

ANNUAL REPORT FY2023-2024

Promoting the advancement
and diffusion of knowledge
and understanding

Carnegie
CORPORATION
OF NEW YORK

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LETTER FROM THE PRESIDENT



2024 marked the end of an era at Carnegie Corporation of New York when Governor Thomas H. Kean stepped down as chair after 30 years of service to the board. His calm and wise leadership stewarded the Corporation through many vicissitudes, most recently the death in office of our revered president, Vartan Gregorian, and the COVID pandemic. The board elected Janet L. Robinson to succeed Governor Kean as chair and elected Kurt L. Schmoke vice chair. We are in very good hands.

We also welcomed three new board members this year: Michael Ignatieff, Margaret MacMillan, and Mark Damazer. We bid a fond farewell to Pedro Aspe, Lionel Barber, and Marcia McNutt.

Our ability to support our grantees is directly linked, of course, to the management of our endowment. We are fortunate to have a stellar investment committee, and this year, we successfully completed a search for a new chief investment officer. We appointed an internal candidate, Jon-Michael Consalvo, to be our new CIO.

Externally, the political climate was dominated globally by the wars in Ukraine and the Middle East and nationally by the presidential election. We have sought to support scholars displaced by the wars and renewed our support for Track II diplomacy and research on global security. Nationally, the political climate that has surrounded the election has reinforced the importance of the long-standing work of our Democracy program as well as our new focus on political polarization in the U.S.

One of the highlights of the year was the selection of the first cohort of Andrew Carnegie Fellows who are working on political polarization. Coming from a range of disciplines, institutions, and regions, the fellows share a commitment to helping us understand the nature and evolution of polarization and, ideally, how it might be mitigated. The fellows were selected in April and in September convened at our offices to introduce the other scholars to their work. This program is consistent with our long-standing support for academic research and our commitment to bridging the gap between research and policy.

We believe that political polarization undermines our ability to realize the objectives of our three program areas – education, democracy, and peace – so we are using polarization as a lens through which to examine our work and draw it together. This has called for a strategic evaluation of our grantmaking.

In the Education field, we have restructured the program around direct impact in two key areas: education for economic and social mobility, and education for civic participation. This has required us to conclude some of our grantmaking that has had a less direct impact on students and to gradually wrap up our funding of science education, family engagement, and third parties.

We have initiated a strategic review of our international funding in the wake of the retirement after 40 years of Deana Arsenian who so ably led this portfolio for many years. Stephen Del Rosso, the new vice president of the International Program, is leading this review and he is supported by two new program directors: Tade Akin Aina for Africa and James McKeon for nuclear security. The question for us is whether, in light of the changing geopolitical landscape, we are expending our resources in the most effective way possible.

The Democracy program is most affected by the Corporation's new focus on political polarization. We have commissioned an external review to help us evaluate our achievements and chart a course for the future. Meanwhile, we have initiated support for a number of short-, medium-, and long-term approaches to polarization. Already, it is clear that this new focus will require much closer integration of the work of the Education and Democracy programs, as initiatives on civics teaching and community service, for example, clearly fudge the boundaries between the two.

Another cross-Corporation initiative is the return to our roots by embracing libraries. For many people across the country, and across the world, the name Carnegie is synonymous with libraries. We have launched a number of initiatives to reconnect with libraries and support their role as trusted civic institutions that form part of the bedrock of our democracy. We have provided \$4 million to New York City libraries to support their work providing English language instruction for adults and after-school programs for teens. We have put out a call for proposals for libraries across the country who are doing similar work, and have committed \$5 million to supporting them. Through grantee programs, such as the I Love My Librarian Award, and Communications initiatives, such as the series *The Secret Life of Librarians*, we are celebrating the contributions librarians make to their communities across the country.

In general, therefore, we are seeking to make our grantmaking more targeted, more integrated, more focused on direct impact, and more coherent across the Corporation.

There is considerable concern among fellow foundation leaders about the implications for philanthropy of the new administration in Washington. We are constantly engaging with one another, modeling different scenarios, and endeavoring to identify opportunities to advance our long-standing mission of advancing peace, education, and democracy.

