

ANNUAL REPORT

2016



Promoting the advancement and diffusion
of knowledge and understanding.

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REPORT ON **PROGRAM**

International Program

HIGHER EDUCATION AND RESEARCH IN AFRICA

American Council of Learned Societies,
New York, NY

As a final grant for fellowships in the humanities in Africa.
24 Months, \$3,800,000

The American Council of Learned Societies (ACLS) launched the African Humanities Program in 2008 in response to the dearth of research opportunities for early-career African humanities scholars. Fellowships for doctoral dissertation and postdoctoral research and writing are awarded on a competitive basis to scholars working in universities in Ghana, Nigeria, South Africa, Tanzania, and Uganda. To date, 266 fellowships have been awarded to scholars from sixty-three African universities. This grant will support an additional ninety-six early-career fellowships, thirty travel fellowships for senior humanities scholars, writing-for-publication workshops for fellows, and the publication of eight books in the African Humanities Series. Research and workshops on supervision of doctoral students and postdoctoral scholars and qualitative research methods will result in the publication of guidelines for supervision of young scholars and improvement of qualitative research.

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

For a higher education policy engagement initiative.
36 Months, \$1,199,000

That well-performing universities are a prerequisite for participation in the process of knowledge creation and instruments in solving developing country challenges has been acknowledged at the global and continental policy levels by the Sustainable Development Goals (SDGs) 2015–2030, and the African Union Continental Education Strategy for Africa (CESA) 2016–2025. With these frameworks in place, the timing is favorable to inform and guide receptive policymakers with evidence-based research. Council for the Development of Social Science Research in Africa (CODESRIA) is one of the few African think tanks conducting research in the social sciences and higher education in Africa. Through national and comparative research groups and dissemination, CODESRIA aims to contribute to improving the governance and quality of academic programs at African universities.

Partnership for African Social and Governance Research, Nairobi, Kenya

As a one-time grant for strengthening social science research methods training in Africa. 24 Months, \$560,000

The quality of research in the social sciences depends to a great extent on the researcher having in-depth knowledge of methodology, including conceptualizing research, matching methods to research questions, and applying methods appropriately and rigorously. For a variety of reasons, methods training in many African social science graduate programs does not meet competitive standards. In response, the Partnership for African Social and Governance Research (PASGR) developed a course on social research methods. The course benefits social science researchers, nonsocial scientists who want to add a social dimension to their research, and policymakers who want to learn how to evaluate research offered as evidence for policy. This grant will provide scholarships for thirty-five course participants and enable the participation of an additional forty-five to sixty-five; underwrite the revision of ten modules and the development of one new module and one e-case; and support training for ten new instructors.

University of Ghana, Accra, Ghana

For support of early career doctoral and postdoctoral candidates and a pan-African doctoral academy deploying diaspora linkages. 36 Months, \$2,940,000

The University of Ghana (UG) has been pursuing an aggressive agenda to become a research-led institution over the last six years. Through support from the Corporation and other partners, UG has increased its faculty with Ph.D.s from under 50 percent to 66.5 percent, and its research output has quadrupled since 2000. UG seeks to consolidate its

achievements by embedding its young faculty in the emerging research culture of the institution. The proposed project is seeking support for postdoctoral and doctoral training of the best performers in its current cohort along with renewal of its pan-African doctoral academy. The aim is to ensure that thirty Masters and thirty Ph.D. graduates in the Carnegie cohort begin their early careers entrenched in UG's teaching and research culture, networked in global research communities, and able to supervise and practice desired leadership and engagement in academia.

University of the Western Cape, Bellville, Western Cape, South Africa

As a one-time grant for doctoral and postdoctoral training in higher education studies. 36 Months, \$798,700

As African higher education enrollment expands at an average annual rate of 7.7 percent among leading universities, institutions require sophisticated data and analysis to ensure effective decision-making. African governments, regulatory agencies, civil society, communities, and global ranking systems are increasingly demanding more accountability and transparency. University of the Western Cape (UWC) aims to build research capacity in African higher education studies to equip the expanding sector with academic leaders and policymakers who practice evidence-based decision making. With the aim of contributing to a center of excellence in African higher education, UWC is seeking funding to support a doctoral and postdoctoral training program comprising ten candidates in higher education studies for the African continent.

INTERNATIONAL PEACE AND SECURITY

American University, Washington, DC

For a project on bridging the gap between academia and the policy world. 24 Months, \$741,000

Bridging the Gap (BtG) is a flagship project within the Corporation's portfolio of grants promoting greater linkages between the academic and policy worlds. Cosponsored by American University, Duke University, and the University of California, Berkeley, this initiative connects research and policy, primarily in the fields of political science and international relations. BtG is concerned primarily with promoting the value of scholarship in the public sphere by fostering policy-relevant scholarship within universities and providing scholars with the tools and skills necessary to bring their knowledge and insights to policy and practice. Its impact to date is most evident through the network of scholars it has trained and mentored who pursue research aimed directly at the policymaking community and have proven their ability to communicate important findings clearly and coherently to a broad audience.

Arab Council for the Social Sciences, Beirut, Lebanon

For Arab Futures: Reframing Knowledge in the Arab Region. 24 Months, \$1,500,000

This proposal is recommended in light of the Transnational Movements and the Arab Region program focus on strengthening problem-solving approaches through the activity of social sciences and humanities sectors within the region. The Arab Council for the Social Sciences (ACSS) seeks support for

several key areas including (1) the production of new knowledge through two working groups: "Security and Insecurity" and "the Arab region, Iran and Turkey reconsidered"; (2) a postdoctoral fellowships program and two lecture series in honor of Hanna Batatu and Fatima Mernissi respectively; (3) surveying the landscape of knowledge production through new data collection and publication of the second report of the Arab Social Science Monitor; and (4) the dissemination of works produced through these programs both as print and e-publications as well as through lectures and workshops.

Artis International, Cave Creek, AZ

For policy research on state failure and social fragmentation in the Arab region. 24 Months, \$628,000

This proposal is recommended in light of the Transnational Movements and the Arab Region program goal of mobilizing experts towards analysis of militant movements. Artis International has identified knowledge gaps, as well as gaps in the feedback loop on the impact of security policies implemented in the Arab region. They propose new research and an experts and policymaker network to focus on critical causes, consequences, and policy options associated with systemic social fragmentation particularly as it relates to the rise of the Islamic State. Artis International will send scientists to Iraq, Jordan, Morocco, and Tunisia to evaluate empirical evidence and the impact of Western Policies on the strength of the Islamic State and the support levels from particular populations. Artis International will then communicate findings and produce policy alternatives for policymakers in the United States, Europe, and the Middle East and North Africa.

Aspen Institute, Inc., Washington, DC

For the work of the Congressional program. 12 Months, \$600,000

Although Congress plays a central role in the formulation of U.S. policy, the lawmaking body is not as effective as it could be. The wide-ranging responsibilities members of Congress face and the massive demands on their time leave little opportunity for in-depth study of issues. The Aspen Institute Congressional Aspen Program (the Aspen Program) is an educational initiative designed to improve how Congress works and provide lawmakers with a deeper understanding and background on critical issues. The Aspen Program convenes breakfast meetings and high-level conferences in which legislators from both parties and both houses are brought together with internationally recognized academics, experts, and leaders. The politically neutral agenda is devoted to explaining ideas and exploring various policy alternatives, providing lawmakers a safe place to have meaningful dialogue on the issues of the day.

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

For religion, identity, and human rights in the Middle East. 24 Months, \$600,000

This proposal is recommended in the context of the new program area to explore programming rooted in the frame of human rights. The goal of this project is to address the unraveling political order in the Middle East and the rise of violence. The Hariri Center gathered an array of regional stakeholders and international experts to identify ways in which citizens in the Middle East can build and support institutions that offer legitimacy as an alternative to violence. The project will chart a course of action by convening a group of legal scholars in 2016 to work towards restoring human rights as an integral part of religious discourse. The Center will also lead a Track II diplomacy process in 2017 with high-ranking state officials in the Middle East to create an action plan to change policies that encourage violations of human rights.

Bibliotheca Alexandrina, Alexandria, Egypt

For cultural and educational initiatives supporting human rights and pluralism. 24 Months, \$1,000,000

A renewal is recommended in the frame of the new program area to explore programming which tackles religious education and networks of relevant academics, youth, and public figures in the region. The BA's project activities fall under two areas of their initiative: "Changing Religious Discourse" and "Networks of Influential Opinion-Makers." "Changing Religious Discourse" activates the historical texts and ideas supported by the Corporation's past grants for "Reissuing the Classics of the Islamic Heritage." The BA proposes holding special seminars with al-Azhar, presenting humanities courses at major universities in Egypt on Islam and Society and training future Imams. The BA also proposes a platform for a network of experts, activists and academics dedicated to human rights values.

Brookings Institution, Washington, DC

For promoting global governance and cooperation in an era of geopolitical upheaval. 24 Months, \$1,000,000

In the last quarter century, the world experienced an era of growing global interdependence marked by a decline in geopolitical competition and the uncontested leadership of the West. Today, however, the international order is being challenged by contrasting visions, and the role of the United States is the subject of scholarly and political debate. The Brookings Institution (Brookings) works closely with policy officials to assess problems and help develop possible approaches to them. Among programs that seek to inform policy, Brookings' Foreign Policy program is recognized as a leading resource for policymakers, media, and the public in the United States and abroad. Brookings will focus on issues central to its research agenda: U.S. leadership in the shifting international order, the rise of China, enduring problems of negotiating nuclear nonproliferation, and work on Middle East religious soft power strategy.

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

For the project Ethics for a Connected World: An International Education Center on Ethics and U.S. Global Engagement. 24 Months, \$450,000

Since its establishment over a century ago, the Carnegie Council for Ethics in International Affairs (the Council) has become a global digital platform that produces public programming that convenes leading experts and the public. The work serves as a bridge between the academy and the policy sphere, the academy and the public, and the academy within itself. This grant will allow the Council to continue to use the language of ethics to bridge differences about the world's most pressing problems. The special focus on the U.S. Global Engagement Program on U.S.-Russia Relations (USGE) will help create a balanced, honest, and workable understanding of Russia that could aid diplomats, business leaders, students, and teachers.

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

For the project Soft Power: Understanding the Values that Shape Russian Policy. 24 Months, \$325,000

Since its establishment over a century ago, the Carnegie Council for Ethics in International Affairs (the Council) has become a global digital platform that produces public programming that convenes leading experts and the public. The work serves as a bridge between the academy and the policy sphere, the academy and the public, and the academy within itself. This grant will allow the Council to continue to use the language of ethics to bridge differences about the world's most pressing problems. The special focus on the U.S. Global Engagement Program on U.S.-Russia Relations (USGE) will help create a balanced, honest, and workable understanding of Russia that could aid diplomats, business leaders, students, and teachers.

Carnegie Endowment for International Peace, Washington, DC

As one-time only funding for a project on Iran after the nuclear deal. 24 Months, \$500,000

Despite current attention given to the historic agreement that will prevent Iran from acquiring a nuclear weapon, there has been little consideration paid to the implications, challenges, and opportunities that would exist in the aftermath of the deal for both Iran and the region. A project of the Carnegie Endowment for International Peace will assemble a core team of experts from these domains and link them with Endowment scholars from its Brussels, Moscow, and Beijing offices, as well as its Washington, DC-based Nuclear Policy Program. Together, they will offer a comprehensive net assessment of Iran, the region, and the U.S. role in a postnuclear deal environment, focused on Iran's domestic politics and political economy, its foreign policy and relations with regional actors and international powers, and the opportunities for U.S.-Iran regional cooperation.

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 (the Endowment) has been a leading force for peaceful engagement among world powers for over a century. It established itself as the first global think tank by opening the Carnegie Moscow Center (Moscow Center) in 1994 and as part of its Global Vision of 2007, opened offices in Beijing, Beirut, and Brussels. Today, the Endowment has a thriving network of centers in Europe, Asia, and the Middle East. Because of that global presence, in support of the mutual aims of the Endowment and the Corporation, and to endorse the Endowment's new president William Burns, a respected scholar and successful policymaker, we are recommending renewed support to the Endowment. Funding is targeted for the Nuclear Policy Program (NPP), to the Moscow Center for its research and outreach in both the United States and Russia, and to the Carnegie-Tsinghua Center for Global Policy (CTC).

Carnegie Endowment for International Peace, Washington, DC

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

The Carnegie Endowment for International Peace (the Endowment) has been a leading force for peaceful engagement among world powers for over a century. It established itself as the first global think tank by opening the Carnegie Moscow Center (Moscow Center) in 1994 and as part of its Global Vision of 2007, opened offices in Beijing, Beirut, and Brussels. Today, the Endowment has a thriving network of centers in Europe, Asia, and the Middle East. Because of that global presence, in support of the mutual aims of the Endowment and the Corporation, and to endorse the Endowment's new president William Burns, a respected scholar and successful policymaker, we are recommending renewed support to the Endowment. Funding is targeted for the Nuclear Policy Program (NPP), to the Moscow Center for its research and outreach in both the United States and Russia, and to the Carnegie-Tsinghua Center for Global Policy (CTC).

Carnegie Endowment for International Peace, Washington, DC

For projects out of the Carnegie-Tsinghua Center for Global Policy. 24 Months, \$1,200,000

The Carnegie Endowment for International Peace (the Endowment) has been a leading force for peaceful engagement among world powers for over a century. It established itself as the first global think tank by opening the Carnegie Moscow Center (Moscow Center) in 1994 and as part of its Global Vision of 2007, opened offices in Beijing, Beirut, and Brussels. Today, the Endowment has a thriving network of centers in Europe, Asia, and the Middle East. Because of that global presence, in support of the mutual aims of the Endowment and the Corporation, and to endorse the Endowment's new president William Burns, a respected scholar and successful policymaker, we are recommending renewed support to the Endowment. Funding is targeted for the Nuclear Policy Program (NPP), to the Moscow Center for its research and outreach in both the United States and

Russia, and to the Carnegie-Tsinghua Center for Global Policy (CTC).

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

For unofficial diplomatic dialogue on countering the proliferation of weapons of mass destruction in the Asia-Pacific region, with a special emphasis on North Korea.
24 Months, \$499,900

This renewal grant to the Center for Strategic and International Studies (CSIS) will enable two dialogues on reducing nuclear risk. The first, the Council for Security Cooperation in the Asia Pacific (CSCAP), brings together security leaders from twenty-seven countries in East and Southeast Asia in parallel to the official Asia Regional Forum (ARF). Through its leadership role in this quasi-governmental network, CSIS promotes regional nonproliferation and disarmament efforts and trains the next generation of nuclear specialists. The second dialogue builds on longstanding engagement with scholars and officials in North Korea to convene a Track II process. Unlike past dialogues, this initiative is designed to test the North's stated willingness to take steps on nonproliferation even as Pyongyang asserts that denuclearization is off the table.

Columbia University, New York, NY

As a final grant for bridging the gap between the academy and policy world through a global hub for research and consultation on cyberpolicy. 24 Months, \$1,000,000

As a follow-on to a grant made under the Corporation's "Rigor and Relevance" initiative aimed at the twenty-two U.S.-based members of the Association of Professional Schools of International Affairs (APSIA), Columbia University's School of International and Public Affairs (SIPA) seeks continued support for addressing the academic-policy gap in the critical areas of cybersecurity and global internet governance, as well as the impact of digital technologies on the global economy and public policy. Although global decision-makers are facing serious policy challenges in these

emergent, interrelated areas, relevant scholarly knowledge is underdeveloped and scattered among diverse disciplines and institutions. Moreover, much of the relevant expertise resides not in traditional scholarly disciplines, but in experts based in government and the private sector. To adequately address these challenges, university-based researchers need substantive and longer-term interaction with governmental and corporate decision-makers and thought leaders.

Columbia University, New York, NY

For expanding and enriching the study of Russia in the social sciences at Columbia University. 24 Months, \$1,000,000

To advance long-term relations between the United States and Russia and improve knowledge about Russian society in the United States, the Corporation launched an initiative to strengthen the study of Russia at U.S. universities. One of the projects recommended is this grant to the Harriman Institute at Columbia University (Harriman). Harriman proposes an intensive two-year program of seven activities and projects that will enrich and expand the study of Russia across the social sciences at Columbia and the greater New York academic community. The project will bring together graduate students from the New York area and Moscow's Higher School of Economics to discuss their academic research in progress. This program will focus on research in progress and be open to graduate students at all stages in their careers, thereby accelerating their introduction to research.

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

For the International Affairs Fellowship: for tenured international relations scholars. 36 Months, \$1,000,000

Few tenured political scientists working on peace and security issues have experience working in government, while few government officials working on foreign and

national security policy follow academic research. as a result, academic work is usually not informed by the constraints and demands faced by policymakers, while policymakers typically operate without the benefit of systematic scholarly research. The Council on Foreign Relations (CFR) proposes to address this gap by creating a variant of its successful International Affairs Fellowship (IAF) program (aimed primarily at young academics) restricted to tenured scholars. The program would enable these academics to work in a U.S. government agency or international governmental organization and thereby gain valuable hands-on experience in the foreign policymaking field. The scholars selected would need to arrange a paid sabbatical with their home university, with CFR covering the balance of the academics' salary and assisting with placement in policy positions.

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

For a project to address international finance, energy, security, and climate change among the United States, Russia, China, and India. 24 Months, \$444,000

Recent breakdown of communication among key international players, most especially between Russia and the West, threatens the global peace and security environment. With Corporation support since 2003, the Financial Services Volunteer Corps (FSVC) has administered a multi-year Track II effort to provide a forum for leading scholars and practitioners from the United States, Russia, China, and India to exchange ideas and build networks. The dialogue is the only one that brings together experts from all four countries to deliberate on topics that are more often discussed bilaterally. Through symposia, participants share insights and frame complex policy issues in new ways and help policymakers address world security challenges. This renewal also would ensure that the FSVC network that has been built with Corporation support will continue to grow and bring in the next generation of thought leaders and policymakers.

Fondation Maison des sciences de l'homme,
Paris, France

For the International Panel on Exiting Violence (IPEV).
24 Months, \$700,000

In a context of expanding conflict in the Euro-Mediterranean region, the leading social science council of France will form an International Panel on Exiting Violence (IPEV), uniting 200 outstanding thinkers on political violence from different regions to produce policy options for the process of de-escalating social conflict and violent transnational movements. The IPEV will be comprised of working groups examining entry points to violence and the process of exiting violence. It will adopt a comparative perspective, communicating lessons learned from the recent history of Europe, the Middle East, Africa and the Americas concerning the drivers of violence, alternatives to violence, and effective ways to find an exit from conflict. The failure of authoritarian states in the Arab region will be considered as a major topic to be analyzed in the light of situations found elsewhere.

Georgetown University, Washington, DC

For advancing scholar-practitioner engagement, through workshops, online publications, and case study development. 30 Months, \$839,500

Georgetown University's Institute for the Study of Diplomacy (ISD) and Mortara Center for International Studies' joint proposal weaves the experience and outlook of the practitioner and academic worlds into a mutually supportive whole. It supports the expansion and improvement of ISD's well-established diplomacy case studies program, used by academics and students globally as teaching materials, and the return of a series of ISD working groups on emerging global diplomatic challenges. It also enhances two outlets where academics can publish their research in ways accessible to policymakers and the broader public: *The Monkey Cage*, a blog published by the Washington Post, and a new peer-reviewed journal, *Research & Politics* (R&P) published by SAGE. Finally, it supports early career academics by shaping their professional trajectory to focus rigorous, policy-relevant academic work on global and diplomatic issues.

Georgetown University, Washington, DC

For a project to strengthen graduate training and research in Russian and Eurasian Studies. 18 Months, \$569,900

The current crises in U.S.-Russia relations raise questions about how prepared the U.S. analytical community is to understand Russia now and into the future. A recent Corporation-sponsored survey noted strong features in the Russian studies field but emphasized the dearth of recently trained political science scholars in Russian and Eurasian studies. It also cited challenges emerging in maintaining ties between the Russian and U.S. academic and policy research communities, including restrictions placed on Russian academics and policy researchers as the space for independent expression continues to shrink. Georgetown University's Center for Eurasian, Russian and East European Studies (CERES) will undertake steps to strengthen its research and training activities and outreach to policymakers about Russia's relations with the West.

Global Justice Center, New York, NY

For enforcing human rights and international law to combat gender inequality and ensure accountability for gender-based crimes in the Arab Region. 18 Months, \$300,000

This proposal is recommended in the frame of the new program area seeking to expand problem-solving expertise and achieve informed policy on the Arab region and transnational issues. Project leaders will strategically utilize the enforcement of fundamental international laws to address and propose solutions to the gender dynamics of transnational militant movements in the Arab region. Global Justice Center (GJC) will advocate for ensuring accountability for international crimes, in particular genocide, committed by transnational militant movements in international, regional, and domestic venues with a focus on the International Criminal Court, and building the capacity of women's rights groups in the Arab region.

Herbert Scoville Jr. Peace Fellowship, Washington, DC

For the Herbert Scoville Jr. Peace Fellowship. 24 Months, \$400,000

The Herbert J. Scoville Jr. Peace Fellowship was established in 1987 to recruit and train the next generation of peace and security leaders. Since its founding, and with Corporation support since 2009, more than 160 young professionals have been named fellows through a highly competitive program that includes a salaried position for up to nine months with participating organizations in Washington, DC that are focused on nonproliferation, conflict resolution, terrorism prevention, and other international security challenges. Fellows attend policy talks, Congressional hearings, and small group events with experts in government and think tanks; receive active mentoring and networking opportunities from the board of directors and former fellows; and write and publish. Fellows have gone on to prominent positions in the field of peace and security with the government, domestic and international NGOs, academia, and media.

Indiana University, Bloomington, IN

For expanding and enriching the study of Russia in the social sciences at Indiana University. 24 Months, \$1,000,000

To advance long-term relations between the United States and Russia and improve knowledge about Russian society in the United States, the Corporation launched an initiative to strengthen the study of Russia at U.S. universities. One of the projects recommended is this grant to Indiana University (Indiana). Already a leader in international research and training for Russian studies, Indiana now will function as an incubator, training center, and hub of knowledge production on contemporary Russia. It will build a research collective and renovate the model of regional studies; hold brainstorming sessions to explore ways to understand emerging events in Russian society, politics, and economics; and design programming around new modes of writing. Indiana will work to build a regional studies toolkit, with language, historical knowledge, and professional networks.

Johns Hopkins University, Washington, DC

For support of web-based analysis and outreach, international collaborative training and research, and Track II dialogue on North Korea. 24 Months, \$855,800

The Korean peninsula—perhaps more than any other region of the world now that a nuclear deal has been reached with Iran—has become central to efforts at building a strong international nonproliferation regime. However, as a result of the international community's failure to halt North Korea's nuclear and missile programs, the North is emerging as a small nuclear power with a projected arsenal of 20-100 nuclear weapons by 2020. The North Korean challenge is likely to grow, requiring more effective diplomatic efforts to end its programs or, if these fail, limit their adverse impact. The U.S.-Korea Institute at Johns Hopkins University's School of Advanced International Studies (SAIS), seeks to promote informed debate over the challenges presented by North Korea in policy circles, the mainstream media, and the public, through expansion of its authoritative 38 North website, continued Track II efforts, and a comprehensive review of U.S. policy toward North Korea.

King's College London, London, United Kingdom

For nonproliferation research and training in open-source methodology. 24 Months, \$1,200,000

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 latter and the nonproliferation regime as a whole.

Mercy Corps, Portland, OR

For project support to facilitate nongovernmental U.S. engagement and security dialogues on North Korea. 24 Months, \$500,000

North Korea's nuclear weapons program continues to pose a deep and enduring challenge to the global nonproliferation regime, stability in East Asia, and, directly, to the United States. Despite the increasingly bellicose words and deeds emanating from Pyongyang, including its recent fourth nuclear test, and the impasse on the official diplomatic front, keeping channels of communications open with North Korea remains an important objective of IPS grantmaking as it promotes—similar to its work related to Iran—a nonmilitary solution to a regional crisis where nuclear issues pose a threat. A Corporation grant will allow the nonpartisan National Committee on North Korea (NCNK) to continue and deepen its work on information sharing and networking among Track II practitioners and other groups working with North Koreans or on North Korea policy.

