providing free subscriptions to college students to increase their understanding of global issues

Edinburgh International Culture Summit Foundation Limited, Edinburgh, UK

24-month grant of \$150,000 as a one-time-only grant for support of the Edinburgh International Culture Summit 2022

Equal Justice Works, Washington, DC

12-month grant of \$100,000 for core support of its Disaster Resilience Program amid the COVID-19 pandemic

Foundation for City College, New York, NY

12-month grant of \$200,000 for core support of the Colin Powell School for Civic and Global Leadership

Foundation for City College, New York, NY

12-month grant of \$50,000 for the Colin Powell School for Civic and Global Leadership Student Emergency Fund

Friends of the Cuttyhunk Public Library, Inc., Cuttyhunk, MA

12-month grant of \$10,000 as a one-time-only grant for support of technology upgrade and community outreach

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

Graduate Center Foundation, New York, NY

12-month grant of \$50,000 as a one-time-only grant for support of the Student Emergency Relief Fund

Greater Washington Educational Telecommunications Association, Inc., [Arlington, VA](#)

12-month grant of \$200,000 for *Finding Your Roots with Henry Louis Gates, Jr., Season 7*

Greater Washington Educational Telecommunications Association, Inc., [Arlington, VA](#)

12-month grant of \$100,000 for support of the PBS *NewsHour's* programming on the COVID-19 pandemic

Humanity in Action Inc., [Brooklyn, NY](#)

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

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

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

Institute of Museum and Library Services, [Washington, DC](#)

15-month grant of \$100,000 as a one-time-only grant to support the REopening Archives, Libraries and Museums project

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

12-month grant of \$75,000 as a one-time-only grant for general support during the COVID-19 crisis

Jewish Federation of Greater Pittsburgh, [Pittsburgh, PA](#)

12-month grant of \$100,000 as a one-time-only grant for the Pittsburgh Global Anti-Hate Conference

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

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

John F. Kennedy Center for the Performing Arts, [Washington, DC](#)

12-month grant of \$100,000 as a one-time-only grant to support educational programming during the COVID-19 crisis

Leadership Roundtable, [Washington, DC](#)

12-month grant of \$75,000 as a one-time-only grant to support the 2020 Catholic Partnership Summit

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

12-month grant of \$150,000 for support of the Lincoln Center Education program

Lower East Side Tenement Museum, [New York, NY](#)

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

Mercy Corps, [Portland, OR](#)

12-month grant of \$100,000 for general support during the COVID-19 crisis

Metropolitan Museum of Art, [New York, NY](#)

12-month grant of \$150,000 as a one-time-only core support grant for the museum's 150th anniversary initiative

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

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

National Parks of New York Harbor Conservancy, New York, NY

19-month grant of \$120,000 for support of educational programming on the founding principles of American democracy

Near East Foundation, Syracuse, NY

12-month grant of \$25,000 for general support during the COVID-19 crisis

New 42nd Street, Inc./New Victory Theater, New York, NY

12-month grant of \$100,000 as a one-time-only grant for general support during the COVID-19 crisis

New York Botanical Garden, Bronx, NY

12-month grant of \$100,000 as a one-time-only grant for general support

New York Council for the Humanities, New York, NY

12-month grant of \$25,000 for support of a podcast commemorating the centennial anniversary of the 19th amendment and the legacy of the women's suffrage movement

New York Historical Society, New York, NY

12-month grant of \$200,000 for support of the Academy for American Democracy program

President and Fellows of Harvard College, Cambridge, MA

12-month grant of \$25,000 for support of a project to explore policy opportunities that would expand voter participation in the United States

ProPublica, Inc., New York, NY

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

Reach Out and Read Inc., Boston, MA

12-month grant of \$25,000 for general support during the COVID-19 crisis

Rhode Island Public Radio, Providence, RI

18-month grant of \$200,000 for a final grant to support the Mosaic Project

Salve Regina University, Newport, RI

24-month grant of \$100,000 as a final grant in support of the Rochambeau Dialogue

Scholars at Risk Network, New York, NY

12-month grant of \$125,000 for general support

Search for Common Ground, Washington, DC

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

Statue of Liberty-Ellis Island Foundation, Inc., New York, NY

12-month grant of \$50,000 for general support during the COVID-19 pandemic

The 19th, Austin, TX

12-month grant of \$200,000 for support of its official launch and core reporting on policy issues affecting women's lives

Special Opportunities Grants

2020 CENSUS AND ELECTION CHALLENGES

Andrew Goodman Foundation, Mahwah, NJ

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

Bipartisan Policy Center, Washington, DC

15-month grant of \$150,000 for support of a public education campaign to secure and defend election integrity

Center for American Progress, Washington, DC

12-month grant of \$75,000 for support of an initiative to elevate the disability community's participation in the democratic process

Feminist Majority Foundation, Arlington, VA

12-month grant of \$75,000 for support of an initiative to increase civic participation among young women on college campuses

Futuro Media Group, New York, NY

12-month grant of \$75,000 for support of election reporting and analysis that centers on the experiences of underrepresented communities

Koahnic Broadcast Corporation, Anchorage, AK

12-month grant of \$75,000 for support of a nonpartisan media campaign on Native American census participation and voter engagement

Lawyers' Committee for Civil Rights Under Law, Washington, DC

12-month grant of \$100,000 for support of a national voter protection program

League of Women Voters Education Fund, Washington, DC

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

Massachusetts General Hospital, Boston, MA

12-month grant of \$75,000 for core support to the organization, VotER, a nonpartisan initiative dedicated to increasing civic engagement among eligible voters who utilize emergency healthcare services

MomsRising Education Fund, Bellevue, WA

12-month grant of \$92,500 for support of a voter engagement program targeting low-propensity women voters

NAACP Empowerment Programs, Baltimore, MD

12-month grant of \$100,000 for support of a nonpartisan radio and digital advertising campaign to increase civic engagement in rural communities

National Domestic Workers Alliance, New York, NY

12-month grant of \$100,000 for core support of its voter protection program

New Venture Fund, Washington, DC

12-month grant of \$100,000 for core support of the Supermajority Education Fund and its efforts to engage women around civic issues

Public Agenda, Inc., Brooklyn, NY

12-month grant of \$100,000 for support of research and dissemination on shared interests on immigration policy issues among politically diverse Americans

RespectAbility, Rockville, MD

12-month grant of \$50,000 for support of a nonpartisan effort to engage and educate voters with disabilities

Rock the Vote, Washington, DC

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

Sesame Workshop, New York, NY

12-month grant of \$57,500 for support of a national public education campaign to inform parents of young children about participating in the 2020 Census

Voto Latino Foundation, Washington, DC

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

Windward Fund, Washington, DC

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

Andrew Carnegie Fellows Program

Emily Bernard

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "Unfinished Women"

Cathy J. Cohen

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "Race and Democratic Futures: GenForward Survey of Young Adults and the Politics of Vulnerability"

Rohit De

24-month grant of \$199,600 as a 2020 Andrew Carnegie Fellow for the project "The Jurisprudence of Decolonization: Mobile Lawyers, Civil Liberties and the Global History of Rebellious Lawyering"

Sarah Deer

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "Indigenous Democracies: Native Women and the Future of Tribal Nations in the United States"

Bathsheba Demuth

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "The Yukon Watershed: An Environmental History of Nonhuman Rights 1700–2000"

Susan M. Dynarski

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "Closing the Gap: Reducing Inequality in Education"