Dame Louise Richardson

President, Carnegie Corporation of New York

March 2025

REPORT ON **PROGRAMS**

International Program

HIGHER EDUCATION AND RESEARCH IN AFRICA

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

For support of the Consortium for Advanced Research Training in Africa (CARTA) Evidence website and its expansion to include data on Corporation-supported fellows. 24 months, \$300,000

The Consortium for Advanced Research Training in Africa (CARTA) seeks to address the “Capacity Building and Scientific Impact Tracking System for Africa” (CB-SITS Africa) project that will track the outcomes and various forms of impact of select Corporation-supported projects. It builds on the CARTA Evidence project, a website that was launched in December 2022 to showcase the impact of the CARTA network. With additional funding, the approach will be deepened, improved, and expanded to elevate the visibility of African scholarship and produce data of value to a variety of stakeholders on the continent and beyond.

Indiana University, Bloomington, IN

As a final grant for research, capacity building, and international networking on African philanthropy. 24 months, \$210,000

Philanthropy has a long-existing history in African communities. However, the formalization of the field of philanthropic studies has only recently emerged in Africa. Indiana University’s Lilly Family School of Philanthropy (LFSOP) seeks to improve and increase the understanding of philanthropy globally by offering education, training, and research to students and practitioners globally. With Corporation support, LFSOP will facilitate research on philanthropy in Africa and provide training, capacity building, and

network-strengthening opportunities for emerging African scholars in philanthropic studies, in partnership with African institutions focused on philanthropy.

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

For the Carnegie African Diaspora Fellowship Program. 24 months, \$2,500,000

The rapid expansion of higher education in Africa has led to challenges in teaching quality, relevance of curricula, and research activity. In this context, the African academic diaspora represents an intellectual resource for capacity building and innovation by enabling new forms of knowledge generation; access to research networks, laboratories, and materials; and additional sources of research funding. Since 2013, the Carnegie African Diaspora Fellowship Program (CADFP) has offered over 650 diaspora fellowships at 190 African universities, supporting teaching and joint research, postgraduate training and mentorship, curriculum development, and in-person and virtual conferences. With renewed Corporation support, CADFP will offer 105 diaspora fellowships, further expanding opportunities for academic diaspora exchange.

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

As a final grant for improving university research administration in sub-Saharan Africa. 24 months, \$900,000

Strengthening research management systems and structures is a prerequisite for African institutions to tap into an increasingly globalized and competitive funding environment, grow research portfolios, and apply research to real-world problems. The University Administration Support Program (UASP), administered by the International Research and Exchanges Board, offers a set of training and related programs to strengthen university research offices

and processes. With continued support, UASP will further grow and professionalize a cohort of university staff and alumni engaged in the advancement of research missions.

Makerere University, Kampala, Uganda

As a final grant for competitive fellowships for early-career academics at Makerere University and four Ugandan partner public universities. 30 months, \$1,250,000

Makerere University is one of the oldest and most prominent public universities in Africa. Over the past two decades, the Corporation has supported various programs at the university, including institutional strengthening, gender equity, advancement of faculty with PhDs, and postdoctoral research and publications. With renewed grant, Makerere will continue to support early-career academics at the post-doctoral stage with emphasis on research skills, research communication, and gender inclusivity at the university and the four partner public universities in Ghana, namely Busitema University, Gulu University, Kyambogo University, and Mbarara University.

University of Ghana, Accra, Ghana

As a final grant for support of doctoral and early-career fellowships with expansion to four partner universities in Ghana and the region [Building a New Generation of Academics in Africa (BANGA-Africa) – Phase 4]. 36 months, \$3,000,000

The University of Ghana, Legon (UG), one of the oldest universities in West Africa, has strived to become a leading research-intensive institution by increasing faculty with terminal degrees and growing research funding and publications with support from the Corporation. UG has also aimed to strengthen universities and academic capacities in sub-Saharan Africa more broadly. With the final grant for Building a New Generation of Academics in Africa, UG will further improve research excellence and productivity at UG and four universities in Ghana and elsewhere in West Africa. The grant will support PhD recruitment and training, capacity building workshops, mentorships, research collaborations, and publications.

University of Pretoria, Hatfield, South Africa

As a final grant for Future Africa's early-career leadership fellowship program to build transdisciplinary research skills. 24 months, \$1,250,000

Transdisciplinary research has the potential to offer solutions to some of the world's pressing challenges. The University of Pretoria in South Africa has adopted transdisciplinary research by creating a purpose-built campus, Future Africa (FA). With Corporation support, FA's Future Africa Research Leadership Fellowship (FAR-LEAF) program enables early-career scholars and scientists from a range of disciplines to focus on specific themes through a transdisciplinary approach. With renewed support, FAR-LEAF will offer competitive fellowships on the politics of sustainability. The grant will support research, training, networking, and publications.