Middlebury College, Middlebury, VT

For the Graduate Initiative in Russian Studies and the Russia Summer Institute. 24 Months, \$878,000

The Middlebury Institute of International Studies at Monterey (MIIS) provides international professional education in areas of critical importance to the changing global community and offers opportunities for its students to acquire and apply practical professional skills. Two projects of MIIS are recommended in this agenda: one to the Center for Nonproliferation Studies to combat the spread of weapons of mass destruction by training nonproliferation specialists; and this one to the Graduate Institute on Russian Studies, or GIRS, a new model in graduate training that engages graduate students in active dialogue with Russian and Eurasian experts on issues of Russian politics, economy, and security. Each of these projects works with different but complementary cohorts of emerging leaders to ensure they are capable of producing solutions to a variety of global challenges. New this year, GIRS will launch the Russian Summer Institute.

Middlebury College, Middlebury, VT

For promoting global security by means of nonproliferation education, training, and policy-oriented research. 24 Months, \$900,000

The Middlebury Institute of International Studies at Monterey (MIIS) provides international professional education in areas of critical importance to the changing global community and offers opportunities for its students to acquire and apply practical professional skills. Two projects of MIIS are recommended in this agenda: one for a new model to engage graduate students in active dialogue with Russian and Eurasian experts; and this one to the James Martin Center for Nonproliferation Studies (CNS) to combat the spread of weapons of mass destruction (WMD) by training nonproliferation specialists. Each of these projects works with different but complementary cohorts of emerging leaders to ensure they are capable of producing solutions to a variety of global challenges.

National Academy of Sciences, Washington, DC

For U.S.-Russian Academies of Sciences nuclear security dialogue. 24 Months, \$500,000

Even before the rift over Ukraine, arms-control talks between the United States and Russia were paralyzed because of concerns over military capabilities other than strategic nuclear weapons: missile defenses, prompt global strike, boost-glide systems, space security, and cyber warfare. The National Academy of Sciences (NAS) and the Russian Academy of Sciences (RAS) will conduct a series of bilateral Track II meetings to investigate these challenges and lay the groundwork for future progress. The longstanding NAS-RAS dialogue has provided a forum for ventilating issues that Russian and U.S. officials say cannot be aired in official talks. One reason for its success is that it grounds these dialogues with a technical foundation before moving to policy implications.

National Bureau of Asian Research,
Seattle, WA

For a project on the strategic implications of Russia-China relations. 24 Months, \$584,300

The emergence of both China and Russia as major global powers presents both challenges and opportunities for the United States. By focusing on the potential for a Sino-Russian alliance, strategic options for America and its allies come into clearer focus. The National Bureau of Asian Research (NBR) proposes a concentrated, bipartisan project into early-2018, designed to inform the U.S. presidential campaigns, the new administration in 2017, and the broader American policy community. The project would start with an assessment of the current state of the Sino-Russian relationship, and the problems or advantages it currently poses for the United States and the “West” more generally. It would explore the dynamics behind, and likelihood of, a tighter Sino-Russian alignment, including the internal and external dynamics driving the relationship, and its implications for U.S. and broader international peace and security interests.

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

For support of the Public Intellectuals Program: a fellows program to create and strengthen ongoing links among academia, the policymaking world, and opinion leaders on China. 24 Months, \$527,600

Established in 2005, the Public Intellectuals Program (PIP) of the National Committee on United States-China Relations (NCUSCR) is designed to nurture outstanding members of the younger generation of U.S.-China specialists from a variety of fields. It aims at deepening and broadening their knowledge of China beyond the narrow focus of their academic disciplines and equipping them with the tools and incentives to use that knowledge to inform American policy and public opinion. NCUSCR requests renewal support for a follow-on PIP round for twenty fellows. Each program component is tailored to meet PIP’s goals, and includes workshops and meetings with public and private sector leaders, media training, and study trips to Greater China. Periods of sustained interaction among the fellows enable them

to become acquainted, learn about each other’s research, develop plans for collaborative work, and think about China through an interdisciplinary lens.

National Security Archive Fund, Inc.,
Washington, DC

For archival programs on nuclear security and cooperative threat reductions. 24 Months, \$1,200,000

Since its establishment in 1985 to check rising government secrecy, the National Security Archive (the Archive) has challenged national security privacy by advocating for open government, utilizing the Freedom of Information Act to compel the release of previously secret documents. With continued support from the Corporation, the Archive will address the documentation deficit and lessons-learned challenge through research focused on the Nunn-Lugar Cooperative Threat Reduction initiative. In partnership with former Senator Sam Nunn and his Nuclear Threat Initiative organization and with the help of partner institutions in Russia and Kazakhstan, the Archive will build on its existing body of research over the next two years to acquire currently inaccessible documentation and accumulate lessons-learned through an innovative oral history program.

Northeastern University, Boston, MA

For Learning from the Arab Region and the Balkans: policy development related to transnational crises. 24 Months, \$500,000

A renewal is recommended in the frame of the new program area, seeking to build upon the success of Boston Consortium for Arab Regional Studies (BCARS) and expand it beyond Boston and the Arab Region to the Balkans and Europe. Project leaders will establish a transregional network to examine and refine policy related to three particular crises: the Syrian civil war and its refugee crisis; transnational militancy (aka, “violent extremism”) and its links between the Arab Region and Europe, via the Balkans; and religious conflict and sectarianism, again emphasizing links between the Arab Region and Europe. Evolving trends in the Arab region suggest that a transnational approach would produce

greater impact in knowledge production and policy development moving forward.

Ploughshares Fund, San Francisco, CA

For the Innovation Fund Collaborative on Nuclear Security. 24 Months, \$900,000

Ploughshares Fund's N Square emerged from observations among funders that the nuclear security sector is relatively insular, with high barriers to entry for potential new contributors. While nuclear risk remains acute, public awareness and engagement on nuclear issues has dissipated. Moreover, there is no common problem map, which creates obstacles for new entrants who wish to apply their expertise, technology, or resources toward reducing nuclear risks. N Square is emerging from its two-year pilot phase with a revised approach to reaching outside the sector to build a "network of networks" that includes influential individuals in technology, media, and the arts. This network will allow nuclear security insiders to use new tools and approaches to adapt or scale their work.

President and Fellows of Harvard College, Cambridge, MA

For the Working Group on the Future of U.S.-Russia Relations. 24 Months, \$337,800

The deterioration of the U.S.-Russia relationship from the time of the 2008 Russia-Georgia war through the Obama administration's attempt to reset the relationship led a group of Russia experts at the Davis Center for Russian and Eurasian Studies to create a working group of experts from the two countries. The objective of the group was to cultivate fresh ideas and innovative approaches to problem solving about the U.S.-Russia relationship, which the group's organizers considered crucial to international peace and stability. Despite the current aggravated bilateral relationship, the Working Group on the Future of U.S.-Russia Relations (Working Group) has accelerated the flow of ideas, generated engagement, and provided regular interaction among

its members. We recommend this proposal for support so that the Working Group's biannual meetings and resultant publications can continue.

President and Fellows of Harvard College, Cambridge, MA

For the web portal, "Russia Matters." 24 Months, \$600,000

There is a systemic lack of knowledge of Russia among U.S. policymakers and shapers, despite the fact that the policies of Russia affect U.S. national interests profoundly. The decline of Russia expertise in the United States has occurred even though in many respects Russia-related graduate training and research here has remained strong. The drop is dangerous, given the ways that Russia continues to matter to the United States. A team at the Belfer Center of Harvard University proposes to launch a web portal that would become a single go-to website on all things Russia. It would generate in-depth analysis and build expert capacity. The proposed portal would partner with U.S. organizations and individuals that possess the best expertise on Russia to generate analysis and products on Russia and U.S. policies toward the country.

Princeton University, Princeton, NJ

As a final grant for core support to the Liechtenstein Institute on Self-Determination. 24 Months, \$500,700

The Corporation has been supporting Princeton University's Liechtenstein Institute on Self-Determination (LISD) since the early 2000s for its work addressing a number of substantive issues of concern to the International Peace and Security Program (IPS). Under the direction of Princeton's Wolfgang Danspeckgruber, LISD's Track II dialogues have attracted key policymakers, during, before, and after their assumption of high-ranking positions. In addition to his high-level contacts in Liechtenstein, Danspeckgruber has developed especially strong ties with the Austrian and German foreign ministries, as well as with the UN, the Vatican, the

Syrian Orthodox Church, and a global network of some of the world's most accomplished academics. A major part of LISD's work has involved Princeton students, several of whom have gone on to important official positions and continue to participate in its activities. We are recommending a final core support grant to assist LISD's efforts to build on the work we have long supported and to help diversify its funding base.

Public Radio International, Inc., Minneapolis, MN

For "Changing Worldviews and Identities in Uncertain Times" (w.t), a coverage initiative to explore intersection of cultural identity and global security with special attention to the perspectives of millennials. 24 Months, \$410,000

Public Radio International's (PRI) The World is the only daily news program dedicated to making international issues and events relevant and compelling to U.S. listeners. In its previous Corporation-supported phase, The World explored security issues impacting the eighteen-to-thirty-five demographic cohort such as the emerging technologies, climate change, and the refugee crisis. PRI will now recast its coverage to center on the shifting and contested identities of millennials in the Arab region and Russia as they are buffeted by powerful economic and political forces. The coverage will examine the identities youth are selecting for themselves and potential for more cooperative relationships with a younger generation. Public radio audiences are comprised of educated, civically active, and influential citizens. Corporation support will let PRI serve them with in-depth and contextual reporting on major international security issues.

ReThink Media, Berkeley, CA

For work to strengthen the media capacity of the arms control and disarmament sector. 24 Months, \$498,400

The nuclear security field tends to be long on research and short on communications capacity. Yet strong media outreach is essential to ensuring that sound analysis is heard above the din. ReThink Media ("ReThink") fills this gap by working with policy organizations to hone their media skills and develop a strong shared narrative that can influence policymaking priorities. ReThink will conduct research on public opinion and assess current messaging and media coverage. It will then provide training to help organizations within the sector communicate more effectively. One focus will be on enhancing the sector's capacity to create digital, video, and infographic content. ReThink will also provide targeted training and support for the Fissile Materials Working Group (FMWG) in advance of the 2016 Nuclear Security Summit.

Rice University, Houston, TX

For confronting the governance crisis in the Middle East and North Africa: toward establishing inclusive and pluralistic systems post-Arab Spring. 24 Months, \$600,000

This proposal is recommended in light of the Transnational Movements and the Arab Region program focus on strengthening problem-solving approaches through the activity of social sciences. A network of Arab region experts coordinated by Rice University's Baker Institute for Public Policy (BIPP) will identify how and under what conditions the United States can engage proactively with regional stakeholders in the long-term pursuit of sociopolitical and economic progress and stabilization in the Middle East. The research team will engage academics, policy experts, and officials in the United States and the Arab region to advance "social contract" issues linked to the crisis of governance in the region.

Stanford University, Stanford, CA

For research and writing on international security.
24 Months, \$1,000,000

The Center for International Security and Cooperation (CISAC), Stanford University's research hub, was established forty years ago when scholars decided to create a teaching environment in which students from different disciplines could examine international security matters and understand how government policy is formed. With foundational Corporation support, CISAC brought midcareer scientists to Stanford to work on international security issues and inform the peace and security policymaking agenda in the United States and abroad. As global threats evolve and emerge, that knowledge takes on increased importance. Renewed support will allow scientists, social scientists, and policy experts to continue to work collaboratively at CISAC to help carry out its mission to produce policy-relevant research on international security problems, teach and train the next generation of security specialists, and impact policy making.

The Conversation, Melbourne, Victoria, Australia

For global, open-access knowledge-based journalism to bridge the gap between research, policy, and practice.
24 Months, \$999,300

Operating in a complex global media environment, The Conversation's online platform does what no other media outlet does: It identifies academic experts on specific, topical issues relevant to Corporation interests and provides hands-on, expert editorial support to translate their relevant research findings into plain language for dissemination to policymakers and the broader public. It also draws on local academic experts around the world to write on developments in their home countries or regions for a global audience, rather than relying on external commentators or a dwindling number of non-local, foreign correspondents. In contrast to most other digital and traditional media sources, it allows free republication of all its content. Particularly important for the academics it publishes, and the universities they represent, it also provides each published author with analytics to measure his or her readership.

Tufts University, Medford, MA

As a final grant for bridging the gap between the academy and policy world through an interdisciplinary project on the migration crisis and state fragility. 24 Months, \$1,000,000

As a follow-on to a grant made under the Corporation's "Rigor and Relevance" initiative aimed at the twenty-two U.S.-based members of the Association of Professional Schools of International Affairs (APSIA), Tufts University's Fletcher School of Law and Diplomacy (Fletcher) seeks renewed support to (a) further projects on state legitimacy and governance that represent a continuation of work completed under the project's initial phase; (b) expand that work into the related substantive area of migration, where state legitimacy is eroded in both transit and receiving countries; and (c) create of a mechanism at Fletcher for continued learning about and commitment to policy-relevant research and dissemination. Expansion of the substantive focus of the project will broaden the number of faculty members engaged in diverse project efforts to bridge the academic-policy gap.

Tufts University, Medford, MA

For the Russian Foreign Relations Program at the Fletcher School. 24 Months, \$800,000

A project at the Fletcher School of Law and Diplomacy (Fletcher) of Tufts University seeks to improve relations between the United States and Russia and develop a generation of leaders who can manage and improve understanding of the issues that impact the countries. Fletcher will establish the Russian Foreign Relations program (RFR Program) to increase ties with Russian universities, especially with Moscow State Institute of International Relations (MGIMO) to expand scholarship and Track II diplomacy. Through the RFR Program, Fletcher will educate professionals around the world and prepare them for positions of leadership and influence in the national and international arenas. It will increase perceptions of international problems and concerns through teaching, research, and publications, and serve local, national, and international communities in their search to develop relationships of mutual benefit.

United Nations Economic and Social Commission for Western Asia, Beirut, Lebanon

For support of the National Agenda for the Future of Syria (Phase II). 12 Months, \$350,000

This proposal is recommended in the frame of the new program area to explore programming based on the principles of human rights, citizenship, democracy, social equity, and justice to develop sustainable solutions and informed policy on the ongoing Syrian conflict. The escalation of the Syrian crisis over the past five years has presented a real threat to the disintegration of national unity and the Syrian state. Without concrete and substantive discussions on the future course of the country, finding a sustainable political solution to the crisis seems unlikely.

University of California, San Diego, La Jolla, CA

For the Northeast Asia Cooperation Dialogue. 36 Months, \$500,000

The threat of militarized interstate conflict in Northeast Asia is as pronounced today as it was during the Cold War. In the absence of a formal regional security architecture, informal or quasi-formal mechanisms play an important role to promote dialogue and confidence-building. One of the longest established of these is the Northeast Asia Cooperation Dialogue (NACD), a “Track 1.5” forum that straddles the official and nonofficial domains. It brings together some forty to fifty government and military officials and academics and specialists from China, the United States, North Korea, South Korea, Russia, and Japan to discuss regional security issues. Meeting back-to-back with NEACD, the related Defense Information Sharing (DIS) workshop convenes regional military and defense officials to exchange information about their respective missions, forces, doctrines, policies, and exercises. DIS findings are then fed into the NEACD plenary.

University of Virginia, Charlottesville, VA

For a program on strategic stability evaluation: The Effects of New Technologies. 24 Months, \$500,000

This project, managed by the University of Virginia (UVA), draws on an interdisciplinary and international community of scholars to explore how emerging technologies are reshaping the nature of nuclear deterrence and stability. The project builds on the Corporation’s initial investment in the Program on Strategic Stability Evaluation (POSSE), and will be led by two scholars who participated in the initial POSSE effort. Through workshops, commissioned scholarly papers, and engagement with the technical and policy communities, they will drive collaborative research between a cohort of experts from the United States, Russia, China, India, Pakistan, and other nuclear-armed states to bring their insights to policymakers.

University of Wisconsin, Madison, Madison, WI

For expanding and enriching the study of Russia in the social sciences at the University of Wisconsin, Madison. 24 Months, \$1,000,000

To advance long-term relations between the United States and Russia and improve knowledge about Russian society in the United States, the Corporation launched an initiative to strengthen the study of Russia and nurture informed and deeply grounded Russia experts at select U.S. universities. This grant will allow the University of Wisconsin, Madison (UWM) to serve as a hub for Ph.D. training in Russian studies and foster collaboration between U.S.-and Russia-based scholars. UWM has a strong base of social science faculty whose research features a deep and broad engagement with Russia. By bringing together scholars at different stages of their careers, and with different backgrounds, it will create extensive, professional networks of faculty, and connect UWM and Ph.D. students and their equivalents in Russia to collaborate across disciplinary and methodological lines.

US Pugwash, Washington, DC

For general support. 24 Months, \$778,000

The years ahead in the Greater Middle East—the broad stretch of countries ranging from Pakistan, Iran, and Afghanistan to the Gulf States and those in North Africa—will continue to be critical. The fate of the people in the region will be deeply affected not only by their own leaders' decisions but also by the reactions of outside parties to the various conflicts. These urgent and interrelated problems call out for greater dialogue across dividing lines, increased understanding of differing threat perceptions, and, above all, the need to avoid military conflict in this area where nuclear risks are present. The Pugwash Conferences on Science and World Affairs (Pugwash) seeks to help address these complicated and interrelated challenges through continuation of its longstanding intraregional, multinational Track II workshops.

Woodrow Wilson International Center for Scholars, Washington, DC

For the Nuclear Proliferation International History Project (NPIHP). 36 Months, \$936,000

Through its work over the past five years, the Nuclear Proliferation International History Project (NPIHP) has shown that new empirical evidence and analysis can help policymakers reexamine long-held assumptions and myths. NPIHP has helped revitalize the field of nuclear history by providing support and training for researchers through an interlinked network of research institutions across thirteen countries. NPIHP procures, disseminates, and archives new evidence and sources by organizing workshops, making requests for archival documents, and supporting research collaboration. NPIHP will engage the policy community through workshops, briefings, and media outreach. This grant consolidates and expands the partner network, building on past investments in capacity building, archival research, and outreach activities.

PEACEBUILDING IN AFRICA

International Crisis Group, New York, NY

For a project on promoting statebuilding and peacebuilding in Africa and a project on modern conflict, transnational threats, and nonstate actors. 24 Months, \$1,000,000

As African countries continue to face major security and humanitarian crises, detailed and well-researched commentary from the continent directed at Europe and the United States remains minimal. International Crisis Group (Crisis Group) has established itself as a go-to actor for open source analysis and policy recommendations on potential and current conflicts in Africa and beyond. Likewise, Crisis Group's work in the Middle East and North Africa responds to the need for a greater depth of understanding about the origins and root causes of local problems, as well as the wider geopolitical trends that create an enabling environment for transnational movements and upticks in violence. With support from the Corporation, Crisis Group will continue its detailed research and analysis, while increasing its policy focus and government engagement.

National Democratic Institute for International Affairs, Washington, DC

As a one-time grant for a project on the use of bottom-up indicators of citizen inclusion and confidence in transitional processes in Kenya and South Sudan. 24 Months, \$500,000

Postconflict transition periods offer a brief but critical opportunity to build the legitimacy of emerging democratic systems and to establish a foundation for sustainable peace. Despite an emerging consensus that citizen inclusion in transition processes is necessary to foster legitimacy and stability, significant gaps remain in opportunities for citizens to influence transition process design, implementation, or evaluation. The National Democratic Institute (NDI), the Electoral Institute for Sustainable Democracy in South Africa (EISA), and the Oslo Center for Peace and Human Rights

(The Oslo Center) propose a pilot project to create bottom-up indicators of citizen inclusion and confidence in transitional processes that can inform national and international policy-makers' understanding of citizen priorities around inclusion in transition periods. Kenya and South Sudan will be the pilot countries.

New York University, New York, NY

For a joint project with the Norwegian Ministry of Foreign Affairs on enhancing South-South cooperation and promoting African responses to peacebuilding in Africa.
24 Months, \$400,000

The continuation and reemergence of conflict in Africa demonstrates the need for more effective peacebuilding strategies. Yet policymakers often design these strategies based on assumptions lacking empirical evidence of what works in practice. Adding to the multitude of traditional peacebuilding actors on the ground, there are growing expectations for the role of African actors, including sub-regional organizations, and "South-South" cooperation more generally, in assisting countries emerging from conflicts. In response to these developments, New York University's Center for International Cooperation (CIC), the South African-based Institute for Security Studies (ISS), and the Peace Research Institute Oslo (PRIO) have formed a consortium to analyze the peacebuilding approaches of African actors and subregional African organizations, and their potential for facilitating sustainable peace on the continent.

Search for Common Ground, Washington, DC

For engaging African peacebuilding practitioners in research and dissemination aimed at policymakers.
24 Months, \$600,000

Despite an increase in knowledge generated by scholars and practitioners, the peacebuilding community has not yet been able to influence global policy responses to fast-moving

emerging crises in Africa. Valuable knowledge residing within the practitioner community is rarely fully analyzed through research and presented in formats that are useful to policymakers. Search for Common Ground (SFCG), a leading operational peacebuilding organization with programs in nineteen African countries, proposes a pilot project that will explore ways to bridge these gaps. Through a consultative process, SFCG will select up to six "critical cases"—active conflicts in Africa or situations where conflict appears to be highly likely—and will link practitioners and researchers to develop white papers relaying recommendations for action, help disseminate them to relevant policymakers, and provide basic research training for practitioners.

University of Wisconsin, Madison, WI

For a joint project with the Norwegian Ministry of Foreign Affairs on the role of women in peacebuilding in Africa.
24 Months, \$600,000

Much of the research on women and conflict has been done in the field of feminist international relations and has usefully critiqued some of key concepts defining the way people think about war and conflict. However, with some important exceptions, the empirical base of this literature has been weak, particularly in understanding grassroots impacts and responses to conflict. This proposed consortium project seeks to address this gap by focusing on the gendered nature of peacebuilding: 1) how the lack of incorporation of women into formal peace processes and postconflict governance have hindered peace; 2) how women have been engaged in unrecognized forms of peacebuilding informally in Africa and their contributions and limitations; and 3) how the struggle for women's rights and legal reform is a key battleground internally in African societies struggling to confront conservative Islamist and Salafist influences.

Wilton Park, West Sussex, the United Kingdom

For support of two international conferences and associated activities on peacebuilding in Africa. 24 Months, \$294,300

Founded in 1946, Wilton Park organizes more than fifty events a year in the United Kingdom and in other countries, convening leading representatives from the worlds of politics, diplomacy, academia, business, civil society, the military, and the media. Continuing its partnership with two key Corporation grantees, the Social Science Research Council-led African Peacebuilding Network (APN) and the King's College London-led African Leadership Centre (ALC), Wilton Park will organize an additional two, forty-to-fifty participant, two-day international conferences. Building on meetings organized in 2015 and 2016, these events will bring together a range of Corporation grantees with local partners, international institutions, activists, and scholars from both the Global North and South, and key policymakers in order to discuss African perspectives on peacebuilding, focused on scholarly and practical approaches on the continent.

Woodrow Wilson International Center for Scholars, Washington, DC

For engaging African peacebuilding scholars to inform policy dialogues in the United States through the Southern Voices Network for Peacebuilding. 24 Months, \$677,300

Providing avenues for African policy researchers to inform American policy dialogues about the continent expands the diversity of African voices contributing perspectives and offers an opportunity for U.S. policymakers to develop policies that are more likely to succeed and result in stronger and more effective North-South relations. Access to a range of African perspectives is particularly critical as U.S. policymakers attempt to address issues of conflict resolution and peacebuilding in the continent. Building on previous Corporation support, the Africa Program at the Woodrow Wilson International Center for Scholars (Wilson Center) will strengthen its Southern Voices Network for Peacebuilding, which currently includes twenty-two key

policy and research institutes from twelve African countries—Kenya, Uganda, Ethiopia, South Sudan, Ghana, Liberia, Senegal, Nigeria, Côte d'Ivoire, Democratic Republic of Congo, Rwanda, and South Africa—focusing on issues related to peacebuilding and state-building in Africa.