Jack A. Goldstone

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "10 Billion: How Global Population Trends will Challenge Security, Prosperity and Democracy in the 21st Century"

Paul Gronke

24-month grant of \$199,800 as a 2020 Andrew Carnegie Fellow for the project "Stewards of Democracy: How Street-Level Administrators Can Restore Public Faith in American Democracy"

Meghan C. L. Howey

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "The Socioecological Shock of Colonialism: A Community-Engaged and Interdisciplinary Archaeological Framework"

Solomon Hsiang

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "Quantifying the Risk of Economic Stagnation, Increased Inequality, and Mass Migration Due to Climate Change Using Two-Million Historical Aerial Photographs and Machine Learning"

Sarah J. Jackson

24-month grant of \$199,000 as a 2020 Andrew Carnegie Fellow for the project "The Story of Us: Black Media-Makers and the 21st-Century Struggle for America's Soul"

Paulina Jaramillo

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "Energy, Climate, and Perceptions of Fairness in sub-Saharan Africa"

Azmat Khan

24-month grant of \$195,000 as a 2020 Andrew Carnegie Fellow for the project "Precision Strike"

Jason Lyall

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "Improving Humanitarian Assistance in Violent Settings"

Alice E. Marwick

24-month grant of \$199,800 as a 2020 Andrew Carnegie Fellow for the project "Redpills and Radicalization: Understanding Disinformation's Impact"

Ana Raquel Minian

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "No Man's Lands: A New History of Immigration Restriction"

Yonatan L. Morse

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "Discovering Welfare: Democracy and the Transformation of Social Protection in Africa"

Megan Mullin

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "Reshaping Communities: Local Political Response to Climate Risks"

Michael A. Neblo

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "Connecting to Congress"

Aaron Panofsky

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for project "Unjust Malaise: Race in the Fog of Genetics"

David A. Pietz

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "Death and Life on the Yangtze: Extinction, Conservation and Environmental Change in China"

Andrés Reséndez

12-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "The Magellan Exchange"

Jennifer Anne Richeson

24-month grant of \$196,900 as a 2020 Andrew Carnegie Fellow for the project "The Mythology of Racial Progress"

Thea Riofrancos

24-month grant of \$197,200 as a 2020 Andrew Carnegie Fellow for the project "Brine to Batteries: The Extractive Frontiers of the Global Energy Transition"

H. Luke Shaefer

24-month grant of \$199,000 as a 2020 Andrew Carnegie Fellow for the project "Understanding Communities of Deep Disadvantage"

Amy Erica Smith

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "Religion and Climate Change: The Deluge and the Desert"

Duncan J. Watts

24-month grant of \$200,000 as a 2020 Andrew Carnegie Fellow for the project "Project Ratio: Quantifying Misinformation and Its Consequences for Democracy"

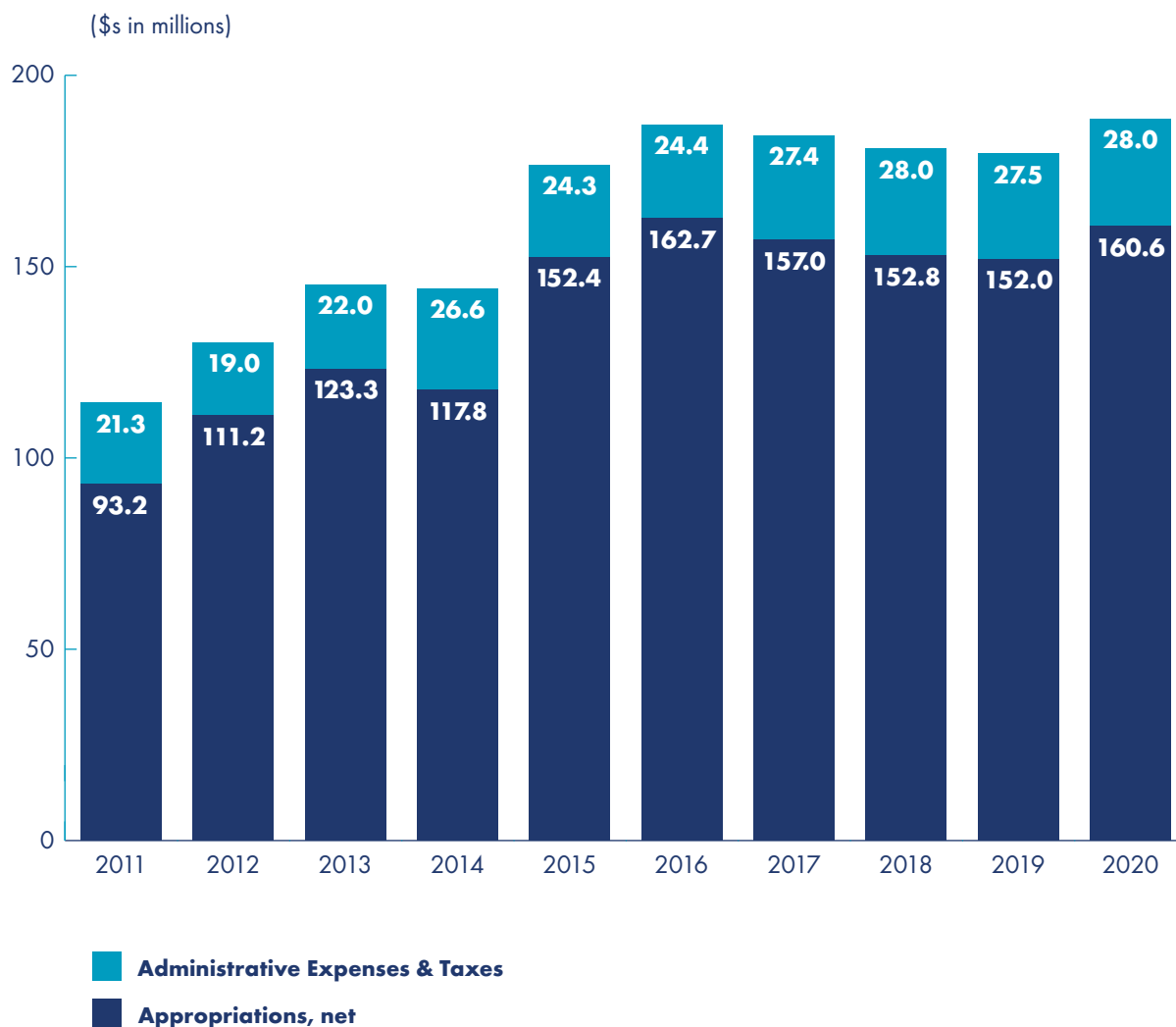
REPORT ON **FINANCES**

APPROPRIATIONS AND EXPENSES

For the 10 years ended September 30, 2020, the Corporation awarded 3,347 grants totaling \$1,382.9 million and incurred expenses of \$223.1 million for program management, direct charitable activities, and administrative expenses, excluding investment expenses, and \$25.3 million for taxes, for a total of \$1,631.3 million.

The graph below illustrates the change in expenses by category over the 10-year period ended September 30, 2020.

Expenses by Category 2011–2020



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, 2020, 64 percent of the appropriated funds were paid within the fiscal year. Appropriations, net of refunds, and cancellations, totaled \$160.6 million, compared to \$152 million in the preceding year.

Program management and direct charitable activities expenses were \$19 million in the fiscal year ended September 30, 2020, compared to \$19.4 million in the previous fiscal year. Included in these amounts, are direct charitable activities of \$6 million in 2020 and \$5.8 million in 2019. 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 \$6.3 million in 2020 and \$6.5 million in 2019.