University of the Witwatersrand, Johannesburg, Gauteng, South Africa

As a final grant for building capacity for institutional data gathering, policy advocacy, and research at African Research Universities Alliance universities. 24 months, \$500,000

Recognizing the critical need to advance quality research conducted by African researchers in African universities, and the valuable role of collaboration across sectors, regions, and disciplines, several university presidents established the African Research Universities Alliance (ARUA) in 2015 with initial support from the Corporation. Today ARUA is comprised of 16 member universities and holds 13 centers of excellence as focal points for world-class researchers from its network. With renewed support, ARUA will continue to strengthen its members' capacity to conduct research, provide research training, and advocate for the sector. It will also expand its online data collection portal for detailed statistics on Africa's universities.

University of the Witwatersrand, Johannesburg, Gauteng, South Africa

For research on African philanthropy by early-career African scholars. 24 months, \$230,000

Philanthropic culture in Africa, comprising an array of formal and informal giving, is part of African societies. However, there is little knowledge about the field of philanthropy

in Africa that is based on research and academic scholarship. The Centre for African Philanthropy and Social Investment (CAPSI) at the Wits Business School, University of Witwatersrand, seeks to address this gap. Established in 2017, CAPSI aims to close the gap in research on philanthropy between Africa and the rest of the world; support the development of African researchers with expertise on philanthropy practiced in Africa; and generate knowledge about African philanthropy. With renewed support, CAPSI will pursue a set of training, research, and publication activities.

University World News (Africa), Cape Town, South Africa

For support of University World News (Africa) higher education editorial projects. 24 months, \$450,000

The African higher education landscape is a rapidly evolving sector marked by both significant progress and persisting challenges. University World News–Africa (UWN-A) is an open-access online media platform dedicated to coverage of Africa’s higher education sector. It publishes on a range of topics aimed at expanding knowledge about the sector, facilitating discussions, and bridging communications divide between academia and policy officials. With continued Corporation support, UWN-A will deepen and expand its coverage throughout Africa.

World Agroforestry Centre, Nairobi, Nairobi Area, Kenya

As a final grant for the AWARD leadership program for emerging African women in science. 36 months, \$300,000

Globally, women account for a significantly smaller portion of scientific research output, creating a demand for professional leadership programs. Established in 2008, African Women in Agricultural Research and Development (AWARD) aims to expand the pipeline of African women scientists in the agricultural sciences leadership positions. With renewed support, AWARD will provide training and mentorship to 120 competitively selected women in the agricultural sciences from sub-Saharan Africa, connecting them with mentors representing senior lecturers and university managers, scientists, international development practitioners, and civil society leaders in the agricultural research and development sector.

INTERNATIONAL PEACE AND SECURITY

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

As a final grant for the Center for Human Rights. 24 months, \$400,000

The American Bar Association’s Center for Human Rights aids governmental, corporate, and civil society actors in understanding and applying regulations that protect civilians in armed conflict. Among its successes, the ABA’s Human Rights Due Diligence Guidance has become a resource for policymakers, as well as for multilateral organizations and the private sector. Renewed funding will allow the center to continue providing both public information and services to nonprofits and the private sector currently engaged in setting up human rights due diligence programs internationally to advance oversight of arms transfers and international peace.

American Mandarin Society, Alexandria, VA

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

Despite China’s global rise, U.S. companies, government agencies, nonprofit organizations, and academic institutions face a talent deficit of Americans with robust Chinese-language capabilities and experience in China. Without a deep pool of China-knowledgeable professionals, Americans in both public and private sectors will continue to operate at a disadvantage. The American Mandarin Society (AMS) is dedicated to nurturing the current and future generations of China-focused professionals and creating meaningful channels for dialogue. With continued Corporation support, AMS will promote the career development of Americans across professions interested in China through a portfolio of unique programs, including fellowships for emerging bilingual American journalists and mid-career African American professionals, and multiple online Chinese-language learning tools.