TRANSNATIONAL MOVEMENTS INITIATIVES

Central European University, New York, NY

For the project, *Striking from the Margins: Religion, State and Disintegration in the Middle East*. 24 Months, \$600,000

The explosion of violence in the name of religion following the Arab Spring and the dis-aggregation of states have intensified the search for instruments enabling a more cogent understanding of a seemingly intractable tangle of interconnected conflicts. In line with the Transnational Movements and the Arab Region program focus on advancing new understandings of social and militant movements in the region, and its aim of integrating expertise from the region into policy formulation, Central European University's (CEU) Center for Religious Studies (CRS) launches a program with analytical and international security implications. Partner institutions including the Issam Fares Institute for Public Policy and International Affairs, and Stony Brook University Institute for Global Studies, will collaborate on the project's workshop series and will each organize project conferences to integrate regional and international partners.

Middle East Institute, Washington, DC

For Middle East Dialogue and Countering Violent Transnational Movements. 24 Months, \$800,000

Building on previous Corporation support, the Middle East Institute (MEI) seeks a grant renewal to address two related sets of issues: 1) the ongoing civil war in Syria and

the dangerous level of regional conflict, particularly between Iran and Gulf States, and; 2) the rise of violent nonstate actors fueled by conflicts in Syria, Iraq, and throughout the region. MEI's Middle East Dialogue seeks to build common ground and agreement among officials and experts from the region and beyond relating to ending the war in Syria and establishing a more stable and sustainable regional order. The policy research project on Countering Violent Transnational Movements (CVTM) seeks to provide a new depth of understanding of the drivers behind this complex phenomenon and to influence the policies of regional and international state actors.

DISCRETIONARY GRANTS

African Institute for Mathematical Sciences – Next Einstein Initiative United Kingdom, London, United Kingdom

3-month grant of \$100,000 for the Next Einstein Forum Global Gathering 2016 with the theme of "Connecting Science to Humanity."

African Studies Association, Piscataway, NJ

18-month grant of \$100,000 for participation of early-career African scholars in the association's annual meetings

American Council of Learned Societies, New York, NY

24-month grant of \$50,000 for support of the International Association for the Humanities Slavic, East European, and Eurasian Studies (ASEEES-MAG) convention

Asia Foundation, San Francisco, CA

12-month grant of \$200,000 for the project "America's Role in Asia 2016: Asian Views about the Future of Asia and U.S. Interests in the Region"

Aspen Institute, Inc., Washington, DC

5-month grant of \$50,000 for a dialogue with members of Congress, the Russian Duma, and the German Bundestag: Addressing Mutual Foreign Policy Challenges

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

12-month grant of \$50,000 for a joint U.S.-Russia assessment of future global trends

Atomic Reporters, Gumpoldskirchen, Austria

6-month grant of \$50,000 for a workshop to train journalists ahead of the 2016 Nuclear Summit

British American Security Information Council (BASIC), London, United Kingdom

7-month grant of \$46,900 for a project to engage emerging policy shapers in the nuclear security conversation

Dalhousie University, Halifax, Nova Scotia, Canada

12-month grant of \$100,000 for a project on security sector training on the prevention of child soldiers

Eurasia Group Foundation, New York, NY

8-month grant of \$199,000 for the project "America's Role in the World: A Campaign to Raise Awareness of National Choices"

Foreign Policy Research Institute, Philadelphia, PA

12-month grant of \$149,000 for a comprehensive examination of nuclear weapons and Russian-North Korean relations

Georgetown University, Washington, DC

18-month grant of \$150,000 for a project titled "Outlook for the Geopolitics of the South Caucasus in the Aftermath of the Iran Nuclear Deal: Exploring Possibilities for Regional Economic and Security Cooperation"

Georgetown University, Washington, DC

10-month grant of \$40,000 for the project "Twenty-five Years of U.S.-Russia Relations: What Should We Have Learned?"

Graduate Center of the City University of New York, New York, NY

12-month grant of \$75,000 for support of a digital publication that covers the United Nations

Institute for Science and International Security, Washington, DC

18-month grant of \$200,000 as a final grant for research, public education, and outreach on Iran's nuclear activities

International Institute for Strategic Studies-US, Washington, DC

18-month grant of \$200,000 for the project Getting Out from "In-Between": Towards an Inclusive Regional Order in Post-Soviet Europe and Eurasia

International Peace and Security Institute, Washington, DC

8-month grant of \$45,000 for support of the Kaleidoscopic Conflict project

Maureen and Mike Mansfield Foundation, Washington, DC

12-month grant of \$75,000 for a forum on Northeast Asia peace, security, and cooperation

National Academy of Sciences, Washington, DC

12-month grant of \$50,000 for expert assessments of the intersections of important science and technology developments with the diplomatic responsibilities of the Department of State

National Council for Eurasian and East European Research, Washington, DC

6-month grant of \$18,600 for the U.S. visit of the directors of the Caucasus Research Resource Centers

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

3-month grant of \$25,000 for implementing positive changes to the International Atomic Energy Agency Partnering Capacity

President and Fellows of Harvard College,
Cambridge, MA

12-month grant of \$50,000 for support of the Meselson Chemical and Biological Weapons Archive and Website

Southern Methodist University, Dallas, TX

12-month grant of \$38,500 for a Centennial Colloquium on the Russian Revolution of 1917

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

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

University of Melbourne, Melbourne, Australia

12-month grant of \$50,000 for a project on regional capacity for nuclear governance in Asia Pacific region

University of Ottawa, Ottawa, Ontario, Canada

12-month grant of \$100,800 for the India-Pakistan Intelligence Dialogue (Track II)

University of Pennsylvania, Philadelphia, PA

6-month grant of \$75,000 for support of the Third Pan Africa Think Tank Summit

University of the Witwatersrand, Johannesburg, South Africa

12-month grant of \$100,000 for an African Research Universities Alliance Secretariat

University World News (Africa),
Durban, South Africa

24-month grant of \$200,000 for support of University World News (Africa) higher education editorial projects.

WGBH Educational Foundation, Boston, MA

7-month grant of \$50,000 for dissemination support for the film, "Command and Control"

Woodrow Wilson International Center for Scholars, Washington, DC

12-month grant of \$198,600 for support to the new Mainstreaming Russian Expertise pilot project at the Kennan Institute

National Program

EDUCATION

Achieve, Inc., Washington, DC

As a final grant for network collaboration to support state adoption and implementation of the Next Generation Science Standards (NGSS). 24 Months, \$2,000,000

The effect of the Next Generation Science Standards (NGSS or Standards) on improving science instruction and bolstering STEM education across the country is beginning to show significant promise. The final version of the NGSS was released in April 2013. This achievement was led by Achieve, joined by the National Research Council and a broad-based network of science, technology, engineering and math advocates in business and industry, academia, and the scientific community under the leadership of twenty-six state teams. These Standards represent the scientific and education communities' best, and most current, thinking on what K–12 students need to know and be able to do in science to be prepared for college and career in the 21st century. But developing the NGSS was just the first step. Implementing the standards in K–12 classrooms across the nation is the challenge that still remains. To date, fifteen states representing almost 33 percent of the public school population have already adopted the NGSS. With renewed support from the Corporation, Achieve will continue working with states as they move forward on adoption and implementation, often helping states assess when and if they are ready for adoption and what steps and conditions they need to have in place to ensure successful adoption, implementation, and sustainability.

Achievement First, New Haven, CT

For continued development and implementation of the Greenfield model, and associated knowledge building and dissemination. 18 Months, \$750,000

The continuously higher bar that students will have to meet in order to compete in the global marketplace and participate in American democracy necessitates the development of new classroom, school, and system models built explicitly to prepare students for success in college, career, and life. This proposal from Achievement First (AF) supports the continued development and piloting of an innovative school model with a focus on supporting student mastery of rigorous academic content through technology-enabled personalization, as well as crucial knowledge management and sharing. AF is a venerable, high-performing charter management organization well known for the rigor of its instructional model and its comprehensive teacher development strategies. Importantly, the effort seeks to accelerate fulfillment of the organization's student-centered goals while at the same time contribute critical innovation and learning to the education sector to accelerate learning outcomes more broadly.

Achievement Network, Boston, MA

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

Across the United States, schools and school systems continue to struggle to advance educational equity so that every child, regardless of circumstance, has access to high-quality teaching that prepares them for democratic citizenship and participation in the global economy. The Common Core State Standards (Common Core) represent both a great challenge and immense opportunity for our nation's public education system, possessing the power to better prepare students for postsecondary school success but requiring a fundamental change for teachers and school leaders. For nearly ten years, Achievement Network has helped schools improve teaching and learning through effective use of data. With the advent of the Common Core, Achievement Network, with the Corporation's support, has expanded its services to address the full teaching and learning cycle and tackle persistent challenges faced by schools and systems in the implementation of new and higher standards. Achievement Network requests support to execute the next phase of their growth, including the refinement and expansion of their core services—coaching, professional development, and assessments—and further development of emerging work to strengthen alignment between district systems and schools.

Bank Street College of Education, New York, NY

For projects advancing system leadership development, sustainable teacher preparation programs, and learning and continuous improvement. 24 Months, \$2,000,000

Over the past few years, school systems have been asked to implement a number of reform initiatives intended to advance student achievement, including instituting higher academic standards, elevating students' socio-emotional needs, and developing new evaluation and accountability systems. In an effort to assist district leaders to implement a multitude of distinct and sometimes competing initiatives, Bank Street College of Education proposes to undertake three strands of work aimed at orchestrating change from the systems-level to the classroom: 1) through the Bank Street

Education Center, partner with school districts to build leadership capacity to engage in thoughtful strategy creation and execution, project management, and change management; 2) through the Sustainable Funding Project, identify and promote substantial and sustainable public funding streams for high-quality teacher preparation, specifically teacher residency programs; and 3) form a learning agenda in collaboration with the Corporation based on the products and tools developed in the first two projects.

Bard College, Annandale-on-Hudson, NY

For a project to codify and share resources from the Bard Early College model and create more supportive conditions for other models rethinking the 9-college continuum. 24 Months, \$1,500,000

Bard College has developed an effective early college model which is not only providing a rigorous educational experience to underserved students, but is also emerging salient lessons about the practices that drive the model's efficacy. In its early college model, Bard hires and trains Ph.D.s to teach college-level coursework to adolescents so students are able to complete high school and earn an Associate's degree in four years. In the proposed grant, Bard will leverage its expertise to 1) adapt and codify its best practices for use in other school environments beyond the early college field, 2) improve the talent pipeline of early college-inspired high school educators, and 3) strengthen regulatory frameworks affecting models trying to rethink the grade 9-college continuum.

Blue Engine, New York, NY

For a project to develop teacher pipeline and general operating support. 15 Months, \$500,000

Blue Engine is a New York City-based nonprofit organization focused on two main goals: 1) accelerating student learning and development in underserved high schools via differentiated instruction and personalized learning environments and 2) developing a local pipeline of educators to enter the teaching profession through hiring and supporting Blue Engine Teaching Assistants (BETAs) to work with lead

high school teachers in math and English language arts. Funding through this grant serves two purposes: 1) provide general operating support to execute on strategic priorities to strengthen the organization and lay the foundation for scale; and 2) support work to refine the development of lead teachers, a critical component of the Blue Engine model. To implement the strategic plan, Blue Engine will focus on improving its team-teaching model, diversifying and increasing its revenue, and building up its infrastructure to prepare for scale. Project work includes designing, implementing, and refining the coaching and professional development strategies to optimize support for BETAs and lead teachers — the key components of their team-teaching model.

Carnegie Foundation for the Advancement of Teaching, Stanford, CA

For a project on learning to improve by building a field of improvement science in education. 11 Months, \$400,000

The impact of education reform on reducing inequity in education over the past few decades has been constrained by the lack of approaches that effectively enable productive learning and sharing across the field. There is a need for a research and development enterprise that builds on ideas generated through traditional research about what can work (in some contexts, or for some populations) and ensures that we learn how to make them work, again and again and across contexts. The Carnegie Foundation for the Advancement of Teaching (Carnegie Foundation) has developed Networked Improvement Communities (NICs) as a strategy that allows researchers and practitioners to work together to learn their way into successful implementation reliably and at scale. This grant supports the prototyping and testing of three field-building strategies that support the growth of the NIC movement while simultaneously building capacity across the field for quality enactment of the improvement principles.

Center for Teaching Quality, Inc., Carrboro, NC

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

The Center for Teaching Quality (CTQ) serves teachers, school leaders, and systems leaders nationwide, focusing on deepening and assessing the impact of teacher leadership on learning, advancing school designs for teacher leadership and student learning, and developing and marketing a system to spread teachers' knowledge and skills as leaders of their profession. CTQ cultivates and elevates the skills and expertise of teachers to become professional leaders, utilizes that expertise across its network to incubate and implement new solutions in education, and then disseminates information on those successes to show how teacher leadership benefits schools and students. This grant provides general support for CTQ to advance its five-year strategy, which includes developing competency-based microcredentials and tools to support teacher learning and leadership, and partnering with states and districts to demonstrate how those resources fit into a comprehensive human capital strategy.

Charter Fund, Inc., Broomfield, CO

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

As program staff argued in the Opportunity by Design challenge paper, redesigning American high schools to create more powerful, personalized learning environments is a necessary step towards ensuring that more students graduate college- and career-ready. The Charter School Growth Fund (CSGF) is an important partner in this work. CSGF is committed to accelerating the creation of innovative school models in the charter sector and has a proven track record of selecting, investing in, and supporting high-impact charter operators, including “next gen” models that use time, technology, and talent in innovative ways to personalize learning. This proposed grant to CSGF will provide support for their Fund III, in which CSGF will launch and scale innovative school models designed to prepare students for college and career success, as well as for participation in the changing global economy.

Citizen Schools, Boston, MA

As a final grant for a project to evaluate program impact and potential teacher pipeline pathways. 12 Months, \$400,000

Citizen Schools serves 5,000 middle school students each year through expanded day programs that include hands-on “apprenticeships,” family engagement, and academic support, all implemented in close collaboration with partner schools. Through this grant, Citizen Schools will focus on two main objectives: 1) understanding the ways in which the extended day program currently influences what is taught during the core school day and how that content is delivered; and 2) contributing to the teacher pipeline through the creation of pathways to a career in teaching, building on its work with partner schools and the AmeriCorps Teaching Fellowship. This grant is a final grant.

Common Sense Media, San Francisco, CA

For continued development of the Next Generation Science Standards learning ratings. 12 Months, \$350,000

In the vast sea of digital content available, one of the biggest challenges for educators is to find high quality digital products that truly enhance and propel learning. Common Sense Media (Common Sense) has answered this challenge by creating Graphite, a K–12 learning ratings platform that helps teachers discover, use, and share the best quality digital media products for learning in the classroom and at home. Since launching in June 2013, Graphite has received an enthusiastic reception from educators with over 250,000 teachers signing up to use these free resources over the last two years. With support from the Corporation, Common Sense was able to build the Next Generation Science Standards (NGSS) Explorer alongside their Common Core Explorer. With renewed Corporation support, Common Sense plans to launch the NGSS Explorer and build a library of content to help teachers understand how digital learning products can help them create the kind of investigative and hands-on science learning envisioned by the standards.

Common Sense Media, San Francisco, CA

For the home-to-school connection project. 12 Months, \$600,000

Research strongly suggests that parental involvement in education has positive effects on student achievement. As technology transforms teaching and learning, there is a pressing need among parents and educators to communicate about ways technology can support student learning. Today, flipped classrooms and blended learning models leverage technology to bring instruction to students anytime, anywhere. These shifts have created an unmet demand to form new kinds of homeschool connections to inform parents and educators about the resources that exist to create a more seamless learning experience for children. With Corporation support, Common Sense Media will research, design, and test a new model of parent engagement and advocacy to strengthen the homeschool connection by providing parents content, tools, training, and confidence to support their children’s learning at home; giving teachers the tools to communicate with parents, share what their students are doing in the classroom, and providing content and tools to promote parental support of learning at home.

Complete College America, Indianapolis, IN

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

Complete College America (CCA) is a national nonprofit with a single mission: to work with states to significantly increase the number of Americans who attain college degrees or high-quality career certificates and to close attainment gaps for traditionally underrepresented populations of students. It is the only national organization specifically devoted to increasing college success by scaling proven-effective strategies through state higher-education systems, and to collecting unique progression and completion metrics and utilizing the data for systemic change. CCA has built a network of thirty-five states (and territories) whose governors or chief executives have committed to increase college completion rates, and implement evidence-based practices that have proven to dramatically increase college completion rates.

Data Quality Campaign, Washington, DC

For increasing public understanding of the value of education data and building capacity to ensure that the diversity of education stakeholders can employ data to improve the student experience. 12 Months, \$575,000

While strides have been made in data infrastructure, and data exists that can help improve educational outcomes and personalize learning for students, a lack of understanding among key education stakeholders and a negative public perception inhibit the effective use of education data in service of student achievement. Data Quality Campaign (DQC) presents a systemic solution to these challenges, working to remove political and cultural barriers from the top down, and building capacity to implement data-driven change from the bottom up. With Corporation support, and building on past successes, DQC will 1) build public understanding around the value of education data; 2) work to increase the number of states that share postsecondary and workforce outcome data with K–12 systems; and 3) position the use of data as a key human capital strategy to improve educator quality and effectiveness.

Digital Promise, Washington, DC

For a project to advance professional learning with educator micro-credentials. 24 Months, \$1,200,000

Digital Promise is nonprofit organization that works with educators, entrepreneurs, researchers, and leading thinkers to advance a comprehensive agenda that includes documenting and sharing successful innovations and initiatives to mobilize and build capacity for systemic change. This grant provides support for Digital Promise to deepen and expand its educator microcredential initiative, which combines competency-based learning and technology to enable and support personalized learning for educators. Digital Promise will target new issuers to develop additional microcredentials, increase the number of educators who earn micro-credentials, and increase the number of states, districts, and other relevant parties who recognize microcredentials.

Editorial Projects in Education, Inc., Bethesda, MD

For continuing coverage on advancing student learning through integrated designs for school innovation in Education Week and on edweek.org. 24 Months, \$500,000

Education Week is considered a “must-read” news source for practitioners and policymakers in elementary and secondary education. With over three decades of publishing, it has assembled a team of talented education writers with a wealth of knowledge about education and education reform. Their 200,000 print readers and 1.2 million online users include policymakers and practitioners within the K–12 system and across the range of government agencies, legislative bodies, state executives, and public and private institutions that effectively set the agenda for American elementary and secondary education. With Corporation support, *Education Week* will continue to conduct enterprise reporting that brings attention to efforts aimed at advancing student learning through integrated designs for school innovation. To complement the Corporation-supported news coverage, the Education Week Research Center will conduct an original research study to further explore issues related to the grant’s topical focus.

EdNavigator, New Orleans, LA

For general support and project support for convenings on parent empowerment at the local level. 12 Months, \$500,000

With high demands on families and limited support, many families find the school system confusing and frustrating. School choice is also emerging as an important tool for empowering parents and improving educational outcomes. But in the absence of expert help, not all families can make the most of the choices available to them—or even understand what those choices are. EdNavigator is a new nonprofit established in August 2015 with Corporation and other philanthropic support to help families get the best education possible for their children, by empowering them with affordable, high quality support from pre-K to college. After a successful initial pilot in New Orleans, EdNavigator will

expand to reach more families and employers with further Corporation support. EdNavigator will also begin to build a community of practice amongst organizations across the country engaged in parent empowerment at the local level.

Education Resource Strategies Inc., Watertown, MA

For a project to support the redesign of schools and the systems that support them (districts, nonprofit organizations, e.g.) and for continued development of tools, resources, and research that meet growing demand from States and districts for redesign support. 24 Months, \$1,500,000

Though we have isolated examples of schools with extraordinary results serving students coming from poverty, we have not yet brought this work to scale such that all students are prepared for college and career. To achieve change at scale, we need to shift how both systems and schools are organized. Education Resource Strategies (ERS) works with district, state, and school leaders to transform how urban schools and systems employ resources—people, time, and money—so that every school is designed and resourced to serve every student. The proposed project will build on ERS’ previous accomplishments through three core areas of work: 1) Enable transformational school and system redesign work by joining with schools and system leaders to subsidize deeper partnerships with a targeted number of ‘tipping point’ school districts; 2) Create, improve, and expand tools and resources that can reach a broader audience of education reformers; and 3) Disseminate learning and build capacity among partner organizations to maximize knowledge sharing.

Education Writers Association, Washington, DC

For coverage of new school designs. 24 Months, \$350,000

Across the country, momentum is building to redesign American high schools, with an emphasis on innovations that propel students toward success in college, work, and life.

However, despite recent media attention, inspiring examples do not exist at scale. Many of the nation’s journalists lack sufficient understanding of the emerging innovative high school redesign work and efforts to report about this work in significant depth remain relatively scarce. Education Writers Association (EWA) will build knowledge and understanding of high school redesign among their network of journalists across the nation. Using a mix of programming approaches, they will strengthen the capacity of members of the news media to produce stories that effectively explain and bring alive the ongoing wave of innovation in school design to their own large audiences.

GreatSchools, Oakland, CA

For building parent understanding and support for postsecondary pathways and new ways of learning. 18 Months, \$750,000

GreatSchools is one of the country’s leading sources of school performance information for parents, reaching forty-four million unique visitors and 50 percent of American families with children. Along with profiles of more than 200,000 PreK–12 schools and more than 1,000,000 parent and community ratings and reviews of schools, their new program, GreatKids, provides information, tips, activities, and tools that help parents get the best possible education for their children. With the support of this grant, they will conduct research and develop content and services that help high school parents, especially low-income parents, better understand postsecondary education pathways that lead to economic opportunity; rally around a “knowledge, skills, character, and purpose” vision of education success; and understand innovations in teaching, schooling and the emerging science of learning.

Khan Academy, Mountain View, CA

For assessment and evaluation of the national LearnStorm initiative. 18 Months, \$400,000

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. In addition, schools most in need of innovative solutions and personalized learning are less likely to have teachers with the resources, exposure, or skills needed to make this shift. Khan Academy’s LearnStorm Challenge aims to provide teachers and students with low-risk, instant-value opportunities to try mastery-based learning through a competition that provides free online access to Common Core-aligned math content and incentivizes student progress, mastery, and perseverance, with a particular focus on reaching low-income students. This grant supports learning and evaluation activities designed to gauge LearnStorm’s effect on student and teacher enrollment, engagement, persistence, and retention in this mastery-based learning platform.

Leading Educators, New Orleans, LA

For general support. 18 Months, \$750,000

A rich body of literature points to teacher leadership as key to elevating teacher effectiveness, increasing student achievement, and fostering a healthy future for the teaching profession. However, teachers currently have few opportunities to lead and influence policies and programs, and to develop and strengthen the skills and mindsets needed to assume greater leadership responsibilities in their schools. Leading Educators is a national program that exclusively supports midcareer teachers to develop the leadership and management skills needed to become teacher leaders. Through its flagship two-year fellowship, partnerships and strategic consulting engagements with districts, and thought leadership, Leading Educators is both preparing teachers to become impactful leaders and transforming schools and districts to create opportunities for teachers to learn and lead. This grant provides general support for Leading Educators to strengthen its team and implement its strategic plan.

Learning Policy Institute, Palo Alto, CA

For research that advances understanding of teacher and leadership preparation practices that support deeper learning for diverse learners. 24 Months, \$450,000

As K–12 education shifts away from an emphasis on rote learning and standardization toward more personalized, experiential, and deeper learning, teacher and leader preparation programs need to evolve to ensure that educators are learning new pedagogies and instructional strategies and developing the skills, knowledge, and dispositions they need to support deeper learning for all students. The Learning Policy Institute (LPI) is a new independent, nonpartisan organization led by Linda Darling-Hammond that conducts and communicates research to policymakers at all levels, connecting them with the evidence, ideas, and actions needed to strengthen the education system and improve learning for all students. This grant supports two LPI research studies that explore how teachers and leaders are prepared to teach and lead for deeper learning for diverse students, including which strategies, structures, and supports are most promising.