The schedule below breaks down total expenses, excluding appropriations and taxes, into categories for the year ended September 30, 2020.

	Program Management and Direct Charitable Activities	Investment	General Administration	TOTAL
Salaries	\$ 8,206,405	\$ 3,267,738	\$ 2,787,056	\$ 14,261,199
Employee Benefits	4,182,499	821,514	1,439,974	6,443,987
Investment Advisory and Custody Fees	—	11,947,689	—	11,947,689
Rent	1,876,463	316,563	922,754	3,115,780
Legal and Accounting Services	—	406,990	272,266	679,256
Consultants	810,258	178,094	101,853	1,090,205
Communications	1,182,373	—	—	1,182,373
Conferences and Meetings	824,918	2,321	8,950	836,189
Travel	190,262	59,792	6,212	256,266
Computer Equipment and Services	514,084	100,056	196,032	810,172
Office Expenses	229,343	40,421	105,410	375,174
Amortization and Depreciation	563,967	—	277,332	841,299
Trustees' Honoraria and Expenses	85,413	2,138	29,826	117,377
Other	351,738	15,008	125,651	492,397
TOTAL	\$ 19,017,723	\$ 17,158,324	\$ 6,273,316	\$ 42,449,363*

* In FY2018–2019, total expenses, excluding appropriations and taxes, were \$46.8 million, which included \$21 million of investment expenses.

TAXES

Under the provisions of the Tax Reform Act of 1969, the Corporation as a private foundation is subject to a federal excise tax of 2 percent on income and realized capital gains. However, under the Tax Reform Act of 1984, the rate is reduced to 1 percent if a foundation maintains its average expense rate of the previous five years and, in addition, spends the tax savings. The Corporation met the requirements for the reduced tax in 2020 and in 2019.

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% regardless of the distribution amount for the year.

The Corporation had unrelated business losses of \$1,278,000 in 2020 from certain investment partnership activities. After applying this loss and other tax credit, the Corporation expects a tax benefit of \$1,935,000 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, 2020. 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, 2020 and 2019, 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, 2020 and 2019, 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 4, 2021

BALANCE SHEETS

As of September 30, 2020 and 2019

	2020	2019
ASSETS		
Cash	\$ 120,589	\$ 97,950
Investments	3,555,944,135	3,435,287,496
Taxes Receivable	1,801,381	1,713,210
Prepaid Expenses and Other Assets	186,358	272,578
Fixed Assets	5,971,826	6,795,509
TOTAL ASSETS	\$ 3,564,024,289	\$ 3,444,166,743
LIABILITIES AND NET ASSETS		
Liabilities		
Grants Payable	\$ 93,511,859	\$ 97,996,165
Loan Payable	20,000,000	—
Accounts Payable and Other Liabilities	6,431,601	7,602,584
Deferred Taxes Payable	13,368,583	18,806,417
Total Liabilities	133,312,043	124,405,166
Net Assets		
Restricted by Donor		
Legacy	135,336,868	135,336,868
Accumulated Earnings	3,295,375,378	3,184,424,709
Total Net Assets	3,430,712,246	3,319,761,577
TOTAL LIABILITIES AND NET ASSETS	\$ 3,564,024,289	\$ 3,444,166,743

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN NET ASSETS

For the years ended September 30, 2020 and 2019

	2020	2019
Changes in Net Assets Restricted by Donor		
Net Investment Return	\$ 294,105,999	\$ 46,070,500
Provision for Taxes on Net Realized Investment Earnings	(2,738,062)	(1,621,550)
Deferred Tax Benefit on Net Unrealized Investment Gains and Losses	5,437,834	3,679,825
Investment Income Released from Restriction – Appropriation for Expenditures	(185,855,102)	(177,811,990)
Change in Net Assets Restricted by Donor	110,950,669	(129,683,215)
Changes in Net Assets Without Restrictions		
Investment Income Released from Restriction – Appropriation for Expenditures	185,855,102	177,811,990
Expenses:		
Grant Appropriations	160,564,063	151,958,937
Program Management and Direct Charitable Activities	19,017,723	19,381,540
General Administration	6,273,316	6,471,513
Total Expenses	185,855,102	177,811,990
Change in Net Assets Without Restrictions	—	—
Change in Total Net Assets	110,950,669	(129,683,215)
Net Assets, Beginning of Year	3,319,761,577	3,449,444,792
Net Assets, End of Year	\$ 3,430,712,246	\$ 3,319,761,577

See accompanying notes to financial statements.

STATEMENTS OF CASH FLOWS

For the years ended September 30, 2020 and 2019

	2020	2019
Cash Flows from Operating Activities		
Change in Net Assets	\$ 110,950,669	\$ (129,683,215)
Adjustments to Reconcile Change in Net Assets to Net Cash Used in Operating Activities		
Change in Unrealized Appreciation of Investments and Net Realized Gains	(292,718,704)	(37,144,124)
Depreciation and Amortization	841,299	967,970
Amortization of Deferred Rent Obligation and Lease Incentive	(319,866)	(147,358)
Change in Deferred Taxes Payable	(5,437,834)	(3,679,825)
Total Adjustments	(297,635,105)	(40,003,337)
Change in Taxes Receivable and Prepaid Expenses and Other Assets	(1,951)	(1,185,431)
Change in Grants Payable and Accounts Payable and Other Liabilities	(5,335,423)	(3,927,734)
Net Cash Used in Operating Activities	(192,021,810)	(174,799,717)
Cash Flows from Investing Activities		
Proceeds from Sales or Redemptions of Investments	863,054,397	760,640,520
Purchases of Investments	(690,992,332)	(585,813,572)
Purchases of Fixed Assets	(17,616)	(43,765)
Net Cash Provided by Investing Activities	172,044,449	174,783,183
Cash Flows from Financing Activities		
Proceeds from Loan Payable	20,000,000	—
Change in Cash	22,639	(16,534)
Cash, Beginning of Year	97,950	114,484
Cash, End of Year	\$ 120,589	\$ 97,950
Supplemental Cash Flow Information		
Interest Paid	\$ 266,700	\$ 162,200

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENTS

(1) ORGANIZATION

Carnegie Corporation of New York (the “Corporation”) is a philanthropic grantmaking foundation that was created by Andrew Carnegie in 1911 to promote the advancement and diffusion of knowledge and understanding. The Corporation has a policy of selecting a few areas at a time in which to concentrate its grants.

(2) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying financial statements have been prepared on the accrual basis of accounting and conform to accounting principles generally accepted in the United States of America (“GAAP”) as applicable to not-for-profit entities based on the standards promulgated by the Financial Accounting Standards Board (“FASB”).

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 the Board of Trustees (“Board”) has interpreted NYPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. Accordingly, the Corporation reports its endowment funds as net assets restricted by donor because those remaining portion of the endowment fund that is not restricted in perpetuity by Andrew Carnegie are deemed time-restricted until the Board appropriates those amounts for expenditure by the Corporation in a manner consistent with the standard of prudence prescribed by NYPMIFA (Note 4).

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, 2020 and 2019. 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. Cash equivalents also include amounts due from investment funds for redemptions that the Corporation has not yet received. At September 30, 2020 and 2019, cash and cash equivalents include amounts due from investment funds of \$63,381,113 and \$34,383,263, respectively.