American University in Cairo, New York, NY

For the Alternative Policy Solutions program. 24 months, \$500,000

Social science research often remains confined to the scholarly community, unshared with its primary beneficiary, the public. Since 2017, the Alternative Policy Solutions program has brought together experts and students from different disciplinary backgrounds to provide a comprehensive look at locally identified policy issues. In designing policy solutions, the team conducts broad consultations with a range of officials, the private sector, scholars, and civil society. Seven million people have accessed its policy briefs, workshops, videos, podcasts, and public events on issues including future modalities of work, climate and urban planning, and education.

American University of Beirut, New York, NY

For the Issam Fares Institute Fellows Program. 24 months, \$600,000

The Issam Fares Institute for Public Policy and International Affairs (IFI) is a research-based policy institute at the American University of Beirut (AUB). IFI is one of the leading think tanks in the Arab region, bridging academia and policymaking by producing evidence-based research on challenges faced by Arab societies and creating an intellectual space for exchange of ideas among scholars, civil society, media, and policymakers. A new grant from the Corporation would support research and policy development, and increase IFI capacity building, professional development, and public communication outreach for its fellows.

American University of Beirut, New York, NY

As a final grant for a scholars network on economic and urban development studies in the Arab region. 24 months, \$400,000

The Middle East is a hub for international development interventions, yet lacking in academic programs to train and connect regional expertise in this field. In light of this gap, the Corporation awarded the American University of Beirut (AUB) a grant in 2020 to expand and advance the field of development studies in the region and to establish an academic degree. The network has grown to incorporate 80 international scholars engaged in curriculum development, op-ed writing, and mentoring of graduate students and

junior scholars in the region. A final grant supports work on urban development together with the project's annual training institute, which offers 30 graduate students mentorship and an opportunity to workshop their writing for publication.

Asia Society, New York, NY

For ongoing support of the Task Force on U.S.-China Policy. 24 months, \$350,000

With U.S.-China relations on an increasingly adversarial trajectory, the United States needs a better understanding of China's actions and aspirations to adapt policy to current and future conditions. The Corporation's continued support of Asia Society's Task Force on U.S.-China Policy (the Task Force) promotes communication and collaboration among a bipartisan group of the country's top regional experts to assess developments, issue policy recommendations to the U.S. government, and inform the public debate on the U.S.-China relationship. The Task Force seeks to engage with Indo-Pacific and China specialists on core issues of mutual interest, including trade and economic relations, security strategy, and the implications of technological developments. The reports and briefings resulting from Task Force working groups aim to inform U.S. policymaking and provide analytical resources for military officers, academic scholars, and other experts.

Aspen Institute, Inc., Washington, DC

For the Aspen Institute Congressional Program. 24 months, \$1,200,000

Amid growing global challenges and intense polarization within the United States and beyond, the Congressional Program provides senators and representatives from both parties with opportunities to discuss complex foreign policy issues with American and international experts, explore policy options, and build critical relationships. With renewed support, the program will continue to host its annual conferences for members, along with regular breakfasts for congressional members and lunches for senior staff featuring experts on timely international developments.

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

For a project assessing the consequences of China's economic slowdown for Africa. 24 months, \$400,000

China's economic slowdown as it emerges from the COVID-19 pandemic suggests that its seemingly inevitable dramatic economic growth can no longer be taken for granted. Emerging market and developing countries, particularly in Africa, face the greatest risks from this slowdown, since they have greatly counted on the benefits of China's high-growth period. However, the magnitude and direction of these impacts are poorly understood. A partnership between the Atlantic Council's GeoEconomics Center and the Rhodium Group aims to take stock of China's economic footprint in Africa and develop a quantitative framework to evaluate the spillover effects of changes in China's domestic economy on developments on the continent. This project seeks to help stakeholders plan for potential disruptions in Chinese-African economic interactions and the global economy, more broadly, as well as assess their geopolitical implications.

Brookings Institution, Washington, DC

For a legislative study group on the role of Congress in foreign affairs. 24 months, \$450,000

Congressional members and aides can lack the specialized knowledge and accessible guidance needed to understand legal issues related to U.S. foreign and national security policy. The Brookings Institution's legislative study group addresses this deficiency by convening regular discussions between bipartisan congressional staff and leading legal and policy experts. By focusing on emerging issues facing Congress and targeting relevant staff working on those issues, the project has helped inform and shape the debate of key topics on Capitol Hill, including recent rulings regarding the authorization of military force. Continued funding will allow the grantee to increase the frequency of sessions, remain responsive to timely developments, and develop an archive of research material relative to study group topics.