National Academy of Sciences, Washington, DC

For a project to update science resources for middle and high school to align with the Next Generation Science Standards. 24 Months, \$441,000

The Board on Science Education (BOSE) at the National Academies of Sciences, Engineering, and Medicine provides guidance to the nation on science, technology, engineering, and math (STEM) education. The primary goals are to improve government decisionmaking and public policy, increase public understanding, and promote the acquisition and dissemination of knowledge in matters involving science education. BOSE proposes to convene an expert committee to revise the 2006 report *America’s Lab Report* to reflect current research on science investigations and engineering design problems, including innovations in instructional approaches such as computing and access to large data sets used in teaching and student learning, and to align the updated report with recent reforms in K–12 science

education. The final report will provide recommendations for designing middle and high school science investigations and engineering design problems so that they align with the vision of science education embodied in the Framework for K–12 Science Education and the Next Generation Science Standards (NGSS).

National Council on Teacher Quality, Washington, DC

For a report on Great Districts for Great Teachers and a State Teacher Policy Yearbook. 24 Months, \$600,000

The National Council on Teacher Quality (NCTQ), a nonpartisan research and policy organization, works with states and districts to develop teacher policies that support teacher effectiveness and improve their ability to attract, develop, and retain effective educators. State governments and school districts play critical roles in ensuring that all students are taught by effective teachers, but many struggle to identify what sound teacher policies look like and how they might achieve them. NCTQ proposes two projects that address both of these challenges: 1) a State Teacher Policy Yearbook that serves as an annual yardstick and “how to manual” for states seeking to identify and remedy ineffective teacher policies; and 2) the Great Districts for Great Teachers project aimed at identifying and celebrating large school districts with policies and practices that best support high-performing teachers. This proposal supports both projects.

National Public Radio, Inc., Washington, DC

For general support and project support for education reporting. 24 Months, \$2,000,000

National Public Radio’s (NPR) balanced reporting, analysis, and commentary reach the largest audience of any American noncommercial news outlet and a particularly influential portion of the American public. Since their beginning more than forty years ago, NPR has been committed to covering the education trends and challenges facing the nation. Renewed support from the Corporation will add value to NPR by providing the news organization with needed resources to leverage its recently enhanced capacity to

partner with member stations on local and national coverage of education and immigration issues and international peace and security concerns. NPR will produce in-depth education news coverage that goes beyond the rhetoric surrounding policy and politics. NPR will create informed understanding and conversations about education reform among NPR’s tens of millions of listeners and Web users.

National Science Teachers Association, Arlington, VA

For the development and expansion of an online Next Generation Science Standards (NGSS) hub for tools and resources for teachers. 18 Months, \$500,000

The National Science Teachers Association (NSTA) with over 55,000 dedicated teachers, science supervisors, administrators, scientists, and business and industry representatives as members, continues to be committed to promoting excellence and innovation in science teaching and learning for all. as a partner in the development of the Next Generation Science Standards (NGSS), NSTA is seen as a leader in improving the quality of science instruction for all students, and is playing an essential role in implementation efforts for the NGSS across the country. With renewed Corporation support, NSTA plans to recognize the significant contributions teachers are making toward their own professional learning around the NGSS and toward classroom implementation, and to redirect the national conversation around science standards by elevating the collective voice of science teachers.

New Leaders, Inc., New York, NY

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

New Leaders is one of the country’s largest and most effective principal training organizations. Since its founding in 2000, New Leaders has trained more than 1,800 school leaders in district and charter schools throughout the country. External evaluations of the organization’s work have found that students in schools led by principals trained through New Leaders’ flagship program, Aspiring Principals (APP), outperform their peers specifically because they have a New

Leader Principal. Since 2011, New Leaders has evolved from offering only new principal training to providing a variety of programs to support educators along the leadership continuum, from teachers to principal supervisors. This grant will provide general operating support for New Leaders to implement activities related to its 2020 Vision and to support the organization's growth from 1,800 school leaders at the end of 2015 to over 3,000 school leaders by the end of 2020, all working to prepare children for success in college, careers, and citizenship.

New Teacher Project, Inc., Brooklyn, NY

For general support. 24 Months, \$2,200,000

There are many components that contribute to an excellent education system in which students achieve high academic results. As a nation, we have reached a critical juncture in education reform where most jurisdictions have adopted new, strong learning standards, yet instruction and, thus, student achievement, remains suboptimal due to misalignment of policies across multiple levels, including in the areas of human capital management, instructional leadership, and academic strategies. With the launch of its 2016–2017 strategy, the New Teacher Project (TNT) is undertaking an ambitious plan that marks an important evolution in the organization's strategy and that of the education community. Since it was founded in 1997, TNT has focused on elevating human capital in education, recruiting or training nearly 50,000 teachers for high-needs schools, catalyzing large-scale reform through studies, and pioneering new teacher evaluation systems. Under its new strategy, TNT moves to an integrated approach that maintains an emphasis on human capital while expanding to advocate for policies that optimize learning environments and to support school systems to implement academic strategies that improve outcomes for low-income students. This approach targets and integrates the key leverage points needed to achieve results for students. Support from the Corporation will contribute to the development of these new services and the implementation of activities under TNT's new strategy.

New Venture Fund, Washington, DC

As a final grant for continued support of the Collaborative for Student Success, a foundation collaborative on strategic communications efforts on the Common Core State Standards. 12 Months, \$500,000

The Collaborative for Student Success (the Collaborative) was formed three years ago, made up of regional and national foundations committed to pooling their financial resources to support strategic communications efforts across states. The Collaborative's goal is to help build public and political will, and create sustainable demand, for the successful implementation of the Common Core State Standards and related assessments through strategic and targeted communications support. Corporation support will continue to enable the Collaborative to address communications needs proactively as they arise in critical states and nationally over the next year. The Collaborative has emerged as the leading strategist and central communications hub, leveraging the capacity of state-based partners and providing direct support as needed to partners on the ground.

New Venture Fund, Washington, DC

For general support for the parent engagement initiative Learning Heroes and project support for a parent survey. 12 Months, \$750,000

Founded in 2015 with multi-foundation and Corporation support, Learning Heroes seeks to be a trusted, nonpolitical source of information for parents about changes happening in the classroom and to equip them to support their child's academic success. The Learning Heroes 2016 parent survey found that parents overwhelmingly believe that their child is academically on track, even though testing data shows that many students are not. With general support from this grant, Learning Heroes will provide parents with information through: communications campaigns, with a focus on new assessments and social and emotional learning; work with State Education Agencies and districts to conduct research and provide communications counsel; and work with national partners to reach more parents. This grant also provides project support for a 2017 version of the parent survey, this time focusing on parents of high school students.

NewSchools Venture Fund, Oakland, CA

For continued support to identify innovative schools and build capacity among school developers, and to support the development of instructional tools that facilitate rigorous, competency-based, personalized learning.

24 Months, \$2,000,000

Advancing a vision of the classroom and school that promotes students' intellectual and emotional development such that they are prepared for college and career success will require the development of new student-centered school models and investment in innovative tools and resources that enable personalized learning. NewSchools Venture Fund (NSVF) is a leader and catalyzing force in this work, helping shape the future of the field through its thought leadership and investments. With Corporation support, NewSchools Venture Fund (NSVF) will provide investment, management assistance, network building, and thought leadership in two priority areas aligned to the Corporation's vision: 1) Innovative Schools, which works to both identify and sustain early stage innovative schools, and build capacity across the organizations that support them; and 2) Tools and Services, which invests in promising nonprofit entrepreneurs developing digital tools and services that support improved teaching and learning and increased personalization in Pre-K–12 schools. NSVF's investment strategy is designed to find, fund, and support innovative solutions that will transform education to better prepare young people for future success.

Partnership for Los Angeles Schools, Los Angeles, CA

For a project to support school turnaround work, policy development, and dissemination activities. 24 Months, \$500,000

Turning around failing schools has proven difficult. Yet, many schools require significant reform, and exist in places without the conditions for school closure and replacement. It

is thus imperative that the field finds ways to improve extant schools and better serve the students in them. One organization that has shown promise in its approach to turning around failing schools is the Partnership for Los Angeles Schools (Partnership). It is currently one of the largest urban school turnaround organizations in the country, directly managing seventeen public schools serving nearly 15,000 students in LAUSD. During the grant period, the Partnership will 1) continue to advance its school transformation work, working to improve the academic achievement of students in some of Los Angeles' highest-need schools, and 2) codify its in-district school turnaround successes through a case study that will inform the work of communities across the country that seek to transform historically underperforming schools.

PowerMyLearning, Inc., New York, NY

For a project to expand the adoption of personalized learning through the development and delivery of an enhanced instructional platform, and online professional learning resources. 24 Months, \$1,000,000

In recent decades, the United States has made important advances in strengthening its public school system, as evidenced by record high graduation rates. Despite these gains, new approaches remain necessary in order to ensure that all students are ready for the demands, and opportunity, of college and career. PowerMyLearning addresses this challenge by leveraging technology to transform classroom practice and strengthen the learning relationships among students, teachers, and families. Underlying this work is PowerMyLearning's free web platform, launched in 2011 and now with users in over 40% of schools nationwide. The proposed project builds on PowerMyLearning's established school-based partnership model and will enable the organization to 1) enhance its predominantly in-person delivery model to make it more scalable within the organization's operating regions, and 2) begin to drive adoption of innovative learning designs nationwide through active partnerships and thought leadership.

Regents of the University of Michigan, Ann Arbor, MI

For a project to develop licensure assessments for secondary English language arts and mathematics. 12 Months, \$500,000

TeachingWorks, a center at the University of Michigan, is dedicated to ensuring all students receive skillful teaching by raising the bar for entry into practice. Specifically, TeachingWorks is committed to improving the quality of beginning teaching by developing a new threshold for entry to licensed teaching that is based on new teachers demonstrating a set of high-leverage professional skills and specific content knowledge for teaching. Through this grant, TeachingWorks will partner with the Educational Testing Service to continue to develop a new type of licensure-level performance assessment, the National Observational Teaching Examination, focusing on English language arts and mathematics for both middle and high school teacher licensure.

Relay Graduate School of Education, New York, NY

For the Leverage Leadership Institute program. 18 Months, \$1,000,000

To prepare all students to be active in a democratic society and the global economy, schools and school systems require leaders capable of implementing and strengthening instructional and cultural practices that support teachers and advance student learning. However, recent scholarship indicates that traditional teacher and school leader preparation programs, which emphasize credit hours and course completion over practical experience and student achievement, are not adequately preparing candidates for the challenges of teaching in the real world. Furthermore, there are very few programs that support school and systems leaders in their work, leading to and exacerbating challenges recruiting and retaining top talent. Launched in 2014 with support of the Corporation, Relay's Leverage Leadership Institute (LLI) is designed to address this acute need for more highly effective school leaders across the country. The yearlong fellowship builds the skills of twenty to twenty-five exceptional district

and charter school leaders per year, equipping them to train and coach others to achieve the same results in their schools and districts. By disseminating best practices in school leadership, LLI aims to directly impact K–12 student achievement in schools and districts across the country. Having entered the second year of the program, Relay requests support to extend, refine, and codify the program model, including training and certification; recruitment and selection; and learning and evaluation.

Teach For All, New York, NY

For the Transformational Leadership and Learning Lab. 12 Months, \$1,000,000

Patterns emerging from transformational classrooms in some of the most challenging contexts around the world have the potential to reveal actionable insights into what teacher actions and mindsets are effective and how to develop them; how engagement with students, families and communities affects student success; and which student outcomes set young people on an enduring path to opportunity and leadership. Teach For All's new Transformational Learning and Leadership (TLL) Lab seeks to use a series of collaborative investigations, expert/practitioner roundtables, and fellowships across its network of 40 partner organizations to learn from these classrooms and to model new ways of sharing that learning with the broader field. This grant supports the launch and first year of the TLL Lab.

Teachers College, Columbia University, New York, NY

For the Hechinger Report community engagement and coverage of high school designs and college and career access and success. 18 Months, \$350,000

The Hechinger Report will employ its brand of balanced, in-depth reporting to examine current efforts toward revamping and reshaping U.S. high schools. With previous support from the Corporation, the Hechinger Report created a body of journalism examining new ideas for high school design covering promising programs, turnaround efforts, and established schools that have shown success in an era of

tough new standards. With further Corporation support, the Hechinger Report will continue to examine not only which new ideas, designs, and innovations have the potential to work but also highlight what is already working well and what is not. They will also drill down on the many new ways high schools are attempting to meet students where they are, via personalized, student-centered learning that defies a one-size-fits-all approach and helps meet the needs of vastly different types of learners.

Teaching Channel, San Francisco, CA

For the expansion of the Next Generation Science Standards resource site on TeachingChannel.org.
12 Months, \$400,000

Teaching Channel's mission is to create an environment where teachers can watch, share, and learn new techniques to help every student grow. They accomplish this by providing free, on-demand videos that model best teaching practices and an interactive collaboration platform where teachers become part of a community of professional learning—a space where they get better together. With previous Corporation support, Teaching Channel created a new Next Generation Science Standards (NGSS) resource site on TeachingChannel.org, their free open source website that reaches nearly one million educators a month. Along with NGSS videos and video-related resources, the site hosts NGSS-aligned “challenges” to engage teachers across the country in working with the new standards. With renewed Corporation support, the Teaching Channel will continue to ensure they are helping teachers learn to change their practice in NGSS instruction in measurable ways.

Turnaround for Children, Inc., New York, NY

For a research and development project to translate learning science research into high-leverage practices for schools. 36 Months, \$1,000,000

Recent advances in learning science research have highlighted the role that cognitive and social-emotional skills play in success in and beyond school. Yet, there is still a lack of readily available instructional tools to teach these skills. Turnaround for Children recently released Building Blocks, a landmark framework that identifies teachable cognitive and social-emotional skills that support academic achievement and outlines a developmental progression of prerequisite skills that must be cultivated before acquiring higher-order skills. Over the course of this grant, Turnaround will create a set of classroom-level resources that will make the Building Blocks framework actionable and support the acquisition of “co-academic” skills and mindsets.

University of California, Los Angeles, Los Angeles, CA

For a project to develop a school improvement network in Los Angeles and strengthen higher ed-K–12 collaboration. 24 Months, \$1,500,000

The Graduate School of Education and Information Studies at the University of California, Los Angeles (UCLA) believes that improvement science can help unlock powerful knowledge that already exists within individual classrooms and schools and make it broadly useful across the urban schooling landscape. Improvement science harnesses homegrown expertise and innovations, and uses rapid cycles of prototyping and testing to guide the development and continued refinement of new tools, processes, roles, and relationships. In the proposed scope of work, UCLA will deepen its work with its burgeoning network of schools in Los Angeles through expertly facilitated network improvement cycles that will aggressively target problems of practice (such as the wraparound support strategies for English Language Learners), and surface, test, and share practices that have broader systemic application for schools nationwide.

University of Maryland Foundation, Inc.,
Adelphi, MD

For continued development of Transforming Post-Secondary Education in Mathematics, a project to transform post-secondary mathematics. 24 Months, \$1,000,000

Transforming Post-Secondary Education in Mathematics (TPSE Math) was created in 2013 with funding from the Carnegie Corporation, in recognition of an urgent need to foster significant change in the teaching and learning of college math. Under the leadership of Phillip A. Griffiths and a small, voluntary group of other prominent mathematicians, TPSE Math has sought to develop both a compelling agenda for reform and an organization equipped to advance that agenda—one that fosters experimentation and collaboration, promotes best practices, works in partnership with others in the math community, and has the capacity to advance reform at a national scale. With further Corporation support, TPSE Math developed a strategic plan (assisted by consultants at Parthenon-EY) and has taken the first steps toward implementation. This grant will provide support for full implementation of its strategic plan.

University of Texas at Austin, Austin, TX

For continued support of “New Math Pathways,” a project building successful transitions to postsecondary education. 24 Months, \$1,100,000

The Dana Center has become a leading force in modernizing introductory college mathematics and enabling student success. The Center’s New Mathways Project (NMP), which began as a partnership with all fifty Texas community college districts, is now working actively with more than a dozen states and key national higher education organizations and mathematics professional societies. The NMP reflects a novel innovation by which community colleges are increasing students’ access to and completion of rigorous and relevant math pathways. This grant will enable the Dana Center to scale its NMP work, sustain its leadership of a national movement to modernize postsecondary math education, and apply what it has learned at the college level to improve K–12 math learning and the transition from high school to college.

University of Washington, Seattle, WA

For a project to support districts and cities that are redesigning school systems to foster and sustain student-centered learning environments. 24 Months, \$500,000

To achieve and sustain meaningful scale of student-centered learning environments, major shifts in the systems that support schools are required. Too many cities remain stuck with an outdated compliance-oriented education system. Now, district leaders across the country are adopting a new “portfolio” strategy to transform K–12 public education into a system of autonomous and accountable schools. Despite fast-growing support, implementation of this strategy is a major challenge. The Center on Reinventing Public Education (CRPE) at the University of Washington provides thought leadership and direct support to cities transforming their education systems to better serve all students through a portfolio strategy. The proposed grant will enable CRPE to deepen this work by 1) supporting and expanding the network of cities implementing a portfolio strategy; 2) capturing learning from, and assessing the progress of, network members and sharing the results broadly; and 3) providing targeted technical support to high-potential systems implementing a portfolio strategy.

Urban Schools Human Capital Academy, Reston, VA

For the development and launch of the State Human Capital Alliance. 21 Months, \$1,400,000

Founded in 2011, the Urban Schools Human Capital Academy (USHCA) partners with school systems to build their capacity to effectively support and develop human capital management systems. Through its extensive work with school districts, USHCA has determined that the conditions and policies set at the state level play a large role in districts’—particularly urban districts’—ability to improve the quality of their individual workforces. Conditions and policies at the state level are often compliance-oriented and hinder, rather than support, a district’s ability to attract, deploy, and retain the best teachers and leaders. This grant will enable USHCA to address these challenges by expanding its support to State Education Agencies (SEAs). USHCA

will develop and launch the State Human Capital Alliance, a program focused on helping SEA staff understand how their work directly impacts talent management in districts, as well as how to identify and implement the changes necessary to better align state practices and policies with district needs.

Urban Teacher Center, Baltimore, MD

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

Urban Teacher Center (Urban Teachers) aims to re-invent the urban teacher workforce by providing school districts with pipelines of high-performing teachers capable of accelerating student achievement and committed to teaching and remaining in the nation's highest-need schools. At the core of its work is a comprehensive four-year teacher preparation program that features a one-year residency followed by a three-year teaching commitment that includes two years of rigorous clinicallybased coursework leading to a master's degree from John Hopkins University and side-by-side coaching even after the residency year. Currently in Baltimore and Washington DC, and expanding to Dallas in school year 2016–17, this grant provides general operating support needed to help Urban Teachers implement its strategic growth plan, and develop the people, processes, and technology infrastructure needed across all its sites to sustain growth and grow its applicant pool to increase its impact.

STRENGTHENING U.S. DEMOCRACY

America's Voice Education Fund, Washington, DC

For general support. 24 Months, \$1,250,000

Established in 2008 with Corporation support, America's Voice Education Fund (AVEF) works with state, local, and national advocacy organizations to project a unified voice that informs and shapes the immigration debate. With renewed Corporation support, AVEF will create powerful narrative themes and persuasive messages for proponents of immigrants and immigration reforms; ramp up the volume and velocity of key messages and diverse spokespeople in English-language, Spanish-language, and ethnic and new media; and raise the visibility of select campaigns—locally and nationally—that help drive the media narrative and create the public will for policy changes.

Center for American Progress, Washington, DC

For support of its immigration policy program. 24 Months, \$850,000

In recent years, more and more state legislatures across the country have introduced policies intended to help integrate immigrants and provide them access to services, such as driver's licenses, health care, and in-state tuition at public universities, among others. The proliferation of these policies—a dramatic shift from the period before 2012 when most state immigration bills deterred integration efforts—has been due, in some part, to the research and analysis provided by policy organizations. These trusted groups can accurately assess the impact of proposed legislation—helping to inform policymakers and the public during such debates. Among the organizations working to advance state and federal immigration reform, the Center for American Progress (CAP) has acted as a resource for policymakers, a hub for new research and much-needed facts on immigration, and a coordinating entity for research, communications, and policy work. With renewed Corporation support, the Center for American

Progress will continue to drive the policy debate through research, analysis, and collaboration with key players; and monitor the implementation of new policies at the federal, state, and local levels.

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, \$750,000

In many public policy debates, a clear fiscal analysis from a trusted source can be the most effective tool to help inform Americans and shape public opinion. While the Congressional Budget Office and a range of national policy organizations are often available to author such reports on high-profile federal policy debates, state governments rarely have the resources or infrastructure needed to carry out such research when debating proposed state policies. The Center on Budget and Policy Priorities (CBPP) is one of the preeminent policy organizations working at the federal and state levels on fiscal issues and public programs that affect low- and moderate-income families and individuals. CBPP cofounded the State Fiscal Analysis Initiative (SFAI) network in 1992, a network of fiscal policy institutes in more than forty states committed to improving the lives of low-income and vulnerable populations. With renewed Corporation support, CBPP and its network of state-based fiscal analysis groups will continue to provide fiscal data to groups working on state-level immigration policy issues.

Leadership Conference Education Fund, Inc., Washington, DC

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

Civil rights advocates in the United States are at a pivotal moment. The country is about to enter its first presidential election campaign without the full protection of the Voting Rights Act since the law was partially struck down by the

Supreme Court in 2013—and many state and local governments have introduced bills to limit access to the polls. And although the 2020 census is five years away, efforts to defund it and exclude underrepresented groups from the decennial tradition are already underway. With Corporation support, as the leading expert on civil rights research and education, the Leadership Conference Education Fund (the Education Fund) will continue its public education, outreach, and communications campaign to educate the public about the importance of voting rights; the 2020 Census; and redistricting. It will also undertake strategic planning, which includes ensuring a sound plan for succession of the organization's leadership.

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

For support of the voting rights working group. 24 Months, \$1,500,000

The historic 1965 Voting Rights Act was enacted at the height of the civil rights movement to combat discriminatory practices used by state and local governments to restrict the rights of minorities to vote. For almost fifty years the law has prevented hundreds of voting changes that would limit and reduce the voting power of underrepresented groups from taking effect and also likely deterred the consideration or adoption of countless other discriminatory voting changes. The Supreme Court's June 2013 ruling in *Shelby County v. Holder* significantly undercut the strength of the Voting Rights Act, opening the door to renewed efforts at voting discrimination by state and local governments. Given the threat that the Supreme Court's ruling poses to voting rights, ten of the leading voting rights litigation organizations in the country have come together to form the Voting Rights Litigation Working Group and deepen their ongoing collaboration in response to the *Shelby County v. Holder*. With renewed Corporation support, the working group members will leverage their collective expertise by consulting and collaborating on litigation efforts to defend new challenges to voting rights in the wake of the *Shelby County v. Holder* case.

Neo Philanthropy, New York, NY

For support of the Four Freedoms Fund, a donor collaborative on immigrant civic integration at the state level.

12 Months, \$4,500,000

With the 2016 Presidential elections looming, it is generally accepted that there will be no movement on federal immigration reform by policymakers until 2017, at the earliest. But while progress remains stalled at the federal level, there is plenty of movement at the state and local level, where policies often have much greater impact on the day-to-day lives of the public. Established in 2003 with Corporation support and housed at NEO Philanthropy (formerly known as Public Interest Projects), the Four Freedoms Fund (FFF) is a donor collaborative that supports state-based and regional immigrant-serving coalitions across the country. FFF serves a hybrid role of convener, grantmaker, and strategist, connecting grassroots organizations with national immigrant integration groups. With renewed Corporation support, FFF will continue to support state and regional groups across the country through grants that build institutional capacity, strategic collaboration among grantees, effective communications, and alliances with other constituencies.

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

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

The Partnership for a New American Economy Research Fund (PNAE) supports the educational efforts of the Partnership for a New American Economy, a bipartisan coalition of more than 500 CEOs and mayors from all fifty states. It was founded in 2010 by former New York City Mayor Michael Bloomberg and the media magnate, Rupert Murdoch, to make the economic case for the value of immigration to the United States. By pushing the immigration debate to the center, both political parties will have a strong economic rationale to break through the political impasse and fix the broken immigration system. With renewed

Corporation support, PNAE will scale its current state and local immigrant integration initiatives, produce original research demonstrating the economic benefits of immigration to critical U.S. sectors and industries, and amplify its message to educate lawmakers, the media, advocates, its membership, and the public on the contributions of immigrants across the country and the critical need for reform.