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

Grant appropriations, including multiyear grants, are recorded as an expense and a payable when grants are approved and communicated to the grantees. Grants payable are expected to be paid as follows: approximately \$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 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 2017.

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 4, 2021, for these financial statements.

The Corporation follows Accounting Standards Update (“ASU”) 2016-14, *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities*, in reporting and disclosing information about its net asset classification, liquidity, financial performance, and flexibility. Accordingly, investment income, realized and unrealized gains and losses, as well as associated investment expenses are reported in the statement of changes in net assets as net investment return. Provisions for current and deferred taxes associated with the Corporation’s investing activities are reported as reductions to net investment returns.

Certain amounts in the 2019 financial statements have been reclassified to conform to the 2020 financial statement presentation. These reclassifications have no effect on the previously reported change in net assets or net assets.

In February 2016, the FASB issued ASU 2016-02, *Leases (Topic 842)*. The guidance in this ASU supersedes the leasing guidance in Topic 840, *Leases*. Under the new guidance, lessees are required to recognize lease assets and lease liabilities on the statement of financial position for all leases with terms longer than 12 months. Leases will be classified as either finance or operating, with classification affecting the pattern of expense recognition in the income statement. The new standard is effective for fiscal years beginning after December 15, 2020, including interim periods within those fiscal years. Management has not yet evaluated the impact of this ASU on the accompanying financial statements.

In June 2018, the FASB issued ASU 2018-08, *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*. The amendments in this ASU are meant to assist entities in (1) evaluating whether transactions should be accounted for as contributions (nonreciprocal transactions) within the scope of Topic 958, *Not-for-Profit Entities*, or as exchange (reciprocal) transactions subject to other guidance, and (2) determining whether a contribution is conditional. The amendments in this ASU will be generally applicable to the Corporation for fiscal year beginning October 1, 2020. The Corporation is reviewing the language in its grant agreement to establish clarity as to whether grants might be conditional and does not expect the adoption of this ASU to have a material impact on its financial statements. 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 Accounting Standards Codification (“ASC”) 820 as assumptions market participants would use in pricing an asset or liability. The three levels of the fair value hierarchy under ASC 820 are described below.

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the reporting entity has the ability to access at the measurement date. The types of investments in Level 1 include listed equities.

Level 2: Inputs other than quoted prices within Level 1 that are observable for the asset or liability, either directly or indirectly. Investments which are generally included in this category are corporate debt and less liquid securities such as securities traded on certain foreign exchanges. A significant adjustment to a Level 2 input could result in the Level 2 measurement becoming a Level 3 measurement.

Level 3: Inputs are unobservable for the asset or liability and include situations where there is little, if any, market activity for the asset or liability. The inputs into the determination of fair value are based upon the best information in the circumstances and may require significant management judgment or estimation. Investments that are in this category generally include equity and debt positions in private companies.

There were no significant transfers between levels in 2020 and 2019.

In certain cases, the inputs used to measure fair value may fall into different levels of the fair value hierarchy. In such cases, an investment’s level within the fair value hierarchy is based on the lowest level of input that is significant to the fair value measurement. The Corporation’s assessment of the significance of a particular input to the fair value measurement in its entirety requires judgment, and considers factors specific to the investment. The following section describes the valuation techniques used by the Corporation to measure different financial instruments at fair value and includes the level within the fair value hierarchy in which the financial instrument is categorized.

Investments in securities traded on a national securities exchange, or reported on the NASDAQ national market, are stated at the last reported sales price on the day of valuation. These financial instruments are classified as Level 1 in the fair value hierarchy.

Securities traded in the over-the-counter market and listed securities for which no sale was reported on that date are stated at the last quoted bid price. These financial instruments are classified as Level 2 in the fair value hierarchy.

Investments in other funds, which may include restricted securities and other securities for which quotations are not readily available, are reported at fair value based on the applicable percentage ownership of the funds’ net assets as of the measurement date. In determining fair value, the Corporation utilizes, as a practical expedient, the net asset value (or equivalent) provided by the fund managers (“NAV”). The majority of funds value securities and other financial instruments on a fair value basis of accounting.

The estimated fair values of certain investments of the funds, which may include private placements and other securities for which prices are not readily available, are determined by the fund managers or sponsor of the respective funds and may not reflect amounts that could be realized upon immediate sale, nor amounts that ultimately may be realized. Accordingly, the estimated fair values may differ significantly from the values that would have been used had a ready market existed for these investments. The fair value of the Corporation’s investments in other funds generally represents the amount the Corporation would expect to receive if it were to liquidate its investment in the other funds excluding any redemption charges that may apply. Certain funds, primarily those that hold private equity and real estate investments, do not permit redemptions.

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

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	\$ —	\$ —

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

(1) In accordance with the guidance provided by FASB ASU 2015-07, *Fair Value Measurement (Topic 820): Disclosures for Investments in Certain Entities that Calculate Net Asset Value Per Share (or its Equivalent)*, Subtopic 820-10, certain investments that are measured at fair value using the NAV (or its equivalent) practical expedient are not classified in the fair value hierarchy. The fair value amounts presented in this table are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the balance sheets.

The following table lists the redemption terms and unfunded commitments for the investments in other funds:

	2020 Fair Value	Unfunded Commitments (in millions)	Redemption Frequency	Redemption Notice Period
Investments in Other Funds:				
Global Equity	\$ 914,160,357	\$ —	Various ⁽²⁾	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 ⁽³⁾	30 days – n/a
TOTAL	\$ 3,067,415,844	\$ 528.0		

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

(3) Redemptions are permitted as follows: \$449.37 million quarterly, \$102.75 million annually, \$139.09 million biannually, \$20.53 million have rolling lock-up periods, and \$22.81 million are illiquid.

	2019 Fair Value	Unfunded Commitments (in millions)	Redemption Frequency	Redemption Notice Period
Investments in Other Funds:				
Global Equity	\$ 1,024,646,826	\$ 35.5	Various ⁽⁴⁾	10 days – n/a
Private Equity – Venture Capital	485,861,660	67.4	Illiquid	n/a
Private Equity – Leveraged Buyouts	290,357,777	199.9	Illiquid	n/a
Real Estate	345,738,656	188.3	Illiquid	n/a
Natural Resources	210,587,429	132.1	Illiquid	n/a
Absolute Return	731,125,332	34.3	Various ⁽⁵⁾	30 days – n/a
TOTAL	\$ 3,088,317,680	\$ 657.5		

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

(5) Redemptions are permitted as follows: \$72.41 million monthly, \$358.22 million quarterly, \$106.42 million annually, \$134.61 million biannually, \$40.26 million have rolling lock-up periods, and \$19.20 million are illiquid.

Several of the investments in the Funds have “side pocket” investments in illiquid assets, the redemption of which is dependent on the eventual sale of the underlying investment. The aggregate fair value of these investments held in side pockets was \$26,191,304 and \$65,392,340 as of September 30, 2020 and 2019, respectively.

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

Global Equity

The global equity portfolio is comprised of investments in developed markets and emerging markets. The global developed markets equity portfolio is invested primarily in securities of developed countries in order to generate a total return net of fees in excess of the Morgan Stanley Capital International (“MSCI”) World Index over a market cycle. The portfolio is actively managed.

The emerging markets portfolio is invested primarily in securities of emerging markets companies to generate a total return net of fees in excess of the MSCI Emerging Markets Index. The emerging markets portfolio is actively managed.

Fixed Income

The bond portfolio, when held, is largely comprised of low-risk investments and is generally designed to act as protection for the portfolio and a source of rebalancing.