Brookings Institution, Washington, DC

As a one-time grant for a project on the 2024 elections. 12 months, \$300,000

Geopolitical crises like Russia's war with Ukraine, U.S. tensions with China, and the Hamas-Israeli war, along with other conflicts and global trends, are consequential to the United States and the world. As foreign policy does not feature prominently in U.S. elections, the Corporation supports initiatives to inform the American public about the world and U.S. foreign policy positions leading to presidential elections. For the 2024 elections, a project at the Brookings Institution's Foreign Policy program will seek to provide a platform for an examination of key foreign policy issues and America's role in the world through a set of publications, podcasts, and public events.

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

For the project on U.S. Global Engagement. 20 months, \$300,000

Founded by Andrew Carnegie in 1914, the Carnegie Council for Ethics in International Affairs (Council) focuses on fostering space for mutual learning among stakeholders and creating international conversations to bridge differences. Its project on U.S. Global Engagement has been shaping a wider discussion on American foreign policy by addressing the causes and consequences of U.S. disengagement and informing citizen understanding of international affairs and U.S. foreign policymaking through an ethical lens. With this next grant phase, the Council will deepen its engagement with young professionals, creating a link between the expert foreign policy community and younger generations to address polarization and inspire civic participation and action.

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

For core support to the Carnegie Russia Eurasia Center. 24 months, \$900,000

As part of the Endowment's global network of regional think tanks, the Carnegie Russia Eurasia Center in Berlin is home to leading experts on Russia and the region. Its research agenda focuses on issues related to the second- and third-order effects of the Ukraine war and the worsening standoff between Russia and the West, including energy security,

global governance, and arms control and nonproliferation. The digital media platform Carnegie Politika delivers analyses and strategic insights on Russia's domestic, regional, and global policies and their ramifications. With continued support, the center will pursue programs and activities to expand the scope and impact of its work.

Carnegie Endowment for International Peace, Washington, DC

For core support to Carnegie China. 24 months, \$600,000

Relations between the United States and China have deteriorated to their lowest point in decades, raising the risk of conflict and undermining opportunities for addressing global problems that require cooperative approaches. To address these challenges, Carnegie China generates research and analysis from American, Chinese, Southeast Asian, and wider Asian-Pacific perspectives, and facilitates dialogue between the United States and China. The work educates the public and informs governments, business sectors, international and local media organizations, and diplomatic communities. From its new hub in Singapore, Carnegie China will implement programming on China's relations with its neighbors, engaging a wide set of audiences in China, the United States, and globally.

Carnegie Endowment for International Peace, Washington, DC

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

Rising geopolitical tensions, technological developments, and the weakening of arms control combine to create an increasingly unstable nuclear security environment. With renewed core support, the Nuclear Policy Program of the Carnegie Endowment for International Peace will continue its work to reduce the likelihood of nuclear use and nuclear proliferation and to promote strategic stability. In addition to convening their biennial international nuclear policy conference, they will focus on sustaining U.S.-China cooperation on nonproliferation, reducing proliferation incentives in the Indo-Pacific region, and understanding pathways to escalation to and within nuclear war.

Center for a New American Security, Washington, DC

For a project on U.S.-China competition in emerging technologies. 24 months, \$850,000

Emerging capabilities in quantum technology and artificial intelligence (AI) complicate the U.S.-China strategic relationship and have implications for economic competition as well as national security. With renewed funding, the Center for a New American Security (CNAS) will build upon and expand its analysis of the state of quantum technology and its applications, potential technical hurdles, and measures to mitigate technological breakthroughs by "peer competitors," namely, China. CNAS will also continue its Track II dialogues with China and Russia on the military implications of AI, including developing a shared glossary of terms to facilitate discussions between nuclear possessor states on the implications of AI for strategic stability. Both projects will help U.S. policymakers and experts better understand and respond to advances in these emerging technologies and their applications.