Pro Bono Net, Inc., New York, NY

For the implementation and expansion of a mobile citizenship application platform. 24 Months, \$577,500

Created by the Immigration Advocates Network based at Pro Bono Net, Citizenshipworks is a naturalization platform that connects immigrants to the right type of legal assistance: whether it is through an interactive interview, virtual legal services, or connection to the nearest in-person legal provider. It is a new type of legal service that brings together innovative technology with a network of nonprofit organizations to reduce gaps in access to justice and make the complex process of naturalization accessible and safe for everyone. With Corporation support, Pro Bono Net, a member of the Immigrant Legal Resource Center's New Americans Campaign (NAC), will roll out Citizenshipworks 2.0, providing assistance to other NAC members as well as organizations outside of the campaign using the software.

Public Religion Research Institute, Washington, DC

For public opinion research on the effect of religion and values on American attitudes on immigrants and immigration reform. 24 Months, \$550,000

Established in 2009, Public Religion Research Institute (PRRI) is a nonpartisan organization dedicated to research at the intersection of religion, values, and public life. PRRI's mission is to help journalists, opinion leaders, scholars, clergy, and the public better understand debates on public

policy issues and the role of religion and values in American public life by conducting quality public opinion surveys and qualitative research. Because PRRI does not take positions on, or advocate for, particular policies, it is viewed by policymakers, the media, and the public as a trusted source of unbiased information. 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.

Russell Sage Foundation, New York, NY

For research projects on U.S. immigration and immigrant integration into American society. 24 Months, \$1,000,000

In 2015, the National Academies of Sciences, Engineering, and Medicine (NAS) published *The Integration of Immigrants into American Society*. The 2015 report is a much needed update to NAS' 1997 report, *The New Americans*, a study examining the demographic, economic, and fiscal consequences of immigration to the United States. While the report found that current immigrants and their descendants are successfully integrating into U.S. society, it also identified three causes for concern regarding immigrant integration: the role of legal status in slowing or blocking the integration of both the undocumented and their U.S.-citizen children; racial patterns in immigrant integration and the resulting racial stratification of the population; and the lower rate of naturalization, compared with rates in similar immigrant-receiving countries. In partnership with the Corporation, the Russell Sage Foundation will support research projects investigating these issues and other policy questions from the 2015 report.

State Voices, Washington, DC

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

Established in 2004, State Voices is an innovative national network—built from the states up—that helps grassroots organizations engage in shared policy and civic engagement campaigns. By providing access to sophisticated, nonpartisan voter engagement tools, State Voices brings together organizations that are focused on different issue campaigns—strengthening their impact on individual policy issues and increasing civic engagement overall. With renewed Corporation support, State Voices will continue to grow and strengthen its network of state tables, and support their shared efforts to increase civic and voter engagement, especially among those least likely to vote.

Syracuse University, Syracuse, NY

For a project to obtain and analyze government data on immigration enforcement practices. 24 Months, \$300,000

When government agencies announce new policies and practices, there is often little public information available to measure the impact. To accurately judge the worth of these reforms, the day-to-day minutia of an individual agency must be closely tracked. This often means digging through intricate layers of data that is not readily available to the public. Without this information, it is impossible to assess if the government is executing its announced policies, or whether these actions are achieving their stated goals. Established in 1989 at Syracuse University, the Transactional Records Access Clearinghouse (TRAC) is a nonpartisan data research center that collects, validates, analyzes, and distributes internal administrative data and reports documenting what federal agencies are doing day-to-day. With Corporation support, TRAC will collect data on how federal agencies are administering immigration laws; compile regularly updated authoritative data monitoring immigration enforcement practices; and widely distribute this information in readily accessible and understandable forms.

DISCRETIONARY GRANTS FOR EDUCATION

50CAN, Washington, DC

9-month grant of \$50,000 for a pilot program of the Learning Pioneers summer policy fellowship for teachers

American Museum of Natural History, New York, NY

12-month grant of \$93,000 for a professional development program for teachers to support implementation of the Next Generation Science Standards

Asia Society, New York, NY

6-month grant of \$189,000 for support of a digital strategy planning process

Aspen Institute, Inc., Washington, DC

12-month grant of \$185,000 for Every Student Succeeds Act implementation and support

Association for Supervision and Curriculum Development, Alexandria, VA

17-month grant of \$100,000 for a teacher-led professional learning initiative

Biological Sciences Curriculum Study, Colorado Springs, CO

10-month grant of \$200,000 for the development of tools and processes to advance understanding and implementation of Next Generation Science Standards (NGSS)

Bottom Line, Inc., Boston, MA

9-month grant of \$150,000 for core support of Bottom Line New York

Center for Better Schools, Newport, RI

12-month grant of \$200,000 for a personalized learning study

Chiefs for Change, Washington, DC

9-month grant of \$200,000 for building capacity for stakeholder engagement among the Chiefs for Change Every Student Succeeds Act workgroup

Classroom, Inc., New York, NY

4-month grant of \$75,000 for a project to evaluate the out-of-school time (OST) partner programs and to develop a digital teacher toolkit to improve OST instruction

College Summit, Washington, DC

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

Columbia University, New York, NY

12-month grant of \$100,000 for the Teacher Project at the Columbia Journalism School

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

8-month grant of \$200,000 for Every Student Succeeds Act implementation to support states on teacher and leader effectiveness

D.C. Public Education Fund, Washington, DC

4-month grant of \$114,000 for a convening for Education Leaders of Color

Denver Museum of Nature & Science, Denver, CO

7-month grant of \$115,400 for a project to expand Urban Advantage Denver and develop a sustainable model

Digital Promise, Washington, DC

6-month grant of \$50,000 for support to conduct a strategic-planning initiative

Echoing Green, New York, NY

6-month grant of \$200,000 for a project to identify and support a new generation of diverse social entrepreneurs with innovative solutions to improve K–12 educational outcomes in the United States

EdBuild, Jersey City, NJ

4-month grant of \$15,600 for a research project on school district borders and segregation

Education Trust, Inc., Washington, DC

8-month grant of \$15,000 for a project to help build the capacity of various education stakeholders to understand the data concerning achievement and opportunity gaps in California

Education Trust, Inc., Washington, DC

6-month grant of \$50,000 for convening and activating a statewide accountability coalition in New York

Educational Testing Service, Princeton, NJ

5-month grant of \$200,000 for the Institute for Student Achievement to develop a program that redesigns the high school learning environment by integrating socio-emotional teaching and learning into the academic core

edInnovation, Federal Way, WA

12-month grant of \$100,000 for reporting and dissemination on place-based education

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

6-month grant of \$100,000 for support of the Student Success Network

Georgetown University, Washington, DC

8-month grant of \$50,000 For support of the Center on the Future of American Education

Georgetown University, Washington, DC

8-month grant of \$200,000 for a research project on the human capital strategy of D.C. Public Schools

Grantmakers of Western Pennsylvania, Pittsburgh, PA

6-month grant of \$50,000 for support of the Remake Learning in the Neighborhood Program to engage families in underserved communities in the Remake Learning Days events

Growth Philanthropy Network, New York, NY

12-month grant of \$25,000 for the Education Working Group and learning community

IBM International Foundation, Armonk, NY

6-month grant of \$50,000 for funding teacher engagement to develop the Watson Teacher Advisor tool

Jack Kent Cooke Foundation, Lansdowne, VA

12-month grant of \$200,000 for the development and piloting of an interactive college search support tool to help students and parents navigate the college admissions process

KIPP Foundation, New York, NY

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

Latino Educational Equity Partnerships, San Antonio, TX

12-month grant of \$100,000 as a one-time only grant for the development of Latino Educational Equity Partnership's first strategic business plan, with a particular focus on market and landscape analysis

Learn Fresh Education Co., Denver, CO

6-month grant of \$25,000 for development of a mastery-based math application as part of a one-time Shark Tank Award

LIFT, Inc., Washington, DC

4-month grant of \$50,000 for analysis and dissemination of research on parent aspirations for their children's education

Mathematical Sciences Research Institute, Berkeley, CA

20-month grant of \$200,000 for the Math Circles on Native American reservations project, an educational program for students and teachers in the Four Corners region

MDRC, New York, NY

9-month grant of \$75,000 for preliminary work to prepare for a large-scale, rigorous evaluation of the Pathways in Technology Early College High School (P-TECH) 9–14 model

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

8-month grant of \$200,000 for the 2016 Teaching & Learning Conference

National Governors' Association Center for Best Practices, Washington, DC

7-month grant of \$200,000 for expansion and customization of the Pipeline Interactive Visualization Tool (PIVoT) to inform state policy decisionmaking across education, health, and family economics

New Teacher Center, Santa Cruz, CA

11-month grant of \$100,000 for an i3 matching grant for "Improving Teacher Effectiveness Through Comprehensive Induction"

New Tech Network, Napa, CA

7-month grant of \$150,000 for a project to understand and address the challenges associated with integration of personalized and project-based pedagogies through the identification of best practices within the New Tech Network and design of technology-based resources and strategies

New Venture Fund, Washington, DC

4-month grant of \$200,000 for Learning Heroes parent survey research

New York Botanical Garden, Bronx, NY

12-month grant of \$50,000 for a needs assessment that addresses teacher professional development and learning between informal science institutions and universities

New York City Leadership Academy, Long Island City, NY

6-month grant of \$200,000 for strategic planning

New York Hall of Science, Queens, NY

12-month grant of \$150,000 for the Queens 20/20 project, developing a community-based Parent University

New York Shakespeare Festival (Public Theater), New York, NY

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

New York University, New York, NY

12-month grant of \$200,000 for core support of the Research Alliance for New York City Schools

NewSchools Venture Fund, Oakland, CA

6-month grant of \$200,000 for sponsorship of innovative school design related activities at the NewSchools Venture Fund's Summit 2016

North Carolina Business Leaders for Education, Cary, NC

12-month grant of \$15,000 for the development of a data visualization tool that allows users to view school-level outcomes in relation to school-level per-pupil spending

The Opportunity Institute, Berkeley, CA

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

Phi Delta Kappa International, Arlington, VA

12-month grant of \$200,000 for the development of a state-level poll of the public's attitudes toward public schools

Public Policy Institute of New York State Inc., Albany, NY

12-month grant of \$50,000 for codification and communication of best practices in 9–14 school design, especially around curriculum alignment and skills mapping

Regents of the University of Michigan, Ann Arbor, MI

7-month grant of \$200,000 for developing the National Observational Teaching Examination (NOTE) for secondary English language arts

RePublic Schools, Nashville, TN

12-month grant of \$200,000 for a project to develop a digital platform and infrastructure to transform the RePublic high school model into a more personalized, adaptive academic experience

Stanford University, Stanford, CA

12-month grant of \$50,000 for support of a project to create shortened case studies, videos, and a viewing guide to accompany the Schools to Learn From report

Students for Education Reform, New York, NY

12-month grant of \$200,000 for the Student Voices project and parent and community engagement efforts

Students for Education Reform, New York, NY

6-month grant of \$150,000 for a poll of college students' experience in K–12 education and dissemination of findings

Teach For All, New York, NY

9-month grant of \$200,000 for launching the Transformational Learning & Leadership Lab

Thomas B. Fordham Institute, Washington, DC

12-month grant of \$180,000 for support of a group of states to leverage Every Student Succeeds Act school improvement funding, to enact meaningful governance reform in low-performing schools

Transcend Inc., Hastings on Hudson, NY

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

UnboundedED, Brooklyn, NY

6-month grant of \$200,000 For professional development teacher institutes

University of San Diego, San Diego, CA

12-month grant of \$150,000 for the National Science, Technology, Engineering, and Math (STEM) Learning Ecosystem Evaluation: Year 1

Urban Assembly, Inc., New York, NY

11-month grant of \$150,000 for a project to enable socio-emotional learning through the Urban Assembly Resilient Scholar Program

Urban Schools Human Capital Academy, Reston, VA

7-month grant of \$200,000 for developing a state human capital academy and continuing support of the Emerging Human Capital Leadership Initiative

Urban Teacher Center, Baltimore, MD

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

WestEd, San Francisco, CA

9-month grant of \$200,000 for developing a leadership framework for implementing the Next Generation Science Standards

DISCRETIONARY GRANTS FOR STRENGTHENING U.S. DEMOCRACY

American Immigration Council, Washington, DC

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

Ballot Initiative Strategy Center Foundation, Washington, DC

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

Brookings Institution, Washington, DC

18-month grant of \$148,000 for research and analysis to prepare the 2016 presidential transition team for staffing needs at the Department of Homeland Security

Bus Federation Civic Fund, Portland, OR

15-month grant of \$200,000 for support of activities related to the 2016 National Voter Registration Day

California Institute of Technology,
Pasadena, CA

16-month grant of \$75,000 for a project to examine the barriers to election administration and to relaunch the Voting Technology Project website

Center for Investigative Reporting, Inc.,
Emeryville, CA

24-month grant of \$150,000 for investigative reporting on issues related to immigration

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

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

Center for Responsive Politics, Washington, DC

12-month grant of \$112,000 for a project to track funds raised from undisclosed sources that are spent by political campaigns

Center for Rural Strategies, Whitesburg, KY

19-month grant of \$100,000 for a public education campaign on the economic and social impact of immigration in rural counties

Church World Service, Elkhart, IN

24-month grant of \$198,000 for a communications campaign to increase public support for refugee resettlement in the United States

Colorado Christian University, Lakewood, CO

18-month grant of \$150,000 for a conservative outreach project on immigration

Common Counsel Foundation, Oakland, CA

6-month grant of \$50,000 for increasing civic engagement among Native Americans

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

24-month grant of \$200,000 for a project to advance state-level policies and practices that increase nonpartisan voter registration

Dominicanos USA, Newton, MA

24-month grant of \$200,000 for outreach and naturalization services for the Dominican community in Rhode Island and New York

Economic Policy Institute, Washington, DC

12-month grant of \$75,000 for public education and policy recommendations related to an expanded electronic employment verification system

Faith in Public Life, Inc., Washington, DC

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

Futuro Media Group, New York, NY

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

Jack Kemp Foundation, Washington, DC

13-month grant of \$75,000 for a forum on the future of immigrants and America

Kids in Need of Defense, Washington, DC

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

**Koahnic Broadcast Corporation,
Anchorage, AK**

24-month grant of \$150,000 for a nonpartisan Native American voter engagement radio campaign

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

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

**National Institute on Money in State Politics,
Helena, MT**

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

**National Opinion Research Center,
Chicago, IL**

6-month grant of \$50,000 for a study on why eligible voters do not participate in elections

New America Foundation, Washington, DC

18-month grant of \$100,000 for support of its political reform program

New Venture Fund, Washington, DC

18-month grant of \$114,500 for support of Fair Elections Legal Network's Campus Vote Project

Sojourners, Washington, DC

24-month grant of \$150,000 for a project to engage and amplify the voice of the evangelical community in support of immigration reform

Take Back Our Republic, Auburn, AL

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

Taxpayers for Common Sense, Washington, DC

24-month grant of \$200,000 for research and public education on wasteful government spending for border security

**The Franklin and Eleanor Roosevelt Institute,
New York, NY**

24-month grant of \$200,000 for a national youth voter engagement campaign

The Regents of the University of California,
Berkeley, CA

12-month grant of \$150,000 for a national survey of Asian Americans and Pacific Islanders

University of Southern California,
Los Angeles, CA

12-month grant of \$75,000 For research on the legal permanent-resident population at the city and county level

Upwardly Global, New York, NY

12-month grant of \$50,000 for a public education campaign about the contributions of immigrant professionals to the U.S. economy

Washington Center for Internships and Academic Seminars, Washington, DC

4-month grant of \$50,000 for a series of academic seminars related to the 2016 Republican and Democratic national conventions

Special Opportunities Fund

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

For support for the PBS NewsHour. 24 Months, \$1,000,000

The Greater Washington Educational Telecommunications Association (WETA) is among the best and best-known producers of public television in the nation. For decades, viewers and listeners have relied on public television for outstanding educational children's shows, such as the enormously popular Sesame Street, as well as for objective journalism ranging from Morning Edition to PBS NewsHour (NewsHour), one of the most trusted sources of objective, in-depth reporting. Owing to the NewsHour's exceptional reporting and the need for high-quality public programming in general, we are recommending both renewed support for the NewsHour as well as general support for WETA as a whole. With this support, through its many television and online productions, WETA will continue to provide its audiences with excellent content, coverage, and educational media. The NewsHour will continue its coverage of critical issues, create extra segments focusing on the 2016 Presidential primary and general elections, and, for the first time, put a full-time correspondent overseas.

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

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

The Greater Washington Educational Telecommunications Association (WETA) is among the best and best-known producers of public television in the nation. For decades, viewers and listeners have relied on public television for outstanding educational children's shows, such as the enormously popular Sesame Street, as well as for objective journalism ranging from Morning Edition to PBS NewsHour (NewsHour), one of the most trusted sources of objective, in-depth reporting. Owing to the NewsHour's exceptional reporting and the need for high-quality public programming in general, we are recommending both renewed support for the NewsHour as well as general support for WETA as a whole. With this support, through its many television and online productions, WETA will continue to provide its audiences with excellent content, coverage, and educational media. The NewsHour will continue its coverage of critical issues, create extra segments focusing on the 2016 Presidential primary and general elections, and, for the first time, put a full-time correspondent overseas.

Human Rights First, New York, NY

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

For more than thirty years, Human Rights First (HRF) has earned a reputation for pragmatic, results-oriented advocacy backed by sophisticated legal and policy analysis. With Corporation support, HRF will continue to focus its energies where its approach and strength can have the greatest impact on pressing global human rights challenges, including building durable human rights reforms in the Middle East, reversing the deteriorating environment in which human rights defenders operate in many countries, strengthening the rule of law in the United States, and improving state responses to terrorism and other threats to national security.

Human Rights Watch, Inc., New York, NY

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

Today's global dynamics present a complicated situation for human rights throughout the world. Human Rights Watch (HRW) is one of the world's leading organizations dedicated to upholding human rights standards. Issues of migration, civil society and journalism, and increasing xenophobia have brought increased attention to possible human rights violations in a number of regions. By raising awareness and investigated insights into human rights violations, HRW is able to engage the involved public, civil society, governments, and international governmental organizations. This grant provides for general support to HRW to continue their work investigating human rights violations.

Smithsonian Institution, Washington, DC

For a public education and engagement campaign related to the influence of immigration and democracy on the American identity. 18 Months, \$300,000

From the beginning of the nation's history, social questions of migration, mobility, and acculturation have been inextricably intertwined with political questions around the machinery of democracy, citizenship, and the law. Today, myriad current challenges to American democracy—political intransigence, the influence of special interests, voter dissatisfaction, and changing demographics—are diminishing the public's faith in the American democratic system. With renewed Corporation support, the National Museum of American History, in collaboration with Zócalo Public Square, will continue a national, multi-platform public education campaign that brings together leading thinkers, public figures, and Americans from all walks of life to explore big, visceral questions about how America's history of migration and democratic traditions have made it the nation it is today.

University of St. Andrews American Foundation, Inc., Atlanta, GA

For support of the Martyrs Kirk Postgraduate Research Library and Special Collections Reading Room. 36 Months, \$500,000

The collection at the newly renovated Martyrs Kirk Postgraduate Research Library and Special Collections Reading Room features hundreds of items, amassed over 600 years from a wide range of sources, including kings, clerics, and scholars. Students and academics from the United Kingdom and throughout the world depend on these significant works—Greek papyri, medieval illuminated manuscripts, early printed books, early print photographs, and the papers of celebrated writers and thinkers—for research and teaching. The Corporation's centennial grant enabled the University of St. Andrews to make valuable additions to the library's Special Collections and carry out much-needed conservation work. This grant will enable the library's most experienced and qualified librarians and archivists to dedicate the majority of their time to preserving the Special Collections.

DISCRETIONARY GRANTS

American Academy in Berlin, Berlin, Deutschland

12-month grant of \$25,000 for support of the Richard Holbrooke Forum workshop, "The Global Migration Crisis"

American Academy in Berlin, Berlin, Deutschland

12-month grant of \$200,000 for support of the American Academy in Berlin's Fellowship Program

American Agora Foundation Inc., New York, NY

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

Andrew Goodman Foundation, Mahwah, NJ

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

Aspen Institute, Inc., Washington, DC

12-month grant of \$25,000 for a project to develop strategies aimed at promoting religious tolerance

Association of Public and Land-grant Universities, Washington, DC

12-month grant of \$50,000 for support for the project titled, "Expanding and Leveraging the Student Achievement Measure"

Brooklyn College Foundation, Brooklyn, NY

36-month grant of \$25,000 for the Social Justice for Children Lecture Series

Carnegie Endowment for International Peace, Washington, DC

12-month grant of \$100,000 as a one-time grant for the Carnegie Colloquium on Technology, Innovation, and International Affairs

Carnegie Mellon University, Pittsburgh, PA

12-month grant of \$125,000 for a Carnegie Colloquium on Technology, Innovation, and International Affairs

Center for Effective Philanthropy, Inc., Cambridge, MA

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

Chronicle of Higher Education, Washington, DC

12-month grant of \$120,000 for support for an anthology of articles from throughout the Chronicle's publishing run

Coalition for Inclusive Capitalism U.S., Inc., New York, NY

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

Common Cause Education Fund,
Washington, DC

12-month grant of \$25,000 for the assessment and planning phase of Common Cause's 50th anniversary

Desmond and Leah Tutu Legacy Foundation,
Milnerton, Cape Town, South Africa

12-month grant of \$10,000 for support of the office of the founders

Foreign Policy Association, Inc., New York, NY

12-month grant of \$40,000 for support of the Great Decisions in the Libraries Program

Friends of the New York City Fire Department Collection Inc., New York, NY

12-month grant of \$50,000 for general support of the New York City Fire Museum

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

12-month grant of \$100,000 for support of the event, "50 Years of American Creativity: In Performance at the White House"

Harlem Educational Activities Fund, Inc.,
New York, NY

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

Hunter College Foundation, Inc., New York, NY

12-month grant of \$25,000 for a writing symposium

Institute for the Study of War, Washington, DC

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

Jazz at Lincoln Center Inc., New York, NY

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

LBJ Foundation, Austin, TX

12-month grant of \$100,000 for a Vietnam War Summit

Malta Conferences Foundation, Evanston, IL

7-month grant of \$100,000 for the conference on "Frontiers of Science: Research and Education in the Middle East—A Bridge to Peace"

Meedan, San Francisco, CA

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

Mercy Corps, Portland, OR

12-month grant of \$100,000 for responding to crises and helping youth thrive

National Academy of Education,
Washington, DC

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

National Archives Foundation, Washington, DC

12-month grant of \$25,000 for a public education campaign on the history of constitutional amendments and their relevance today

National Endowment for the Humanities,
Washington, DC

12-month grant of \$50,000 for support of the 2016 Jefferson Lecture in the Humanities

Neighborhood Centers Inc., Bellaire, TX

12-month grant of \$50,000 for the development of a multi-sector plan to promote immigrant integration in Houston

New York Council for the Humanities,
New York, NY

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

New York Public Library, New York, NY

12-month grant of \$90,000 for general support of the Schomburg Center for Research in Black Culture

New York University, New York, NY

12-month grant of \$200,000 for core support of Scholars at Risk Network

Nuclear Threat Initiative Inc., Washington, DC

12-month grant of \$200,000 as a one-time grant for the William Perry Project

President and Fellows of Harvard College,
Cambridge, MA

12-month grant of \$75,000 for a research project related to liberal arts and sciences in the 21st Century

ProPublica, Inc., New York, NY

24-month grant of \$200,000 for support for the project, "Journalism in the Public Interest Concerning K-12 Education"

Providence Public Library, Providence, RI

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

Reach Out and Read Inc., Boston, MA

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

Reading Works, Detroit, MI

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

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

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

Say Yes To Education, Inc., New York, NY

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

The New School, New York, NY

12-month grant of \$55,000 for the Invasive Other Conference and for general support of the Journal Donation Project

Tufts University, Medford, MA

20-month grant of \$100,000 for African higher education leaders' participation in the 2017 Talloires Network Leaders Conference

Vaclav Havel Library Foundation,
New York, NY

18-month grant of \$50,000 for support for "Havel Conversations: Demonstrating the Power of Words"

World Affairs Councils of America,
Washington, DC

12-month grant of \$45,000 for a forum series exploring new and competing challenges facing the United States in the Middle East

21st-Century Fund

Americans for Oxford, [New York, NY](#)

\$400,000

The Rhodes Scholarship, named for the British mining magnate and South African politician Cecil John Rhodes, is an international postgraduate award for non-British students to study at the University of Oxford. The award is widely considered to be one of the world's most prestigious scholarships and most effective leadership development programs. The Rhodes Trust's vision is to develop leaders and help them make a global impact. This proposal is requesting support towards establishment of a regional Rhodes Scholarship for West Africa, specifically the countries of Nigeria and Ghana and for three scholars. By identifying and training African Rhodes Scholars, the Rhodes Trust will contribute to training, research, and retention of academics in select countries in sub-Saharan Africa.