Private Equity — Leveraged Buyouts and Venture Capital

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

Real Estate

The Corporation invests in real estate via private real estate investment trust (“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

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

Absolute Return

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

During the years ended September 30, 2020 and 2019, the Corporation received distributions of marketable securities with a total fair value of approximately \$63.9 million and \$39.3 million, respectively, from investment funds.

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

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

	2020	2019
Cash	\$ 120,589	\$ 97,950
Investments	3,555,944,135	3,435,287,496
Total	3,556,064,724	3,435,385,446
Less: Amounts Unavailable for Program and General Expenditures Within One Year:		
Restricted to Investment in Perpetuity By Donor	(135,336,868)	(135,336,868)
Subject to Appropriation (inclusive of approximately \$1,447.2 million and \$1,358.6 million of illiquid investments at September 30, 2020 and 2019, respectively)	(3,255,727,856)	(3,111,948,578)
Financial Assets Available for Program and General Expenditures Within One Year	\$ 165,000,000	\$ 188,100,000

In order to plan and budget in an orderly manner and to meet the IRS-mandated 5% spending requirement, the Corporation maintains an annual spending rate policy of 5.5% of a 12-quarter rolling average of the fair value of the investment portfolio with the last quarter being March 31. This spending policy is reviewed periodically and may be amended at any time by the Board as circumstances warrant.

Given the uncertainty in the financial markets due to COVID-19, the Board suspended the use of the annual spending rate policy for fiscal year 2021 and instead set spending at 5.5% of the March 2020 market value. Therefore, the Board appropriated \$165 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 10). 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).

(5) FIXED ASSETS

Fixed assets are composed of the following at September 30:

	2020	2019
Leasehold Improvements	\$ 9,170,580	\$ 9,170,580
Furniture and Equipment	3,496,974	3,479,358
	12,667,554	12,649,938
Less Accumulated Depreciation and Amortization	(6,695,728)	(5,854,429)
TOTAL	\$ 5,971,826	\$ 6,795,509

(6) TAXES

The Corporation is liable for federal excise taxes of two percent of its net investment income, as defined, which includes net realized capital gains, for the year. However, this tax is reduced to one percent if certain conditions are met. The Corporation met the requirements for the reduced tax in 2020 and 2019. Therefore, current taxes are estimated at one percent of net investment income, as defined.

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% regardless of the distribution amount for the year. Therefore, deferred taxes represent 1.39% of unrealized appreciation of investments at September 30, 2020, and 2% at September 30, 2019. No deferred taxes are provided for unrelated business income on unrealized appreciation as such amount cannot be estimated.

The Corporation had unrelated business losses of \$1,278,000 in 2020 from certain investment partnership activities. By applying this loss and other tax credits, the Corporation expects a tax benefit of \$1,935,000 in unrelated business income taxes and this amount is included in the provision for taxes. During 2019, the Corporation had unrelated business losses of \$3,899,000.

The Corporation paid federal excise taxes of \$2,830,000 in 2020 and \$2,625,000 in 2019. The Corporation also paid state unrelated income taxes of \$6,000 in 2020 and federal and state unrelated income taxes of \$225,800 in 2019.

(7) 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, 2020 and 2019 was \$1,844,100 and \$1,710,200, 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 2020 and 2019. At December 31, 2019, the assets of the plan exceeded the actuarial present value of accumulated plan benefits by approximately \$500,100. 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 \$840,300 in 2020 and \$777,900 in 2019, on a pay-as-you-go basis.

(8) EXPENSES

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

	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

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

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.

(9) LEASES

The Corporation occupies office space at 437 Madison Avenue under a lease agreement that expires on February 28, 2030. The lease is subject to customary escalation clauses for real estate taxes and certain building operating expenses. Rent expense is recognized on a straight-line method over the life of the lease. The value of certain rent-free periods and deferred lease incentives of approximately \$5,238,000 at September 30, 2020, and \$5,558,000 at September 30, 2019, 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
2021	\$ 3,146,000
2022	3,146,000
2023	3,146,000
2024	3,146,000
2025	3,319,000
Thereafter	15,071,000
TOTAL	\$ 30,974,000

Rental expense for 2020 and 2019, including escalations, was \$3,095,000 and \$3,109,000, respectively.

(10) 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. A loan of \$20 million from this facility remained unpaid as of September 30, 2020. There was no outstanding loan on this facility as of September 30, 2019. Interest expense was \$266,700 for the year ended September 30, 2020, and \$162,200 for the year ended September 30, 2019. This line of credit facility will expire on July 7, 2021. The Corporation fully paid the \$20 million loan on this credit facility in November 2020.

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.

(11) COVID-19 PANDEMIC

The outbreak of the novel coronavirus has adversely impacted global commercial activity and contributed to significant volatility in financial markets. Depending on the severity and length of the outbreak, the novel coronavirus could present material uncertainty and risk with respect to the Corporation's investments and its overall financial results.

REPORT ON **ADMINISTRATION**

Fiscal 2019–2020: The Year in Review

BOARD AND COMMITTEES

Annual Election as of March 5, 2020

- **Governor Thomas Kean** was elected Chair of the board at the March 5, 2020, board meeting for the 2020–2021 term.
- **Janet L. Robinson** was elected Vice Chair of the board at the March 5, 2020, board meeting for the 2020–2021 term.
- **Pedro Aspe, Kevin J. Conway, and Maria Elena Lagomasino** were elected at the March 5, 2020, board meeting to serve as members on the Audit Committee.
- **General Lloyd James Austin III and Marcia McNutt** will conclude their first four-year terms at the end of the December 10, 2020, board meeting.

Board Resolution

- **John J. DeGioia and Louise Richardson** saw their second four-year terms extended from December 10, 2020, to December 2, 2021, following the June 2020 approval of the board resolution.

New Trustees

- **Martha Minow** was elected at the June 4, 2020, meeting to a four-year term effective June 4, 2020–June 2024.
- **Leymah Gbowee** was elected at the June 4, 2020, meeting to a four-year term effective June 4, 2020–June 2024.
- **Jean Marie Guéhenno** was elected at the June 4, 2020, meeting to a four-year term effective June 4, 2020–June 2024.

Retired Trustees

- **Ambassador Edward P. Djerejian** retired from the board after eight years of service as of the December 5, 2019, board meeting.
- **Ann Claire Williams** retired from the board after eight years of service as of the March 5, 2020, board meeting.

Deceased Trustees

- None

The Corporation's standing committees were constituted as of March 5, 2020.

- Elected to serve on the **Audit Committee** were Pedro Aspe, Chair; Jared L. Cohon; Kevin J. Conway; John J. DeGioia; Maria Elena Lagomasino; Janet L. Robinson; Ann Claire Williams (retired March 2020).
- Elected to serve on the **Investment Management Committee** were Anne M. Tatlock, Chair; Pedro Aspe; Lionel Barber; Kevin J. Conway; Maria Elena Lagomasino; Louise Richardson, *ex officio*.
- Elected to serve on the **Planning and Finance Committee** were Louise Richardson, Chair; General Lloyd J. Austin III; Caroline Kennedy; Marcia McNutt.
- Elected to serve on the **Committee on Trustees** were Janet L. Robinson, Chair; Jared L. Cohon; John J. DeGioia.
- Both Thomas H. Kean, Chair of the Board, and Dr. Vartan Gregorian, President of the Corporation, serve *ex officio* on all standing committees, except for the Audit Committee, on which Dr. Gregorian does not serve.
- Membership on the ad hoc **Committee on Compensation** includes Thomas H. Kean, Chair of the Board; Janet L. Robinson, Vice Chair of the Board; Anne M. Tatlock, Chair of the Investment Management Committee.