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

For the Congressional Foresight Initiative. 24 months, \$450,000

Congress plays a central role in determining U.S. foreign and national security policy, and in so doing needs to understand current crises, their underlying causes, and their relationships to broader, longer-term trends. To help the legislative branch with future-oriented thinking, the Center for Strategic and International Studies (CSIS) will engage bipartisan cadres of congressional staffers in discussions about foresight analysis in policymaking. This project will draw on CSIS and external experts to discuss issues that will play an outsized role in reshaping international affairs in the next decade and beyond. Through issue briefings, tabletop exercises, and workshops with leading practitioners, staffers will deepen their understanding of the long-term trends and challenges of key international peace and security issues and learn how foresight tools can support the development of far-sighted solutions.

Century Foundation, New York, NY

For a project on governance and citizenship in MENA. 24 months, \$400,000

As politics in the Arab region confront the related problems of eroded citizenship and authoritarianism, the Century Foundation's center for international research and policy, Century International (CI), will continue its active engagement with policy researchers in the Arab region. Combining methods of academic training and investigative journalism, network participants produce and disseminate research on pressing issues including corruption, conflict, and climate adaptation. Corporation funds support collaborative research, staff costs, workshops, and publications.

College of William & Mary, Williamsburg, VA

For a project on policy relevant research and outreach at the Global Research Institute. 24 months, \$900,000

The Teaching, Research, and International Policy (TRIP) project at William & Mary seeks to increase the role of international relations (IR) expert knowledge in the foreign policy process by effectively communicating IR scholars' views, data, and theories to policy officials. TRIP researchers will continue conducting surveys of international relations scholars for their insights on pressing security threats, approaches to teaching and research, and engagement with policymakers, think tanks, and nongovernmental organizations. The project will also address the "demand side" of the Bridging the Gap equation by surveying policymakers about what they find most useful in academic research. Beyond funding these activities, the Corporation will also support two postdoctoral fellows from underrepresented backgrounds, as well as outreach to journalists, policymakers, and other practitioners.

Columbia University, New York, NY

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

China's expanding role as a global great power has prompted increasing demands for expert, objective, and rigorous study of its foreign relations. Politically expedient decision-making without the benefit of such study will only serve to intensify heightened U.S.-China tensions. By supporting postdoctoral fellows with a focus on China's international relations who have recently received their PhDs, Columbia University's China and the World program (C&WP) seeks to hone

scholars' expertise in this area and assist them in acquiring and keeping teaching positions in academic institutions. Through its Corporation-supported fellowship and public events, C&WP will continue to play a vital role in meeting the high demand for scholarship and education for the next generation of students about the challenges and opportunities posed by China's rise.

The Conversation Africa, Johannesburg, Gauteng, South Africa

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

African scholars produce in-depth research on peace and security issues that rarely appears in formats accessible to policymakers and the interested public. At the same time, journalists often lack access to specialist expertise to inform their reporting on these issues. To address these disconnects, AllAfrica, a leading online source of news across Africa, began working with African peacebuilding scholars in 2018 to produce multimedia content for and with its network of more than 100 news and policy-oriented organizations. With renewed Corporation support, AllAfrica will continue to produce this content, conduct briefings between media leaders and peace researchers, facilitate policy dialogues, and disseminate peacebuilding analyses. In addition to publishing original content and providing consistent coverage of under-reported crises, the project's emphasis on engaging African media professionals and fostering connections among scholars, practitioners, and policymakers is a key strength.

Council of American Overseas Research Centers, Washington, DC

As a final grant for supporting critical research and strengthening scholarly capacity in North Africa. 24 months, \$300,000

The Council of American Overseas Research Centers in North Africa — the American Institute for Mahgrib Studies (AIMS) and Centre d'Études Maghrébines à Tunis (CEMAT) — provides mentorship, capacity building, and collaborative research opportunities to new generations of local scholars working on political, economic, and social questions, and building the institutional capacity of their universities. Renewed Corporation funding will expand collaboration with and among North African researchers and universities, promote the production and dissemination of locally produced scholarship through a variety of print and digital

media, and support a new cohort of young scholars to produce research on critical themes through an established set of working groups.

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

As a one-time grant for a project on the 2024 elections. 12 months, \$700,000

Geopolitical crises like Russia’s war with Ukraine, U.S. tensions with China, and the Hamas-Israeli war, along with other conflicts and global trends, are consequential to the United States and the world. As foreign policy does not feature prominently in U.S. elections, the Corporation supports initiatives to inform the American public about the world and U.S. foreign policy positions leading to presidential elections. For the 2024 elections, a project at the Council on Foreign Relations will provide a platform for an examination of key foreign policy issues and America’s role in the world through a set of activities, including a digital election hub, publications, podcasts, and public events throughout the country.