Bipartisan Policy Center, [Washington, DC](#)

\$500,000

The Bipartisan Policy Center's (BPC) Homeland Security Project has as a core mission to be an active, bipartisan voice on homeland and national security issues. With terrorist threats and tactics becoming more complex and diverse, the project facilitates expert analysis and develops proactive policy solutions on how to best respond to emerging security challenges. Under the leadership of the former chairmen of the National Commission on Terrorist Attacks on the United States (commonly known as the 9/11 Commission), former Governor Thomas Kean and former Congressman Lee

Hamilton, the Homeland Security Project includes a bipartisan group of national security, terrorism, and intelligence experts. With Corporation support, the Homeland Security Project will educate and engage policymakers and the public on a range of national security issues.

Brookings Institution, [Washington, DC](#)

\$1,000,000

One hundred years ago, the Brookings Institution (Brookings) was established as the world's first independent organization devoted to public-policy research. Since then, the research produced by Brookings scholars has led to new ideas for solving problems facing society at local, national, and global level. As today's issues become more complex and interconnected, the scholars are called upon to analyze and bring their depth and breadth of expertise to finding solutions through deeper engagement with political and business leaders across the globe. To help enable those experts to react nimbly to breaking news, respond quickly to new developments, or to seed timely projects, Brookings has established the President's Strategic Initiative Fund to provide flexible funding for program and institutional priorities. Among the goals are promoting a culture of collaboration within the institution, and advancing diversity and inclusion. In honor of Brookings celebrating its centennial and beginning a new century, this grant will help support the funds.

Carnegie Hall Society Inc., New York, NY

\$800,000

Since it opened in 1891, Carnegie Hall has hosted more than 52,000 events featuring a myriad of performers, ranging from Louis Armstrong to Ella Fitzgerald, Joan Baez, Judy Garland, Isaac Stern, Yo-Yo Ma, and Jay-Z. To preserve its legacy for future generations, in 1986 Carnegie Hall established a permanent repository for its historically significant records. However, many of Carnegie Hall's archival materials—including photographs, program books, flyers, posters, correspondence, and recordings—are available only on paper or in outdated media formats. In 2012, the Corporation awarded a \$1,000,000 grant to enable Carnegie Hall to preserve and digitize its rich and varied archives through the year 1967, and make them available online to both scholars and the general public. With renewed support from the Corporation, Carnegie Hall will organize, conserve, digitize, store, and make available to the public its collections from 1967–1986.

Carnegie Institution of Washington, Washington, DC

\$500,000

The Carnegie Institution of Washington (Carnegie Science), established by Andrew Carnegie in 1902, is a prominent scientific research institution with a unique mission and structure. Carnegie scientists are leaders in their respective fields of endeavor, including: astronomy, planetary science, earth science, high pressure physics, origins of life research, environmental science and ecology, plant biology, and molecular biology. With Corporation support, Carnegie Science, through its Science and Society program, will facilitate meaningful communication between Carnegie's scientific community and the private and public sectors for the purpose and concerns of society at large, demonstrating the need to coalesce around important and complex societal issues including handling geophysical hazards caused by natural disasters, climate change and conflict, and the origins of life.

Community Foundation of New Jersey, Morristown, NJ

\$1,000,000

Nearly one-third of the population of Newark lives below the Department of Health and Human Services poverty guidelines, exacerbated by an adult functioning illiteracy rate of 52 percent. The Newark Public Library in New Jersey plays a vital role as the center for community life and learning, offering individuals of all ages opportunities in literacy, achievement of educational goals, and the pursuit of lifelong learning. The library faces three main issues as it launches a campaign to reimagine the library: an educational gap among local community residents; a growing need to digitize the historic collections that are housed by the library; and a new development, marketing, and branding effort that will help spur future fundraising to expand efforts to address these challenges. The Corporation will make a one-time only contribution toward the campaign, which is expected to attract other contributions. The Community Foundation of New Jersey serves as the fiscal sponsor.

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

\$1,500,000

This grant supports CFR Campus, an initiative to promote higher literacy in global affairs and help future generations of Americans prepare for an increasingly globalized world. CFR Campus uses an innovative digital platform to inspire college and high school students, especially those with no prior specialization in global affairs. These educational products use activities and assessments to build essential skills in critical reading and thinking, persuasive speaking and writing, and teamwork. Interactive modular learning materials explain the fundamentals of international relations and U.S. foreign policy, and will help build a higher level of global literacy in the United States and beyond. The project reinforces Carnegie Corporation's mandate to promote the advancement and diffusion of knowledge and understanding.

Foundation for Flint, Flint, MI

\$1,000,000

Flint, Michigan, is in a state of emergency after its residents, including more than 13,000 children under the age of eight, were exposed to lead-tainted water for nearly two years. While the effects of lead exposure cannot be reversed, sustained and thoughtful interventions can help those exposed lead healthy and productive lives. The Community Foundation of Greater Flint is undertaking the Flint Kids Campaign to address a number of interventions for children, including an early childhood and literacy program that will ramp up family-focused programs that have a two-generation impact; increase literacy levels for both children and parents; and increase resources to underserved populations of young children, ages zero to five, through a mobile preschool program. Corporation support, which will be matched by the Charles Stewart Mott Foundation, will provide flexible funding to expand literacy and early childhood outreach.

Global Platform for Syrian Students, Lisbon, Portugal

\$400,000

As the conflict in Syria enters its sixth year, it is having a devastating and long-lasting impact on young people and the education sector. The Global Platform for Syrian Students is a multi-stakeholder initiative that provides academic opportunities for Syrian students to complete a graduation cycle. Corporation funds mainly go to student costs; a full package of education services is being provided to Syrian students to complete higher education programs at institutions outside Syria. In addition, the organization is scaling up its policy development and intergovernmental outreach to build a Rapid Response Mechanism for Higher Education in Emergencies.

Great Public Schools Now, Los Angeles, CA

\$1,000,000

Although the education field has made strides in recent years, progress has not happened equally across all geographies. There are still too many neighborhoods across the United States where families do not have access to high-performing schools. Great Public Schools Now (GPSN) was created to address this challenge within Los Angeles. Its mission is to increase the number of great public school options in Los Angeles, with a particular focus on replicating high-quality schools in the neediest neighborhoods. In order to do this, GPSN will support the growth of existing charter school networks, single schools that want to expand, new schools started by highly talented school leaders, and successful school networks from other cities that want to expand to Los Angeles. During the grant period, GPSN will leverage the Corporation's funding to support district/charter collaboration and community engagement and outreach work.

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

\$500,000

To respond to the overwhelming demand from threatened scholars affected by conflict and repression, especially in the Middle East-North Africa (MENA) region, IIE-SRF will place promising professors, researchers, and public intellectuals at safe academic institutions around the world. IIE-SRF will focus support on scholars from the Arab region, with the potential to provide several grants to scholars from neighboring countries, thus enabling IIE-SRF to be responsive to changing global conditions. IIE-SRF will also strengthen partnerships established through prior Carnegie support, as well as build new partnerships with academic associations and human rights institutions focused on the Arab region.

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

\$500,000.00

With the current crisis in Syria stretching into its sixth year, the Institute of International Education (IIE) continues to work collaboratively to reach students whose education has been disrupted or delayed, getting them back into school and building a pathway to a better future. In addition to those whom IIE is already helping, their aim is to support an additional 200 students over two years to continue or complete their studies through IIE's Emergency Student Fund in support of Syrian higher education. This grant covers approximately 27 one-year fellowships. In addition to distributing the funds, IIE identifies universities around the world that will host and support students and coordinates the outreach, recruitment, and selection of students using independent panels of experts. IIE will also maintain and enhance relationships with the universities in the United States and overseas, and oversee monitoring.

Institute for Advanced Study, Princeton NJ

\$500,000

The Institute for Advanced Study (IAS), an internationally recognized center for the study of Islamic cultures and history, proposes a research project to expand and enhance the field of Islamic studies. The Shii Studies Research Project seeks to redress the under-representation of Shii Studies within the field of Islamic Studies, enriching contemporary understandings of the historical roots of current crises and regional tensions in the Middle East. IAS seeks Corporation funds in support of growing this field through a variety of activities, including hosting scholars in residence and publishing the Shii Studies Review (journal) as well as a companion books series. IAS will also establish a workshop series for training young scholars in the field of Shii Studies and will hold two annual conferences mobilizing leading scholars in the field.

National Academy of Sciences, Washington, DC

\$400,000

In the wake of the 2000 national election, the limitations and failures of America's voting technology came to the fore. With the 2016 national election now looming, aging and outdated voting machines across the country are yet again a major concern. With Corporation support, the National Academy of Sciences (NAS) will study the use of voting technology during this year's election. It will then produce a report that will aim to bring national attention to issues associated with voting technology and offer recommendations that provide a vision of voting that is more accessible, reliable, and verifiable. The NAS will disseminate and promote the report with the goal of encouraging policy change in the field of voting technology.

National Mentoring Partnership, Boston, MA

\$750,000

MENTOR works to create a national mentoring infrastructure so that every student in the United States has access to a quality mentor, by engaging local partners to strengthen and expand the number of quality mentoring programs. MENTOR provides technical assistance and access to resources to improve the quality of operations and implementation in mentoring programs across the country. It helps partners incorporate evidence-based practices into their mentoring programs and supports improvements of their day-to-day operations. This general support grant will enable MENTOR to advance the national mentoring movement by supporting work across three primary objectives: 1) implement an operating model co-created with Deloitte to enhance consistency, efficiency, effectiveness and sustainability of MENTOR's affiliate network; 2) drive continued improvement of the quality and capacity of mentoring organizations in the United States through the creation of tools and resources, delivery of technical assistance, and knowledge-sharing; and 3) increase levels of investment and engagement in mentoring nationwide.

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

\$250,000

Federal Hall National Memorial is a metaphor for how little most Americans know about the nation's history. The Greek revival temple on Wall Street—built in 1842—was erected by Congress as the first Custom House for the Port of New York to symbolize the democratic, commercial, and financial aspirations of the fledgling nation forged at the site by the founding fathers in 1789 when New York was the nation's first federal capital. Today, however, Federal Hall, operated by the National Park Service, is overlooked, unheralded, and underfunded; its maintenance backlog alone exceeds \$10 million. With Corporation support, National Parks of New York Harbor Conservancy will develop and implement strategies for Federal Hall's future economic stability and develop plans for new programming at Federal Hall.

New York Historical Society, New York, NY

\$250,000

Founded in 1804, New-York Historical Society (NYHS) is the oldest museum in New York City and one of America's preeminent cultural institutions, dedicated to fostering research, presenting history and art exhibitions, and public programs that reveal the dynamism of history and its influence on the world of today. The New-York Historical Society has a mission to explore the richly layered political, cultural, and social history of New York City and state and the nation. It also serves as a national forum for the discussion of issues surrounding the making and meaning of history. With Carnegie Corporation Support, the NYHS will continue to partner with the New York City Department of Education in order to provide programming through an object-based, inquiry-driven approach to history learning.

New York Public Library, New York, NY

\$2,000,000

The New York Public Library's (NYPL) collections are among the most comprehensive ever assembled for the free use of the public, covering virtually every subject, format, and language and forming the bedrock of the library's programs and services to promote scholarship and learning. For nearly two decades, NYPL has been working to create large-scale digital access to its collections. Today, NYPL seeks to increase and upgrade its digital-asset-management infrastructure to take on a new set of challenges. To date, the library's digitization efforts have focused on media such as books, manuscripts, maps, prints, and photographs. NYPL plans to expand its digitization efforts to more than 200,000 rare and unique films and audio recordings, among others. In addition, the library has begun to process a growing volume of collections that were created in digital formats and increasingly make up the archival collections of writers, artists, and organizations. With Corporation support, the library's repository system—which, thus far, has handled only simple digital assets like images and texts—will be updated to store this expanding spectrum of digital material.

Nuclear Threat Initiative Inc., Washington, DC

\$2,000,000

The Nuclear Threat Initiative (NTI) plays a key role in driving international policy discussion on nuclear weapons and the risk of nuclear terrorism. This two-year grant will include general support funding for NTI's work to reduce the risk of nuclear war, proliferation of weapons of mass destruction, and nuclear terrorism. Their two-year organizational work plan includes facilitating a continued Global Dialogue on Nuclear Security Priorities, updating and disseminating the NTI Nuclear Materials Security Index, which includes cyber threats to nuclear facilities, updating deterrence concepts for today's threat environment, reducing radiological threats that result from the easy availability of poorly disposed of industrial equipment, and promoting global capacity building around verification.

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

\$2,000,000

Due to post 9/11 security restrictions, only approximately 20 percent of the 4 million annual visitors to Liberty Island are able to enjoy the full experience of walking the island, entering the historic pedestal, and visiting the Statue of Liberty's museum. With the planned construction of a new, free-standing, state-of-the art Liberty Museum, all visitors to the island will enjoy a more meaningful experience and deeper understanding of Lady Liberty's history and what she stands for, without restrictive security clearances. With Corporation support, the Statue of Liberty-Ellis Island Foundation will hire a design firm to research and write content for several exhibits on the history of immigrants and immigration to the United States at the new museum.

Tulane University, New Orleans, LA

\$500,000

The Cowen Institute was founded in 2007 to sustain efforts led by Scott Cowen, then president of Tulane University, to transform the city's public schools after the devastation of Hurricane Katrina in 2005. The major pillars of the Institute's work are public education, college and career success, and enabling "opportunity youth" to reconnect with education and the workforce. The Institute's unique approach combines policy research, cross-sector collaboration, and the development of proof points through direct service programming in order to address complex issues through systems change. Carnegie will support the Tulane Earn and Learn Program, which supports young people on career pathways in high-growth, high-wage industries; and the New Orleans Opportunity Works Program, which improves the quality of social service supports available to local young people. These projects are central to achieving the Institute's mission to advance public education and youth success in New Orleans and beyond.

University of Baltimore Foundation,
Baltimore, MD

\$250,000

The University of Baltimore aims to provide high-quality education to students for whom an advanced degree might otherwise be out of reach, such as working adults and first-generation college students. The University's Langsdale Library is an integral part of this mission. The library provides students with a place to gather and study, as well as the educational tools they need to learn and grow. However, in recent decades, the way students access and use the library's resources has changed dramatically. For example, the acquisition of e-books and e-journals at the library has increased 50 percent over the past few years. The library plans to renovate its facility and collections to better meet the needs of its students. With renewed Corporation support, the Langsdale Library will continue its important work of supporting the teaching, learning, research, and information needs of the university and the Baltimore community through its resources, services, and instruction.

University of Oxford, England, United Kingdom

\$600,000

Over the past 400 years, the University of Oxford's Bodleian Libraries have built one of the world's great stores of memory—a trove of books, manuscripts, archives, maps, photographs, and other materials that document the creativity of great writers and artists, the findings of scientists and economists, and countless notable historical events. These collections have inspired students and scholars in Oxford throughout the centuries, from Christopher Wren to John Locke, from Edmund Halley to JRR Tolkien, from Dorothy Hodgkin to Jacques Derrida. In the 20th century, the Bodleian Libraries made much of its catalogue of printed books available online, published the first web site of any library in the UK, and partnered with Google for a mass digitization effort. However, because of rudimentary technology available at the time, some key parts of the collections were omitted, including major holdings of historical, political, and scientific archives and manuscripts. With Corporation support, the Bodleian will make these collections widely accessible for the first time.

Volcker Alliance, New York, NY

\$1,500,000

Paul Volcker, the renowned former Chairman of the Federal Reserve, established the Volcker Alliance in 2013 to help rebuild public trust in government. Mr. Volcker and the Volcker Alliance believe that through partnerships with organizations in academia, government, and business, they can improve the efficiency and accountability of government at the local, state, and federal levels. With Corporation support, the Volcker Alliance will continue these efforts through a variety of ongoing initiatives, including its Public Service Excellence Program, which seeks to improve public policy and administration education; its Financial Regulation Program, which focuses on the legal and administrative structures for financial regulators and supervisors; and its State and Local Program, which aims to address the challenges state and local governments face in effectively executing public policies.

Warrior-Scholar Project, Washington, D.C.

\$300,000

Founded in 2011, the Warrior Scholar Project (WSP) provides college-preparatory boot camps over a period of one to two weeks to enlisted service members who seek to obtain a bachelor's degree upon transitioning out of military service. The WSP provides veterans with an introduction to the practices they will need for successful participation in classes and the types of independent work they will be required to complete outside of the classroom; facilitates the veterans' transition from the military to college by helping them capitalize on the drive, discipline, and motivation honed through military service to learn effectively in a rigorous academic setting; and to succeed in college through a network of tutors and mentors, ultimately helping to increase veteran graduation rates. With Corporation support, the WSP will continue to their goal to ensure that each participant in their program not only develop the skill sets they need to succeed in higher education, but also that their academic confidence levels increase and, ultimately, equips them to fully utilize their GI Bill benefit.

William J. Brennan, Jr., Center for Justice, Inc., Washington, DC

\$350,000

In 2016, seventeen laws making it harder to vote will be in effect for the first time in a U.S. presidential election. Combined with the ineffective administration of the U.S. elections, this can effectively block voter access to the polls. In addition, campaign spending has exploded, and the court system increasingly feels the pressures of partisan and special interests, threatening fair and impartial justice. With Corporation support, the Brennan Center for Justice at New York University's Democracy Program will undertake research, litigation, advocacy, and public education aimed at improving U.S. democracy through its work in the areas of voting rights, election administration, money in politics, fair courts, and redistricting.

Woodrow Wilson National Fellowship Foundation, Princeton, NJ

\$800,000

America's schools of education are struggling to meet the current needs of the nation's schools and children. The Woodrow Wilson National Fellowship Foundation, in collaboration with the Massachusetts Institute of Technology, is reinventing the American school of education for the 21st century. The Woodrow Wilson Academy of Teaching and Learning established with Corporation and other philanthropic support in 2015 includes two components: a graduate school of education (the WW Academy Graduate School) and a research and development laboratory (the Buckley Teaching and Learning Lab). With a renewal grant from the Corporation, the Woodrow Wilson Foundation will support the implementation of the WW Academy. The WW Academy is a transformative idea in the preparation of the nation's teachers. The Academy will work with thought leaders and policymakers; making the new curriculum available to every education school in the country; carrying out and publishing research on what works; and securing maximum visibility for the WW Academy through the media.

DISCRETIONARY GRANTS

Aga Khan Museum, Toronto, ON, Canada

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

Americans for Oxford, New York, NY

36-month grant of \$400,000 as a one-time grant for the establishment of a Rhodes Scholarship in West Africa

Baruch College Fund, New York, NY

24-month grant of \$200,000 for the digitization of the archives of the Bureau of Municipal Research/Institute of Public Administration and Luther H. Gulick III Papers

Bipartisan Policy Center, Washington, DC

12-month grant of \$500,000 for its Homeland Security Project

Brookings Institution, Washington, DC

12-month grant of \$1,000,000 for core support of the President's Strategic Initiative Fund in honor of the Brookings centennial

Carnegie Hall Society Inc., New York, NY

24-month grant of \$800,000 for support for the Carnegie Hall Digital Archives Project

Carnegie Institution of Washington, Washington, DC

24-month grant of \$500,000 for the Science and Society Program

Communications Consortium Media Center, Washington, DC

18-month grant of \$150,000 for public education and outreach on the 2020 Census

Community Foundation of New Jersey, Morristown, NJ

24-month grant of \$1,000,000 for the Newark Public Library's efforts to engage the community and encourage family literacy

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

36-month grant of \$1,500,000 as a one-time grant for an education initiative to strengthen literacy in global affairs

Foreign Policy Association, Inc., New York, NY

24-month grant of \$200,000 for a dialogue series on advancing coordinated approaches to the effective prevention of armed conflict

Foreign Policy Research Institute,
Philadelphia, PA

12-month grant of \$150,000 for the book *Before the Age of Prejudice: A Muslim Woman's Story of Service at the National Security Council for Three U.S. Presidents*

Foundation for Flint, Flint, MI

24-month grant of \$1,000,000 for early childhood and literacy programs

Free Press, Florence, MA

18-month grant of \$150,000 for a project to support local journalism in New Jersey

Gbowee Peace Foundation Africa,
Congo Town, Liberia

36-month grant of \$200,000 a one-time grant for university scholarships for women and an annual meeting of women peacebuilders

George C. Marshall Research Foundation,
Lexington, VA

24-month grant of \$200,000 for the George C. Marshall Legacy Series

Georgetown University, Washington, DC

24-month grant of \$200,000 for one-time core support of the Georgetown Institute for Women, Peace and Security

Global Platform for Syrian Students,
Lisbon, Portugal

24-month grant of \$400,000 for the Emergency Scholarship Program for Syrian Students

Great Public Schools Now, Los Angeles, CA

24-month grant of \$1,000,000 for a project to support charter/district collaboration and community outreach in Los Angeles

Institute for Advanced Study, Princeton, NJ

36-month grant of \$500,000 for the Shii Studies Research Project

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

24-month grant of \$500,000 for the Scholar Rescue Fund

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

24-month grant of \$500,000 for support for displaced students

Mathematical Sciences Research Institute,
Berkeley, CA

12-month grant of \$150,000 for support of the planning and execution of National Math Festival 2017

National Academy of Sciences,
Washington, DC

18-month grant of \$400,000 for a project on the future of voting

National Mentoring Partnership, Boston, MA

18-month grant of \$750,000 for general support

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

12-month grant of \$250,000 for the Federal Hall National Memorial Project

New York Historical Society, New York, NY

12-month grant of \$250,000 as a final grant for educational initiatives including programming for the current exhibition, Anti-Semitism 1919–1939

New York Public Library, New York, NY

24-month grant of \$2,000,000 for support for the project titled “Scaling Infrastructure for Next-Generation Digital Preservation and Access”

Nuclear Threat Initiative Inc., Washington, DC

24-month grant of \$2,000,000 For general support

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

12-month grant of \$2,000,000 for the Statue of Liberty Museum

TransAtlantic Futures, Inc., Washington, DC

12-month grant of \$150,000 as a one-time grant in support of the project, “Addressing Key Dimensions of Global Uncertainty, Fairness and Inclusion”

Tulane University, New Orleans, LA

12-month grant of \$500,000 for core support of the Cowen Institute

Andrew Carnegie Fellows Program

Anna Grzymala-Busse, [University of Michigan](#)

12-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "The Dictator's Curse? Authoritarian Party Collapse and the Nation State"

Clement Jackson, [Northwestern University](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Identifying Excellent Teachers"

Beryl Satter, [Rutgers University-Newark](#)

24-month grant of \$198,700 as a 2016 Andrew Carnegie Fellow for the project, "Economic Democracy from the Bottom Up: ShoreBank, Uneven Development, and the Paradoxes of Race, Community and Financialization, 1973-2010"

Curtis Bradley, [Duke University](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Comparative Foreign Relations Law and Democratic Accountability"

Charles Geyh, [Indiana University](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Lies, Damn Lies, and Judicial Elections: Transcending the Shrill Public Policy Debate Over Judicial Selection in America"

Daniel Gardner, [Smith College](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Imagining an 'Ecological Civilization': China's Environmental Turn in the 21st Century"

Christopher Nichols, [Oregon State University](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "American Isolationism"

Deborah Balk, [Baruch College, The City University of New York](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Climate-Related Vulnerability in the 21st Century and the Roles of Urbanization and Migration"

Gabriella Blum, Harvard University

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "The Fog of Victory"

Harel Shapira, The University of Texas at Austin

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "The Right to Kill: Guns, Justified Homicide, and the Future of American Democracy"

Jenny Leigh Smith, Georgia Institute of Technology

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Famine in the 20th Century: A Global History"

Jens Hainmueller, Stanford University

12-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "What Works for Promoting Integration? A Quasi-Experimental Study of Refugee and Asylum Policies in Europe and the US"

John Bowen, Washington University in St. Louis

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Islam Adapting in the West"

Joshua Dubler, University of Rochester

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Why Not Prison Abolition?"