BOARD ACTIONS

December 5, 2019, Board Meeting:

RESOLVED: That the Trustees authorize the President to appropriate up to \$500,000 from the Education Program's budget in order to support smarter implementation of the Next Generation Science Standards focused on increasing supply and demand for high-quality instructional materials.

March 5, 2020, Board Meeting:

None

April 10, 2020 (vote taken by email not during a board meeting):

RESOLVED: That the Trustees authorize the President to repurpose up to \$2,500,000 from the Education Program's budget in FY2020 in response to the COVID-19 pandemic. Of this, \$1,750,000 will be repurposed from the planned District Initiative on providing strategic support to districts, which will now be deferred; the balance will be repurposed from other planned grants. This will allow the Education Program to provide emergency action to support (1) teachers' transition to distance learning; (2) families and educators navigating homeschooling and for strengthening the home-school connection; (3) efforts to sustain college access and persistence as well as (4) ongoing support for educators.

June 4, 2020, Board Meeting:

ADDENDUM: At the December 5, 2019 Board Meeting, Trustees approved the following:

RESOLVED: That the Trustees authorize the President to appropriate up to \$500,000 from the Education Program's budget in order to support smarter implementation of the Next Generation Science Standards focused on increasing supply and demand for high-quality instructional materials.

After additional due diligence and changes in circumstances, the Program Officer recommended that the Corporation not move forward with this proposal, therefore the grant was not made.

September 10, 2020, Board Meeting:

None

STAFF MILESTONES

During the fiscal year 2019–2020, 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:

- **Trish Callahan** | Chief Human Resources Officer | 01/21/2020
- **Kelly Devine** | Director of Content and Publications, Communications | 01/15/2020
- **Trecia Nandakumar** | Receptionist | 10/15/2019

The following individuals have updated titles:

- **Paula Douglas** | Operations Coordinator, Human Resources and Secretary's Office
- **Alloya Elwadie** | Program Analyst, Higher Education and Research in Africa, International Program
- **Greta Essig** | Manager, Fellowship Programs and Special Projects
- **Celeste Ford** | Director of External Relations
- **Nicole Howe Buggs** | Chief Administrative Officer and Corporate Secretary
- **Brooke H. Jones** | Managing Director, Investments
- **Joseph J. Jung** | Program Analyst, Strengthening U.S. Democracy
- **Ken Lee** | Managing Director, Investments
- **Alisa Mall** | Managing Director, Investments
- **Bonnie Rivers** | Associate Corporate Secretary and Associate Director, Grants and Records Management

The following individuals left the Corporation:

- **Ellen J. Bloom** | 12/31/2019
- **Brooke H. Jones** | 9/18/2020
- **Robert Nolan** | 10/31/2019

The following individuals were recognized for their years of service:

- **Robert J. Seman** | 30 years
- **Shana Sorhaindo** | 20 years
- **Michelle Napoli** | 10 years
- **Kate Newburger** | 10 years

REPORT ON **INVESTMENTS**

INVESTMENT OFFICE FY2019–2020 SUMMARY

Carnegie Corporation of New York's performance for the fiscal year October 1, 2019, to September 30, 2020, was +8.9 percent, outpacing spending, which totaled 5.9 percent of the average market value during the year, but below our target policy benchmark return of +9.7 percent.

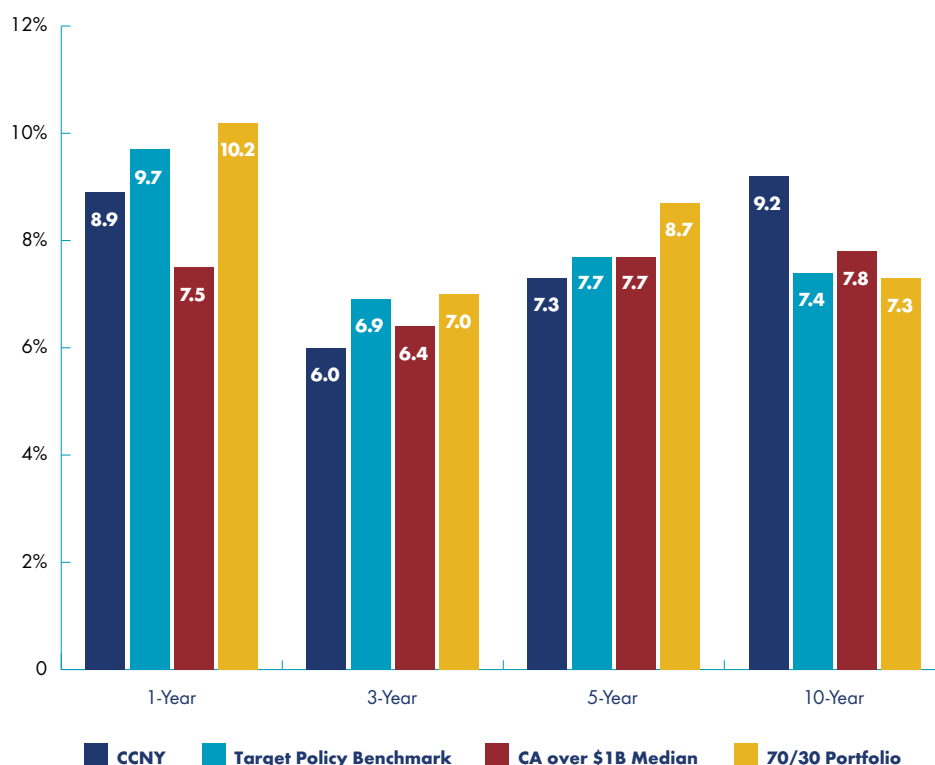
The investment world will remember the 12 months ending September 30, 2020, for the incredibly sudden decline and rapid recovery of markets in reaction to the COVID-19 pandemic. A return of +8.9 percent over the last 12 months seems superb in contrast to the panic that investors felt in March. Between February and March, the S&P 500 lost more than one-third of its value and on several occasions, trading on the New York Stock Exchange was halted due to large intraday drops. During this time, staff took action to ensure adequate liquidity and to position the portfolio for a rebound.

While staff acknowledged the swift market sell-off driven by pandemic fears, we were surprised by the speed and strength of the recovery. From April through September, U.S. markets gained back all that was lost over the prior six months. The speed of this V-shaped market recovery was unprecedented, and can be attributed at least partially to the massive monetary and fiscal support provided by the government through the crisis. The experience also highlights the importance of diversification and risk management in portfolio construction. Rather than taking large directional bets, we seek to build a portfolio that can have pockets of strength in many different scenarios. The portion of our portfolio that was best positioned to take advantage of this type of environment, our long-short equity book, performed handsomely, returning +21.4 percent during the year. We were pleased to see the value of these strategies demonstrated during this very challenging and uncertain time.

In discussing the rapid recovery in equity markets, we should also note that gains have not been shared equally, as the trend of tech-enabled "new economy" stock outperformance accelerated during the pandemic. To demonstrate the size of the disparity, consider the return differential between the MSCI IT Sector Index versus the broader MSCI All-Country World Index. From September 2015–2019, tech outperformed the broader index by +9.8 percent per annum, a significant disparity. In just the last 12 months, tech's outperformance increased to +34.3 percent. This trend is echoed in our portfolio, where our venture capital holdings returned +35.8 percent. In contrast, our natural resource portfolio is down -14.7 percent for the year as decreased travel hurt demand for oil.