Kate Brown, University of Maryland, Baltimore County

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Chernobyl's Pale: Health, Controversy, and Science in Determining the Contours of Nuclear Disaster"

Katharine Emans Sims, Amherst College

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Balancing Land Conservation and Development in the Long Term"

Kenneth Johnson, University of New Hampshire

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Challenges to American Democracy: The Changing Demographic Structure of Rural America and its Implications"

Landry Signé, University of Alaska Anchorage

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Why African Nations Fail and How to Fix It: The Political Economy of Economic Growth and Democratic Development"

Lawrence Douglas, Amherst College

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "A Jurisprudence of Atrocity"

M. Taylor Fravel, [Massachusetts Institute of Technology](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Preventing Conflict in Asia's Maritime Disputes"

Marc Lynch, [George Washington University](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Violence and the New Arab Public"

Margaret Burnham, [Northeastern University](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Racism & Justice in the Mid-Twentieth Century: Counting and Reckoning"

María Cristina García, [Cornell University](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Climate Refugees: The Environmental Origins of Refugee Migrations"

Maribel Morey, [Clemson University](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Big Philanthropy in the Lives of Black Americans: What Today's Foundations Can Learn from this History"

Mark Danner, [University of California, Berkeley](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "The Breaking of the Borders"

Mark Massoud, [University of California, Santa Cruz](#)

36-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Human Rights and Islamic States: Can Religion Rebuild the Rule of Law After War?"

Marwan Kraidy, [University of Pennsylvania](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "The Spectacle of Islamic State: War Machines in the Era of Global Communication"

Matthew Fuhrmann, [Texas A&M University](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Strategic Stability and the Diffusion of Nuclear Technology"

Nathaniel Persily, [Stanford University](#)

12-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "The Campaign of the Future"

Séverine Autesserre, [Barnard College](#)

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "International Peacebuilding and Local Success: Assumptions, Myths, and Reality"

Thomas Weiss

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "A World without the United Nations?"

Vesla Weaver

24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "The Faces of American Democracy"

William Nordhaus

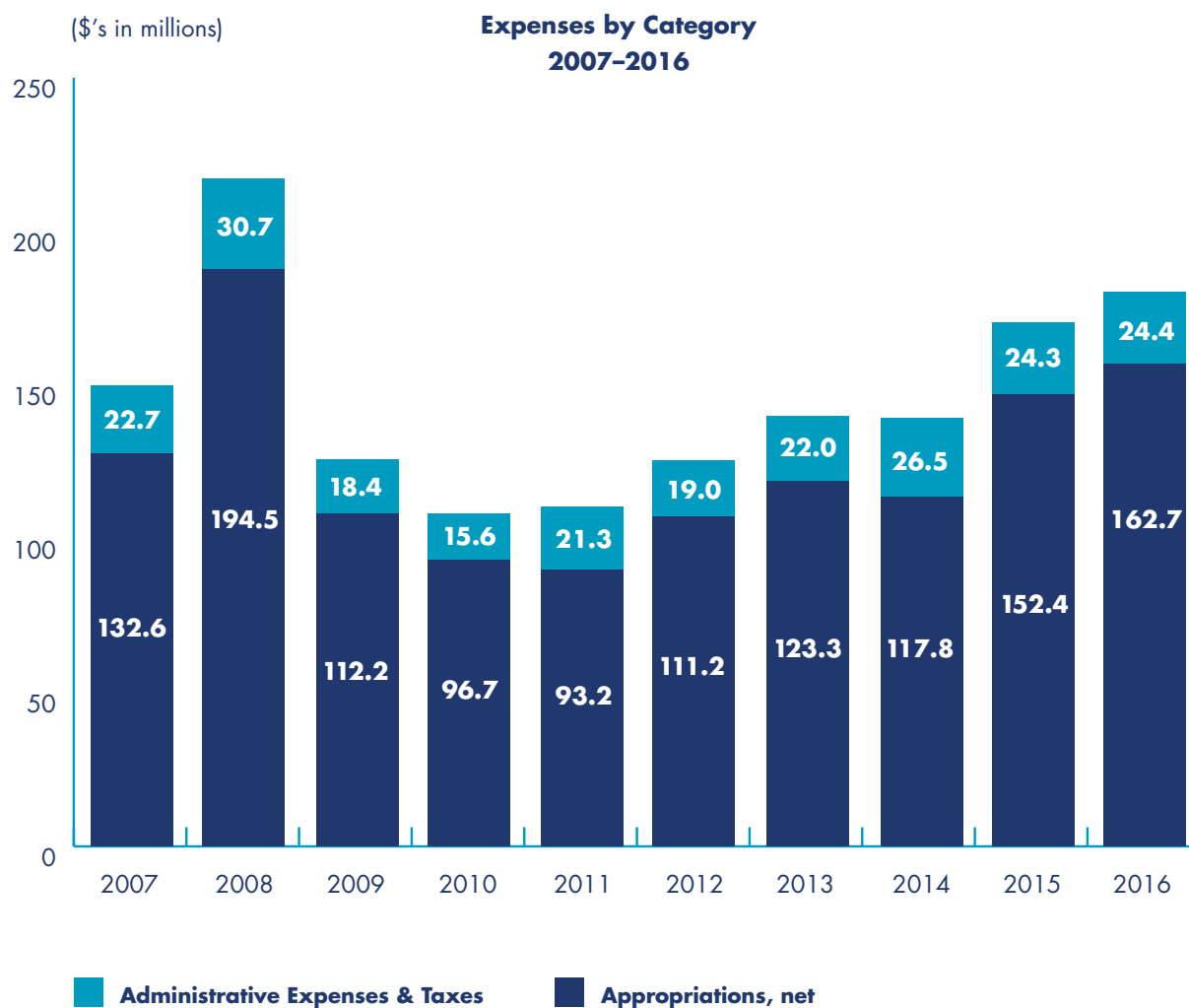
24-month grant of \$200,000 as a 2016 Andrew Carnegie Fellow for the project, "Economic Modeling of Irreversible and Path-Dependent Processes in Climate Change"

REPORT ON **FINANCES**

APPROPRIATIONS AND EXPENSES

For the ten years ended September 30, 2016, the Corporation awarded 4,146 grants totaling \$1,296.6 million and incurred expenses of \$190.1 million for program management, direct charitable activities, and administrative expenses, excluding investment expenses, and \$34.8 million for taxes, for a total of \$1,521.5 million.

The graph below illustrates the change in expenses by category over the ten-year period ended September 30, 2016.



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, 2016, 55 percent of the appropriated funds were paid within the fiscal year. Appropriations, net of refunds, and cancellations totaled \$162.7 million, compared to \$152.4 million in the preceding year.

Program management and direct charitable activities expenses were \$16.7 million in the fiscal year ended September 30, 2016, compared to \$15.5 million in the previous fiscal year. Included in these amounts are direct charitable activities of \$4.5 million in 2016 and \$3.9 million in 2015. 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 \$6.2 million in 2016 and \$6 million in 2015.

The schedule below breaks down total expenses, excluding appropriations and taxes, into categories for the year ended September 30, 2016.

	Program Management and Direct Charitable Activities	Investment	General Administration	TOTAL
Salaries	\$6,371,516	\$3,654,338	\$2,735,228	\$12,761,082
Employee Benefits	3,115,688	630,201	1,331,300	5,077,189
Investment Advisory and Custody Fees	—	8,963,419	—	8,963,419
Rent	1,756,696	296,358	863,858	2,916,912
Legal and Accounting Services	—	375,534	252,063	627,597
Consultants	1,057,514	543,801	169,935	1,771,250
Publications	1,190,009	—	—	1,190,009
Conferences and Meetings	999,774	10,027	25,791	1,035,592
Travel	447,894	247,387	35,774	731,055
Computer Equipment and Services	321,109	68,322	147,270	536,701
Office Expenses	202,171	36,022	97,979	336,172
Amortization and Depreciation	731,184	—	359,561	1,090,745
Trustees' Honoraria and Expenses	190,659	—	82,909	273,568
Other	285,071	24,430	123,559	433,060
TOTAL	\$16,669,285	\$14,849,839	\$6,225,227	\$37,744,351 *

* In FY2015, total expenses, excluding appropriations and taxes, were \$36.6 million, which included \$15.1 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 2016 and in 2015. During 2016, the Corporation had unrelated business losses of \$3.2 million from certain investment partnership activities. By applying these losses, the Corporation expects to recover \$0.8 million in unrelated business income taxes. Deferred tax liability represents the potential tax (at 2 percent) on unrealized gains as well as a book to tax timing difference.

AUDIT BY INDEPENDENT ACCOUNTANTS

The bylaws provide that the Corporation's accounts are to be audited each year by an independent public accountant. Accordingly, the firm of RSM US LLP audited the Corporation's financial statements as of and for the year ended September 30, 2016. The Corporation's financial statements, together with the independent auditor's report, appear on the following pages.



Independent Auditor's Report

RSM US LLP

To the Board of Trustees
Carnegie Corporation of New York

Report on the Financial Statements

We have audited the accompanying financial statements of Carnegie Corporation of New York, which comprise the balance sheets as of September 30, 2016 and 2015, and 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 Carnegie Corporation of New York as of September 30, 2016 and 2015, 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 2, 2017

BALANCE SHEETS

As of September 30, 2016 and 2015

	2016	2015
ASSETS		
Cash	\$ 89,847	\$ 30,647
Investments	3,327,544,145	3,288,118,759
Taxes Receivable	2,167,157	562,894
Prepaid Expenses and Other Assets	286,035	405,536
Fixed Assets	9,896,247	10,966,450
TOTAL ASSETS	\$ 3,339,983,431	\$ 3,300,084,286
LIABILITIES AND NET ASSETS		
Liabilities		
Grants Payable	\$ 112,887,830	\$ 100,890,578
Accounts Payable and Other Liabilities	7,785,124	7,713,907
Deferred Taxes Payable	18,296,489	16,097,769
Total Liabilities	138,969,443	124,702,254
Net Assets		
Temporarily Restricted	3,065,677,120	3,040,045,164
Permanently Restricted	135,336,868	135,336,868
Total Net Assets	3,201,013,988	3,175,382,032
TOTAL LIABILITIES AND NET ASSETS	\$ 3,339,983,431	\$ 3,300,084,286

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN NET ASSETS

For the years ended September 30, 2016 and 2015

	2016	2015
CHANGES IN TEMPORARILY RESTRICTED NET ASSETS		
Investment Income		
Interest and Dividends	\$ 2,604,380	\$ 2,285,657
Income from Partnerships, Net	137,309,189	247,195,012
Net Realized Gains (Losses)	(4,611,048)	2,811,588
Investment Income	135,302,521	252,292,257
Less Investment Expenses Paid Directly	(14,849,839)	(15,092,259)
Net Realized Investment Income	120,452,682	237,199,998
Change in unrealized appreciation of investments, net of related tax (benefit) expenses of \$1,884,340 in 2016 and (\$1,738,186) in 2015	92,332,640	(85,171,092)
Net Investment Income	212,785,322	152,028,906
Investment Income Released from Restriction – Appropriation for Expenditures	(187,153,366)	(176,645,307)
Change in Temporarily Restricted Net Assets	25,631,956	(24,616,401)
CHANGES IN UNRESTRICTED NET ASSETS		
Investment Income Released from Restriction – Appropriation for Expenditures	187,153,366	176,645,307
Expenses		
Grant Appropriations	162,728,613	152,356,945
Program Management and Direct Charitable Activities	16,669,285	15,540,753
General Administration	6,225,227	5,955,032
Provision for Taxes	1,530,241	2,792,577
Total Expenses	187,153,366	176,645,307
Change In Unrestricted Net Assets	—	—
Change in Net Assets	25,631,956	(24,616,401)
Net Assets, Beginning of Year	3,175,382,032	3,199,998,433
Net Assets, End of Year	\$ 3,201,013,988	\$ 3,175,382,032

See accompanying notes to financial statements.

STATEMENTS OF CASH FLOWS

For the years ended September 30, 2016 and 2015

	2016	2015
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in Net Assets	\$ 25,631,956	\$ (24,616,401)
Adjustments to Reconcile Change in Net Assets to Net Cash (Used in) Provided by Operating Activities		
Change in Unrealized Appreciation of Investments	(94,216,980)	86,909,278
Net Realized (Losses)	4,611,048	(2,811,588)
Depreciation and Amortization	1,090,745	1,064,513
Amortization of Deferred Rent Obligation and Lease Incentive	160,146	851,426
Change in Deferred Taxes Payable	2,198,720	(2,358,782)
Total Adjustments	(86,156,321)	83,654,847
Change in Taxes Receivable and Prepaid Expenses and Other Assets	(1,484,762)	1,418,263
Change in Grants Payable and Accounts Payable and Other Liabilities	11,908,323	(5,870,418)
Net Cash (Used in) Provided by Operating Activities	(50,100,804)	54,586,291
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from Sales or Redemptions of Investments	588,526,669	1,114,018,208
Purchases of Investments	(538,346,123)	(1,168,244,613)
Purchases of Fixed Assets	(20,542)	(415,101)
Net Cash Provided by (Used in) Investing Activities	50,160,004	(54,641,506)
Change in Cash	59,200	(55,215)
Cash, Beginning of Year	30,647	85,862
Cash, End of Year	\$ 89,847	\$ 30,647
SUPPLEMENTAL CASH FLOW INFORMATION		
Interest Paid	\$ 166,700	\$ 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 as applicable to not-for-profit entities.

The Corporation maintains an endowment fund consisting of the original sums received from Andrew Carnegie and accumulated income thereon. The terms of the conveying instrument stipulated that the principal may never be expended; however, the income is expendable. The Corporation is subject to the New York Uniform Prudent Management of Institutional Funds Act (“NYPMIFA”) and has interpreted NYPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. Accordingly, the Corporation reports the original sums received from Andrew Carnegie as permanently restricted net assets and the remaining portion of the endowment fund that is not classified as permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the Corporation in a manner consistent with the standard of prudence prescribed by NYPMIFA.

Annual appropriations for expenditure are approved by the board of trustees. Consistent with NYPMIFA, the board of trustees, 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, 2016 and 2015. Cash equivalents, which consist of highly liquid instruments with original maturity of three months or less, are held and reported as investments in the financial statements.

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

Grant appropriations, including multiyear grants, are recorded as an expense and a payable when grants are approved and communicated to the grantees. Grants payable are expected to be paid as follows: approximately \$81 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 2013.

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America 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 2, 2017, for these financial statements.

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 balance sheet 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, 2019, including interim periods within those fiscal years. Management has not yet evaluated the impact of this ASU on the financial statements.

In August 2016, the FASB issued ASU 2016-14, Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities. The amendments in this ASU make improvements to the information provided in financial statements and accompanying notes of not-for-profit entities. The amendments set forth the FASB's improvements to net asset classification requirements and the information presented about a not-for-profit entity's liquidity, financial performance, and cash flows. The ASU will be effective for fiscal years beginning after December 15, 2017. Earlier application is permitted. The changes in this ASU should generally be applied on a retrospective basis in the year that the ASU is first applied. Management has not yet evaluated the impact of this ASU on the financial statements.

(3) INVESTMENTS

All investments are reported at fair value. 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.

All transfers between fair value hierarchy levels are recognized by the Corporation at the end of each year. There were no significant transfers among Levels 1, 2, and 3 during 2016 and 2015.

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.

Restricted securities and other securities for which quotations are not readily available are valued at fair value as determined by the fund managers. Investments in other funds 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 of Funds"). 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, 2016 and 2015:

		2016 Fair Value Measurements Using		
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and Cash Equivalents	\$ 383,858,298	\$ 383,858,298	\$ —	\$ —
Investments in Securities:				
Common Stock	78,920,083	78,920,083	—	—
Investments in Other Funds ⁽¹⁾ :				
Global Equity	972,756,898	—	—	—
Fixed Income	54,615,821	—	—	—
Private Equity – Venture Capital	429,324,390	—	—	—
Private Equity – Leveraged Buyouts	267,449,204	—	—	—
Real Estate	348,539,452	—	—	—
Natural Resources	155,940,006	—	—	—
Absolute Return	636,139,993	—	—	—
TOTAL	\$ 3,327,544,145	\$ 462,778,381	\$ —	\$ —

2015 Fair Value Measurements Using				
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and Cash Equivalents	\$ 500,894,889	\$ 500,894,889	\$ —	\$ —
Investments in Securities:				
Common Stock	83,875,843	83,875,843	—	—
Investments in Other Funds ⁽¹⁾ :				
Global Equity	934,050,445	—	—	—
Private Equity – Venture Capital	449,643,866	—	—	—
Private Equity – Leveraged Buyouts	278,068,531	—	—	—
Real Estate	353,892,459	—	—	—
Natural Resources	109,084,292	—	—	—
Absolute Return	578,608,434	—	—	—
TOTAL	\$ 3,288,118,759	\$ 584,770,732	\$ —	\$ —

(1) In accordance with the guidance provided by FASB ASU 2015-07, 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:

	September 30, 2016 Fair Value	Unfunded Commitments (in millions) ⁽⁴⁾	Redemption Frequency	Redemption Notice Period
Investments in Other Funds:				
Global Equity	\$ 972,756,898	\$ 9.3	Various ⁽²⁾	6 – 120 days
Fixed Income	54,615,821	—	Rolling lock-up	60 days
Private Equity – Venture Capital	429,324,390	61.5	Illiquid	n/a
Private Equity – Leveraged Buyouts	267,449,204	164.2	Illiquid	n/a
Real Estate	348,539,452	207.8	Illiquid	n/a
Natural Resources	155,940,006	136.8	Illiquid	n/a
Absolute Return	636,139,993	11.0	Various ⁽³⁾	30 – 180 days
TOTAL	\$ 2,864,765,764	\$ 590.6		

(2) Redemptions are permitted as follows: \$0.67 million daily, \$365.01 million monthly, \$188.56 million quarterly, \$48.20 million biannually, \$37.78 million annually, \$325.61 million have rolling lock-up periods, and \$6.93 million are illiquid.

(3) Redemptions are permitted as follows: \$76.13 million monthly, \$158.98 million quarterly, \$225.23 million annually, \$135.41 million have rolling lock-up periods, and \$40.39 million are illiquid.

(4) Includes unfunded commitments through March 2, 2017

Investments in leveraged buyout, venture capital, real estate, and natural resource funds cannot be redeemed. Distributions are expected to be made as the underlying investments of the funds are liquidated, which is estimated to occur as follows: 82% within the next 5 years, 18% within 6-10 years.

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 \$84,857,529 and \$68,234,742 as of September 30, 2016 and 2015, respectively.

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

Global Equity

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

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

Fixed Income

The bond portfolio is largely comprised of high-quality, low-risk investments which may be held directly. Generally, the Corporation’s bond holdings are designed to act as protection for the portfolio and a source of rebalancing, and generate returns in excess of the Bloomberg Barclays U.S. Government Bond Index.

Private Equity – Leveraged Buyouts and Venture Capital

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

Real Estate

The Corporation invests in real estate via private REIT structures and partnerships that are managed by superior operators who have demonstrated the ability to acquire, lease, reposition, and sell assets. Most of the Corporation's operating partners are focused on a particular property type or geographic area. The Corporation's real estate managers are expected to generate annualized returns at the portfolio level in excess of the NCREIF property index.

Natural Resources

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

Absolute Return

Absolute return managers have a broad investment mandate and in aggregate have a low correlation with, and lower volatility than, the public equity markets. The absolute return portfolio is expected to generate equity-like returns over a market cycle with volatility between that of fixed income and public equities. The Corporation's absolute return managers are expected to generate annualized returns at the portfolio level in excess of the Cambridge Associates Hedge Fund of Fund Median.

During the years ended September 30, 2016 and 2015, the Corporation received distributions of marketable securities with a total fair value of approximately \$17.2 million and \$120.9 million, respectively, from limited partnerships.

In certain cases, the Corporation uses swap contracts to invest in real estate limited partnerships. As of September 30, 2016 and 2015, the fair value of these swaps, which are included in investments, was approximately \$3.5 million and \$3.4 million, respectively. Swap contracts are subject to off-balance-sheet risk mainly due to the credit risk arising from the potential inability of the counterparty of the swap to perform under the terms of the contract. Based on the specific structuring of these swap contracts, the Corporation's exposure to credit risk associated with counterparty nonperformance is limited to the unrealized gain on each contract. To reduce this risk, the Corporation only enters into swaps with major U.S. broker-dealers.

In order to plan and budget in an orderly manner and to meet its 5% spending requirement, the Corporation maintains an annual spending rate policy of 5.5% of a 12-quarter rolling average of the fair market 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 of trustees as circumstances warrant.

(4) FIXED ASSETS

Fixed assets are composed of the following at September 30, 2016 and 2015:

	2016	2015
Leasehold Improvements	\$ 9,170,580	\$ 9,170,580
Furniture and Equipment	3,435,593	3,415,051
	12,606,173	12,585,631
Less Accumulated Depreciation and Amortization	(2,709,926)	(1,619,181)
TOTAL	\$ 9,896,247	\$ 10,966,450

(5) 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 2016 and 2015. Therefore, current taxes are estimated at one percent of net investment income, as defined.

Deferred taxes represent two percent of unrealized appreciation of investments at September 30, 2016 and 2015, as qualification for the one percent tax is not determinable until the fiscal year in which gains are realized. No deferred taxes are provided for unrelated business income on unrealized appreciation as such amount cannot be estimated.

The Corporation had unrelated business losses of \$3,243,300 in 2016 and \$705,300 in 2015 from certain investment partnership activities. By applying these losses, the Corporation expects to recover \$785,700 and \$325,900 in unrelated business income taxes for 2016 and 2015, respectively. These amounts are included in the provision for taxes.

The Corporation paid federal excise taxes of \$2,575,700 in 2016 and \$2,989,200 in 2015. The Corporation also paid federal and state unrelated income taxes of \$246,300 in 2016 and \$319,600 in 2015.

(6) 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. Retirement plan expense for the years ended September 30, 2016 and 2015 was \$1,386,800 and \$1,369,600, 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 Teachers Insurance and Annuity Association and College Retirement Equities Fund. Contributions to this plan are based on actuarial calculations. No contribution was required in 2016 and 2015. At December 31, 2015, the assets of the plan exceeded the actuarial present value of accumulated plan benefits by approximately \$592,500. 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 \$647,600 in 2016 and \$576,600 in 2015, on a pay-as-you-go basis.

(7) LEASES

The Corporation occupies office space at 437 Madison Avenue under a lease agreement that expires on February 26, 2029. 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 \$6,015,000 at September 30, 2016 and \$6,175,000 at September 30, 2015, 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
2017	\$ 2,880,000
2018	2,880,000
2019	3,058,000
2020	3,146,000
2021	3,146,000
Thereafter	24,455,000
TOTAL	\$ 39,565,000

Rental expense for 2016 and 2015, including escalations, was \$2,900,800 and \$2,855,600, respectively.

(8) LINE OF CREDIT FACILITY

The Corporation has an \$80 million committed line of credit facility with The Bank of New York Mellon for grant funding and administrative expenses. There were no borrowings on this facility as of September 30, 2016 and 2015. Interest expense on undrawn capital for the years ended September 30, 2016 and 2015 was \$162,700 and \$162,200, respectively. This line of credit facility will expire on August 18, 2017.