Carnegie Corporation of New York Investment Results

(Period Ending September 30, 2020)



FISCAL YEAR PERFORMANCE

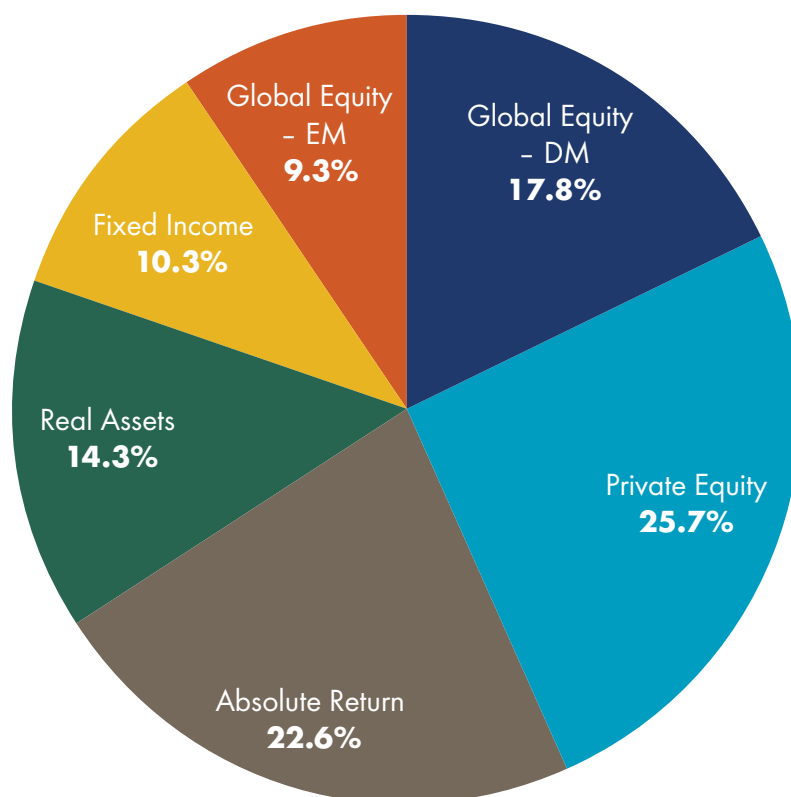
The developed markets portfolio generated a +14.9 percent return, outperforming the MSCI World Index performance by 485 basis points. The portfolio benefited from outstanding results in a few targeted areas, including global growth stocks, Europe, and U.S. small caps.

In contrast, the emerging markets portfolio fell by -5.9 percent, compared to the MSCI Emerging Market Index return of +10.5 percent. Though emerging markets were hurt globally, our Brazilian and Chinese managers were the standouts on a relative return basis. In contrast, frontier markets continued to struggle. Historically an area of strength for our portfolio, the frontier markets have been a painful area to invest even though the fundamental picture has not been as bad as market performance would suggest. For now, our exposure to this area is lower as we evaluate its role in the portfolio.

The absolute return portfolio returned +10.3 percent for the period, besting the HFRI Fund of Funds Composite Index return of +5.7 percent. Long-short equity investments performed very well, returning +21.4 percent in the period and outperforming the benchmark by +15.7 percent. As noted above, this period of market volatility has played out just as we would have hoped for our long-short equity managers, who benefitted from the increased dispersion created by the coronavirus crisis. Technology and healthcare holdings were particularly fruitful. Our event-driven and opportunistic managers, who lost -2.0 percent during the period, underperformed the benchmark by 768 basis points. With the exception of one the Corporation's niche distressed debt managers, the roller-coaster market has been particularly hard on the Corporation's distressed debt investments in the United States, Europe, and Latin America.

The entirety of the Corporation's 10.6 percent fixed-income portfolio is currently held in cash equivalents, following our exit from the portfolio's sole actively managed bond strategy during the last 12 months. The Corporation's cash holdings returned +0.7 percent, lagging the 91-Day T Bill benchmark return of +1.1 percent. Inclusive of the bond strategy we exited, the portfolio underperformed our target benchmark by -2.4 percent due to our more conservative shorter-duration positioning versus the index.

Carnegie Corporation of New York Asset Allocation
at September 30, 2020



Our private equity managers returned +26.2 percent over the year, outperforming the category's benchmark return by +2.7 percent. The venture capital portfolio led the way, generating a +35.8 percent return compared to the benchmark return of +25.9 percent. Outperforming the benchmark by +9.9 percent largely reflects the strength of the Corporation's core U.S. Venture relationships, which benefited from a healthy exit environment for fast-growing technology start-ups. Leveraged buyouts returned +11.3 percent, underperforming its benchmark return of +19.3 percent. Underperformance was driven by a lack of growth equity compared to the index, and exposure to retail companies which were hit hard in the COVID-19 crisis.

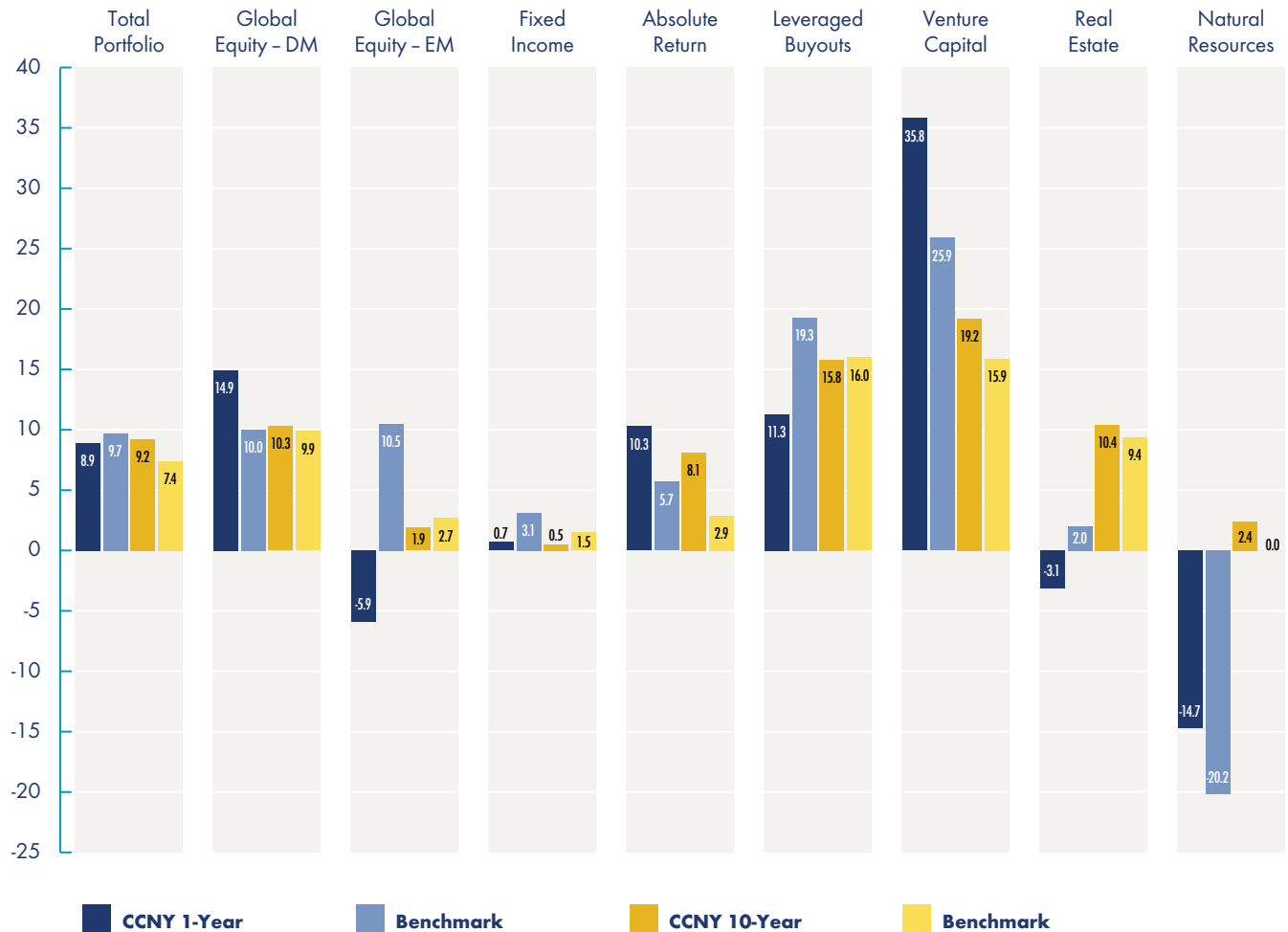
The Corporation's real estate portfolio returned -3.1 percent, lagging the NCREIF Property Index return of +2.0 percent. The Corporation's slight overweight to retail properties continued to hurt our benchmark-relative returns. Street retailers, including both traditional retail stores and restaurants, are facing unprecedented challenges due to the pandemic, with no clear end in sight. Industrial assets and logistics centers remain the favorites of the industry as society continues to shift spending towards online platforms. Strong performance from our manager with a New York City-distressed commercial loan strategy balanced weakness elsewhere in the portfolio.

The net asset value of the natural resource portfolio fell by -14.7 percent for the period, compared to the asset class's benchmark return of -20.2 percent. More than anything else, recent valuations reflect a new reality in commodity prices, with natural gas and oil prices hovering at all-time low prices. While we had begun to see supply rationalization in the face of low oil and gas prices even before the pandemic, reductions in overall energy demand due to COVID-19 further exacerbated an already difficult situation. Amid this challenging backdrop, we are confident that our managers can deploy patient capital in a smaller opportunity set and ultimately be rewarded.

TAKING THE LONG VIEW

The Corporation's long-term annualized return of +9.2 percent over the trailing 10-year period has exceeded the target policy index by 172 basis points per annum. Over the shorter time periods of one, three, and five years, however, the portfolio slightly underperformed the target policy benchmark. While we report on the shorter time periods, the Corporation views itself first and foremost as a long-term investor. In more recent times, the portfolio has been impacted by many of the same investment philosophies that had served it well over the years. First, while the portfolio includes both value and growth managers, the Corporation's historical predilection for fundamental value investment strategies has been costly at a time when a handful of large technology companies in the U.S. and China have dominated global markets. Second, the Corporation has made a concerted effort over the last 20 years to geographically diversify the portfolio across developed markets and emerging markets. Over the past five years, however, two geographies — namely China and more recently, the United States — have vastly outperformed Europe, Japan, and frontier markets. Although alternative asset classes such as private equity also performed strongly over all time periods, outperformance in those areas was not enough to overcome the relative drag of global equities. Because it is impossible to know with any certainty which regions or strategies will outperform, it is important for the Corporation to maintain a diverse portfolio that can benefit from investments across a variety of strategies and geographies.

Asset Class Returns — Short Term vs. Long Term



THE ROAD AHEAD

The surprisingly strong recovery from March's lows has continued in the months after the end of our fiscal year. The technology sector's continued outperformance has led to increasing market concentration, as the pandemic accelerated gains of tech-enabled firms over incumbents in many industries. Yet there are some increasing signs of worry, including rising long-term interest rates (albeit from extremely low levels) and a renewed threat of inflation ignited by a combination of monetary easing and fiscal expansion. While macro factors play a role in our decision-making, investment staff avoids the temptation to try to predict near-term market directions, instead continuing with our strategy to build and maintain a diversified portfolio that will help support the Corporation's mission in the long-term.

January 30, 2021

TRUSTEES AND STAFF

Trustees

Thomas H. Kean, Chair

THK Consulting, LLC, Chairman
Far Hills, NJ

Janet L. Robinson, Vice Chair

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

Vartan Gregorian, Ex officio

Carnegie Corporation of New York, President
New York, NY

Pedro Aspe

Insignia Capital, Chairman
Mexico City, Mexico

Lloyd J. Austin III

General, U.S. Army (Ret.)
Great Falls, VA
(Stepped down from the Board January 2021)

Lionel Barber

Journalist and Former Editor, *Financial Times*
London, England

Jared L. Cohon

Carnegie Mellon University, President Emeritus
Pittsburgh, PA

Kevin J. Conway

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

John J. DeGioia

Georgetown University, President
Washington, DC

Edward P. Djerejian

Baker Institute for Public Policy at Rice University,
Founding Director
Houston, TX
(Retired from the Board December 2019)

Leymah Gbowee

Gbowee Peace Foundation Africa-USA, 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

Anne M. Tatlock

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

Hon. Ann Claire Williams (Ret.)

Jones Day, Of Counsel
Chicago, Illinois
(Retired from the Board March 2020)

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 FY2019–2020:

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

Kenneth Benson, Editor/Writer, Communications

Ellen J. Bloom, Vice President, CAO, and Corporate Secretary

Mary Kate Boughton, Director, Digital Engagement Strategies, Communications

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

Michael Burns, Director of Investment Operations, Investments

Trish Callahan, Chief Human Resources Officer

Jon-Michael Consalvo, Managing Director, Investments

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

Khafra Crooks, Manager, Digital Strategies Producer, Communications

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 of 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 Analyst, Strengthening U.S. Democracy, National Program

Vartan Gregorian, President, Carnegie Corporation of New York

Jacqueline Guttman, Investment Analyst, Investments

Elise Henson, Program Analyst, Education, National Program

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

Nicole Howe Buggs, Chief Administrative Officer and Corporate Secretary

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

Brooke H. Jones, Managing Director, Investments

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

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

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

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

Gladys McQueen, Records Manager, Grants Management

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 to the Chief of Staff, Office of the President

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

Robert Nolan, Executive Director, Communications and Content Strategy

Veronica Pagnotta, Operations Coordinator, Strengthening U.S. Democracy, National Program

Marie Panton, Operations Coordinator, Department Communications, and Planning, 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

José 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 Roundtree, Mail Clerk/Office Assistant

Eugene Scherbakov, Program Assistant, 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 Siroka, Program Analyst, New Designs to Advance Learning, Education, National Program

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

Valerie Vitale, Operations Coordinator, Grants Administration and Budget, National Program

Julia Weede, Chief Communications and Digital Strategies Officer

Debra Wexler, Communications Officer, National Program and Office of the President, Communications

Catriona Whalley, Social Media Marketing Manager, Communications

Hillary S. Wiesner, Program Director, Transnational Movements and the Arab Region, International Program

Credits

Chief Communications and Digital Strategies Officer
Julia Weede

Director of Content and Publications
Kelly Devine

Editor
Kenneth Benson

Principal Design Director
Daniel Kitae Um

Design
James McKibben, McKibben Design

Editorial Assistant
Jessica DiGiacinto