REPORT ON **ADMINISTRATION**

Fiscal 2016: The Year in Review

BOARD AND COMMITTEES

Trustee Changes

- **Governor Thomas Kean** was reelected chairman of the board at the March 3, 2016 board meeting.
 - **Kurt L. Schmoke** was reelected vice-chairman of the board at the March 3, 2016 meeting.
 - **John DeGioia** was elected, at the March 3, 2016 meeting, to a second four-year term effective at the conclusion of the December 8, 2016 meeting.
 - **Louise Richardson** was elected, at the March 3, 2016 meeting, to a second four-year term effective at the conclusion of the December 8, 2016 meeting.
 - **Jorge Sampaio** was elected, at the March 3, 2016 meeting, to a second four-year term effective at the conclusion of the December 8, 2016 meeting.
-

New Trustees

- **General Lloyd J. Austin III, U.S. Army (Ret.)** was elected, at the December 8, 2016 meeting, to a four-year term effective December 8, 2016 through December, 2020.

- **Dr. Marcia McNutt** was elected, at the December 8, 2016 meeting, to a four-year term effective December 8, 2016 through December, 2020.

Retired Trustees

- **John S. Hendricks** retired after four years of service at the December 8, 2016 board meeting.
 - **Richard I. Beattie** retired after completing a second eight-year term of service at the December 8, 2016 board meeting (1987–1996; 2008–2016).
-

Deceased Trustees

- The trustees of Carnegie Corporation of New York wish to express their profound sadness and loss at the death on November 13, 2015, of **Bruce B. Dayton**, a trustee from 1985 to 1989.
-

The Corporation's standing committees were constituted as of September 31, 2016:

- Elected to serve on the **Investment Management Committee** were Geoffrey T. Boisi, Chairman, Pedro Aspe, John S. Hendricks, Stephen A. Oxman, Kurt L. Schmoke, Anne Tatlock

- Elected to serve on the **Planning and Finance Committee** were Kurt L. Schmoke, Chairman, Richard I. Beattie, John S. Hendricks, Don M. Randel, Louise Richardson
- Elected to serve on the **Committee on Trustees** were Janet Robinson, Chairman, Richard I. Beattie, Ralph J. Cicerone, Jared L. Cohon, Kurt L. Schmoke
- Elected to serve on the **Audit Committee** were Edward P. Djerejian, Chairman, John J. DeGioia, Janet Robinson, Ann Claire Williams

Both Thomas H. Kean, Chairman of the Board, and Dr. Vartan Gregorian, President of the Corporation, serve ex officio on all standing committees, except for the Audit Committee on which Dr. Gregorian does not serve.

Membership on the ad hoc **Committee on Compensation** includes Thomas H. Kean, Chairman of the Board, Kurt L. Schmoke, Vice Chairman of the Board, Geoffrey Boisi, Chairman of the Investment Management Committee, Janet Robinson, Chairman of the Committee on Trustees (elected at the March 3, 2016)

BOARD ACTIONS

December 10, 2015 board meeting:

RESOLVED: That the trustees authorize the president, at his discretion, to approve new grants allocated to the previously approved \$25 million supplemental fund in FY 2015/16. Grants approved by the president will be reported to trustees each quarter in the Agenda Book. (*Resolution 2015.10.01*)

June 9, 2016 board meeting:

RESOLVED: That the sum of up to \$1,750,000, payable in FY16, be authorized for catalyzing integrated approaches to innovation in education reform and developing new approaches to learning and continuous improvement, with the understanding that this figure may be exceeded by no more than three percent (3 percent) at the discretion of the president, and that the president is authorized to approve individual awards during Fiscal Year 2015/2016

STAFF MILESTONES

During the fiscal year 2015/2016, 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

- **Robert Rosenthal** was hired as Director, Information Technology on 08/15/2016
- **Kenneth Benson** was hired as Editor/Writer, Communications on 07/18/2016
- **Jacqueline Guttman** was hired as Investment Analyst on 06/20/2016
- **Gregg Jones** was hired as Catering and Office Services Manager on 05/11/2016
- **James Short** was hired as Program Director, Leadership and Teaching to Advance Learning, National Program on 04/11/2016
- **Karim Kamel** was hired as Program Assistant, International Peace and Security Program, International Program on 12/07/2015
- **Evgeny Scherbakov** was hired as Research Assistant on 11/09/2015
- **Elise Henson** was hired as Program Analyst, National Program on 11/04/2015
- **Maria Junia Perez** was hired as Controller on 10/19/2015
- **Saskia Levy Thompson** was hired as Program Director, New Designs to Advance Student Learning on 10/13/2015
- **Aaron Stanley** was hired as Program Assistant, International Peace and Security Program, International Program on 10/05/2015
- **Natalie Holt** was hired as Production Assistant, Communications on 10/05/2015
- **Sierra Noelle Pourrat** was hired as Program Assistant, International Peace and Security Program, International Program on 10/01/2015

The following individuals have updated titles

- **Mary Gentile** as Grants Assistant, Grants Management
- **Ambika Kapur** as Program Officer, National Program
- **Ken Lee** as Director, Investments
- **Kim Lew** as Vice President and Chief Investment Officer
- **Mark Mihallos** as Senior Investment Analyst
- **Yotaro Sherman** as Associate Director, Information Technology
- **Valerie Vitale** as Operations Coordinator, National Program, Department Communications & Planning
- **Terry Welch** as Operations Coordinator, National Program, Grants Administration & Budget

The following individuals have left

- **Theodore Kalionzes**, 10/15/2015
- **Denise Clare** (retired), 12/30/2015
- **Karen Theroux** (retired), 02/05/2016
- **Michael Tighe**, 02/10/2016
- **Meredith Jenkins**, 03/04/2016
- **Patricia Pagnotta** (retired), 03/11/2016
- **Anna Gray**, 04/15/2016
- **Michael Astolfi**, 06/03/2016
- **Natalie Holt**, 08/11/2016

- **Loretta Harris** (retired), 09/01/2016

- **Mirela Gegprifti**, 09/30/2016

**The following individuals were
recognized for their years of service**

- **Valerie Vitale**: 20 years

- **Adrienne Faraci**: 10 years

- **Claudia Frittelli**: 10 years



REPORT ON **INVESTMENTS**



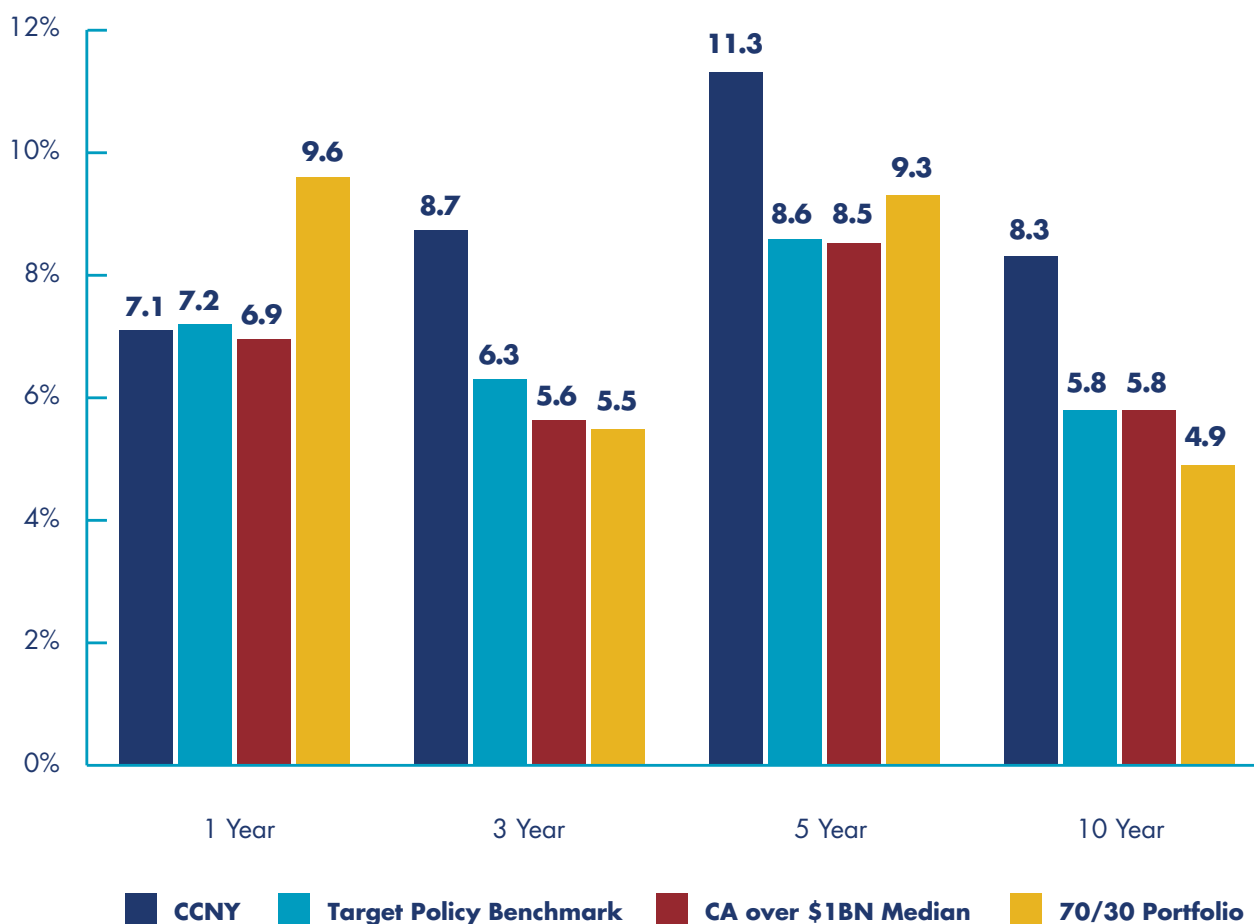
We began the fiscal year anxious about return prospects. A number of credible sources argued that the strong GDP growth that we have experienced over the past 30 years resulted from falling interest rates, rising productivity, and greater workforce participation—all of which were turning negative, and therefore we should expect to see more modest GDP growth over the next 20 years. Without strong GDP growth we should expect to see more modest corporate earnings growth and—although not directly correlated—ultimately more muted equity market returns. This theory seemed to be supported by the prior year’s relatively anemic returns.

The 12 months from October 1, 2015, to September 30, 2016, saw periods of volatility in global capital markets with sharp declines in the first half of the year created by fears of a U.S. recession and broader global economic slowdown, concerns about the pace of the China devaluation, trepidations about the health of the European financial system, and a continued

rout in commodity prices. However, the year ended with growing confidence created by improving economic data around the world, accommodative global monetary policy and the resulting persistent low interest rate environment, and a rebound in energy prices. Most equity and bond indices ended the year up.

Carnegie Corporation of New York’s performance for the fiscal year was 7.1%, versus our target policy benchmark of 7.2%. While diversification into illiquid and inefficient markets has contributed significantly to long-term performance, returns were negatively impacted by these decisions over the past year. Traditional equity markets were driven higher, to levels many view as overvalued by hopes of an improving outlook, while private markets were more muted due to fears of raising rates and a more constrained lending environment. Furthermore, our relative overweight to the frontier markets, which had historically been an area of strength, continued to be weighted down by commodity

Carnegie Corporation of New York Investment Results Period Ending September 30, 2016



prices. And to add insult to injury, the rally in emerging markets, an area of traditional overweight, was in junk stocks while our portfolio is biased toward quality names. Both asset allocation and portfolio construction worked against us in the short term, but we were still able to meet our primary goal of maintaining purchasing power net of spending. More importantly, the portfolio is positioned to capitalize on long-term trends and we expect continued strong performance over a cycle. Over the past 10 years, we have grown assets from \$2.5bn to \$3.33bn, while at the same time paying out \$1.48bn for grants and administrative expenses.

FISCAL YEAR PERFORMANCE

As stated, this year's performance was a departure from prior years of strong relative performance, and each asset allocation decision seems to be a tale of two cities. Many of the asset classes where there was strong relative performance have dimming prospects and/or weak absolute performance, while those that have weak relative performance offer the promise of strong absolute and relative performance over time.

The Developed Markets (DM) portfolio gained 11.0%, beating expectations but falling short of the MSCI World Index, which gained 12.0%. Each of our DM managers outperformed relative to their benchmarks, but overall asset class performance was hurt by our relative underweight in U.S. equities.

In the Emerging Markets (EM) portfolio, our holdings were up 6.2% but underperformed the MSCI Emerging Markets Index by 11.0%. Returns in EM were dispersed—Latin American markets bounced back strongly during the year, whereas China and frontier markets performed poorly. We have a tilt towards frontier markets in the liquid portfolio, which hurt the performance of the asset class.

Our absolute return portfolio was a true study in contrasts. The event-driven and opportunistic managers performed well as risk-assets and high-yield credit bounced back

more strongly than expected. Of particular note is the Corporation's opportunistic investment in Argentina, which gained 61.5% for the 12-month period. Conversely, the market environment proved difficult for long/short strategies to navigate, leading to negative performance. However, we expect our long/short strategies to outperform our global managers over a market cycle, and we realize that in order to provide downside protection, we may see underperformance in up markets.

In the buyout portfolio, managers outperformed their benchmark by 430 basis points, returning 12.8%. While still a strong contributor to returns, performance is starting to moderate, as are distributions, after a few years of significant value add.

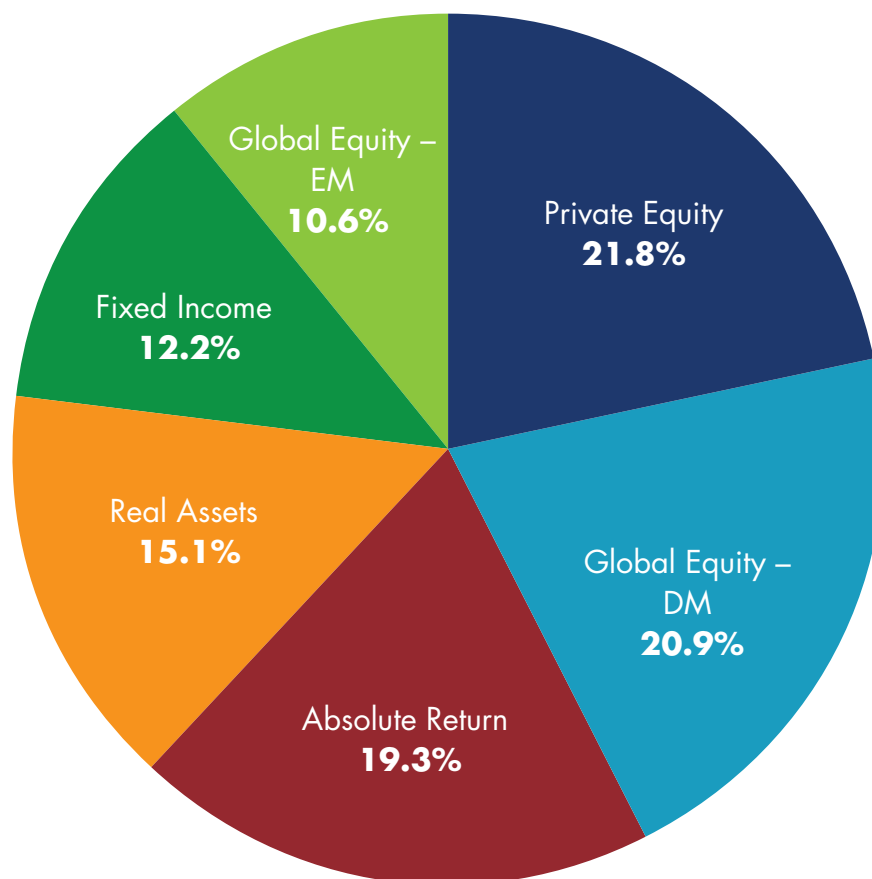
The Real Estate subportfolio continued to perform well, ending the fiscal year with a total return of 10.7%. The Corporation outperformed the NCREIF Property Index, which returned 9.2% year-on-year. Real estate managers have taken advantage of a prolonged low interest rate environment to exit assets.

The Venture Capital asset class saw a pullback in valuations after a strong run-up in recent years. The Corporation's portfolio was up 4% versus a benchmark return of 2.2%, but we are still waiting for our managers to exit some long-held positions that carry significant value.

The Natural Resource portfolio, a small allocation for the Corporation, was a weak performer at just 2.7%, but strong relative to a benchmark return of 0.2%. Many believe the distress in this market has bottomed out, and managers have begun to take advantage of this dynamic. On balance, we have more dry powder than invested capital in this asset class, which we view as a good investment for future returns.

Finally, the Corporation's Fixed Income portfolio is held largely in cash, which worked against us despite already depressed interest rates. However, we view this allocation as a source of downside protection. While the portfolio may underperform higher duration and credit-exposed benchmarks, we prefer a safe positioning in this asset class and the optionality that it provides.

**Carnegie Corporation of New York Asset Allocation
at September 30, 2016**



TAKING THE LONG VIEW

While even one year of relative underperformance is disappointing, we appreciate that it largely reflects our long-term orientation, which historically has served us well. Relatively stronger short-term performance would have required us to have had significantly less in cash, which we believe provides downside protection and optionality in an uncertain market. It would have required a relative overweight to U.S. equities, which we view as frothy and—more importantly—as far more efficient and thus harder to achieve outperformance over long periods. Furthermore, we expect our long/short managers to underperform when equity markets are strong and interest rates are declining, but we expect them to protect us when the opposite is true—which given where we are in the cycle is ever more likely.

When we look at our portfolio over the long term we see strong relative and absolute performance across market cycles. The decision to allocate capital to illiquid strategies added 260 basis points over strong performing actively managed global equities. We see manager selection in these assets adding an additional 130 basis points. We also see that our absolute return portfolio achieved our expected goal of outperforming our developed markets equities managers over a market cycle. Specifically, over the 10 years ended September 30, 2016, we outperformed our benchmark by 240 basis points—not only preserving purchasing power net of spending but growing the value of the portfolio.

Carnegie Corporation of New York Performance Summary (Period Ending September 30, 2016)

	Asset Allocation	1-Year Performance			5-Year Performance			10-Year Performance		
		CCNY	B'Mark	Diff	CCNY	B'Mark	Diff	CCNY	B'Mark	Diff
Marketable Portfolio	63.0%	6.6%	7.7%	-1.1%	9.2%	6.2%	3.0%	7.1%	4.0%	3.1%
Global Equity Assets	31.5%	9.6%	14.0%	-4.4%	10.6%	4.1%	6.5%	6.4%	4.5%	1.9%
Developed Markets	20.9%	11.0%	12.0%	-1.0%	13.1%	12.3%	0.8%	6.9%	5.1%	1.8%
Emerging Markets	10.6%	6.2%	17.2%	-11.0%	4.1%	3.4%	0.7%	5.1%	4.3%	0.8%
Fixed Income	12.2%	0.6%	1.8%	-1.2%	0.1%	1.3%	-1.2%	2.7%	3.6%	-0.9%
Absolute Return	19.3%	5.3%	0.7%	4.6%	11.6%	5.1%	6.5%	9.6%	3.9%	5.7%
Long/Short	8.9%	-1.5%	0.7%	-2.2%	8.6%	5.1%	3.5%	8.2%	3.9%	4.3%
Event Driven/ Opportunistic	10.4%	12.0%	0.7%	11.3%	14.0%	5.1%	8.9%	10.6%	3.9%	6.7%
Non-Marketable Portfolio	37.0%	8.1%	6.4%	1.7%	15.1%	12.8%	2.3%	10.3%	9.0%	1.3%
Private Equity	21.8%	7.2%	4.5%	2.7%	18.1%	14.0%	4.1%	13.3%	10.2%	3.1%
Venture Capital	13.6%	4.0%	2.2%	1.8%	19.6%	14.2%	5.4%	13.2%	10.3%	2.9%
Leveraged Buyouts	8.2%	12.8%	8.5%	4.3%	16.7%	13.8%	2.9%	12.8%	10.7%	2.1%
Private Real Estate	10.5%	10.7%	9.2%	1.5%	14.6%	11.2%	3.4%	5.9%	7.2%	-1.3%
Natural Resources	4.7%	2.7%	0.2%	2.5%	0.5%	1.5%	-0.1%	6.0%	4.9%	1.1%
Total Portfolio	100.0%	7.1%	7.2%	-0.1%	11.3%	8.6%	2.7%	8.3%	5.8%	2.5%

THE ROAD AHEAD

The strength we saw in global markets at the end of fiscal year 2016 has continued into the new year, despite what we see as the mounting uncertainty that results from geopolitical shifts throughout the world, which began in the United Kingdom with Brexit and then traveled across the pond with the election of President Trump.

The coming year will usher in elections in France, Germany, and India, as well as the 19th National Congress of the Communist Party of China. All of these events will bring with them changes, the impact of which is unknown. Compounding these geopolitical concerns are fears of diverging fiscal policies, signs of inflation, and the continued strengthening of the dollar. Any or all of these issues may threaten the market's ability to create beta, making it

ever more important for us to hunt for alpha opportunities. As we have done throughout our history, we will seek out equity-oriented managers who use bottom-up fundamental research to uncover mispriced assets; we will look for opportunities in undercapitalized and inefficient markets; we will invest opportunistically in market dislocations that offer asymmetric upside; and we will do all this while constructing a highly diversified portfolio that mitigates risk. While we wait for these opportunities to emerge, we maintain a defensive posture with an over-allocation to cash. Cash ensures that we have the capital needed to meet our payouts, unfunded commitments, and other liabilities; to rebalance; and to invest in market dislocations that could arise. Consistently executing on this strategy will enable us to meet our ambitious goal of maintaining purchasing power net of our 5% mandated payout plus expenses and inflation—so that we continue to support Carnegie Corporation of New York's mission into perpetuity.

TRUSTEES

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THK Consulting, LLC

President

Far Hills, NJ

Kurt L. Schmoke, [Vice Chairman](#)

University of Baltimore

President

Baltimore, MD

Lloyd J. Austin III

General, US Army (Ret.)

St. Petersburg, FL

Pedro Aspe

Evercore Partners

Co-Chairman

Mexico, D.F. Mexico

Lionel Barber

Financial Times

Editor

London, United Kingdom

Geoffrey T. Boisi

Roundtable Investment Partners LLC

Chairman and CEO

New York, NY

Jared L. Cohon

Carnegie Mellon University

President Emeritus, Director,

Scott Institute for Energy Innovation

Pittsburgh, PA

John J. DeGioia

Georgetown University

President

Washington, DC

Edward P. Djerejian

Baker Institute for Public Policy at Rice University

Founding Director

Houston, TX

Marcia McNutt

National Academy of Sciences

President

Washington, DC

Stephen A. Oxman

Morgan Stanley, Investment Banking Division

Senior Advisor

New York, NY

Don M. Randel

The Andrew W. Mellon Foundation

The University of Chicago

President Emeritus

New York, NY

Louise Richardson

University of Oxford

Vice-Chancellor

Oxford, England

Janet Robinson

New York, NY

Jorge Sampaio

Former High Representative for the

UN Alliance of Civilizations

President

Lisbon, Portugal

Anne M. Tatlock

Brooklyn, NY

Ann Claire Williams

Everett McKinley Dirksen United States Courthouse

Judge of the United States Court of Appeals

Chicago, IL

James D. Wolfensohn

Wolfensohn Fund Management, L.P.

Chairman and CEO

New York, NY

Judy Woodruff

PBS NewsHour

Co-Ancor and Managing Editor

Arlington, VA

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Kim Y. Lew, Vice President, Chief Investment Officer

Marisa Lupo, Program Assistant, New Designs for Schools & Systems, National Program

Alisa M. Mall, Director, Investments

Virginia Mallon Ackermann, Executive Assistant, President's Office

1. As of June 2016

2. As of September 2016

3. As of April 2016

4. As of September 2016

5. As of March 2016

6. As of October 2015

7. As of December 2016

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

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Michelle Napoli, Human Resources Manager

Nancy Neuberger, Operations Coordinator, International Program

E. Kate Newburger, Administrative Assistant, Finance/
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Robert Nolan, Director, Communications and Content Strategy

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Valarie L. Vitale, Operations Coordinator, National Program, Department Communications & Planning

Theresa M. Welch, Operations Coordinator, National Program, Grants Administration & Budget

Hillary Wiesner, Program Director, Transnational Movements & the Arab Region

8. As of March 2016
9. As of January 2017

10. As of February 2016