Dartmouth College, Hanover, NH

For a project to provide training in strategic force analysis. 24 months, \$300,000

Opportunities to learn technical analysis of nuclear strategy, weapons capabilities, and the impact of emerging technologies are scarce, especially for those new to the nuclear field. Renewed funding to Dartmouth College will enable emerging nuclear weapons scholars and practitioners to learn how to assess and model the capabilities of strategic nuclear forces through week-long in-person training courses. These courses will also facilitate networking among course participants as well as with established experts. This, in turn, will encourage future collaboration as well as sustain technical and analytical capacity in the field.

Duke University, Durham, NC

As a final grant for the America in the World Consortium Fellowship Program. 24 months, \$300,000

To promote a more robust and vibrant nonpartisan conversation about U.S. foreign policy and national security, the America in the World Consortium (the Consortium) links scholar-practitioners across four institutions — Duke University, Johns Hopkins University, the University of

Florida, and the University of Texas — to build further ties between the academic and policy worlds. By nurturing original research across disciplines, including political science, history, and law, that deepens understanding of the U.S. role in addressing geopolitical challenges, it seeks to develop an intellectually diverse professional community dedicated to advancing knowledge on these pressing matters. Through its sponsorship of five residential pre-doctoral and postdoctoral fellowships for early-career scholars, the Consortium will support research, provide professional development and mentorship, and convene workshops and policy dissemination conferences, among other activities.

Febrayer, Berlin, Germany

For social science education of early-career journalists. 24 months, \$300,000

Febrayer is a regional network that supports journalism and knowledge production in the Arab region. It connects independent media institutions and provides professional development to researchers and writers. The Corporation will contribute support toward a postgraduate training program that selectively enrolls 30 students annually. While teaching journalism skills, the program works with university-based experts to cover academic disciplines that have the potential to enrich journalism: humanities and social sciences such as economics, anthropology, political theory, literature, arts, and feminist studies.

Federation of American Scientists, Washington, DC

For a project on nuclear command and control and artificial intelligence. 36 months, \$2,000,000

Concerns about the potential dangers created by using artificial intelligence (AI) in nuclear weapon command and control systems. But assessing how to mitigate these dangers is made more difficult because few details are known about these systems due to classification and mistrust. With this project, the Nuclear Information Project at the Federation of American Scientists (FAS) will investigate and analyze the command-and-control systems of nuclear possessor states and, in the process, train a new generation of analysts in the methods of open source intelligence. The work will result in published research on command and control systems and will enable analysis of the role of AI in these systems by FAS as well as other experts in both the policy and academic communities.

Forum on the Arms Trade, Washington, DC

As a final grant for the Forum on the Arms Trade. 24 months, \$300,000

The Forum on the Arms Trade (the Forum) is a communication and dissemination hub for 180 international researchers centered in Washington, DC. They analyze data on security assistance and related policies, with an aim to advance both transparency and policy alternatives. The Forum's publications and online panels attract major media as well as smaller outlets in the U.S. and overseas. A grant to the expanding Forum will support training international researchers from a diverse range of backgrounds. Renewed funding will result in a new cohort of emerging experts, as well as outreach and facilitation of collaborative research.

fp21, Washington, DC

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

Recent global challenges have highlighted the need to revitalize and update the tools and processes of U.S. foreign policy bureaucracies. The innovative think tank fp21 seeks to modernize these government institutions by helping build and support a culture of evidence-based decision-making. Rather than focusing on specific regions or topics, fp21 homes in on some of the key deficiencies in foreign policy decision-making mechanisms. Through a network of experienced governmental officials and nongovernmental researchers and practitioners, fp21 leverages evidence of effective practices and deep understanding of government operations to design actionable recommendations for policy reform. Renewed support from the Corporation will help fp21 advance various strategic and operational reforms at the Department of State and in Congress, as well as further the broad dissemination of their work.

Fund for Constitutional Government, Washington, DC

For research and analysis on U.S. arms-trade standards and practices in the Middle East and beyond. 24 months, \$450,000

The U.S. is the most influential actor in the global arms trade, a trade which affects peace and security outcomes both in conflict contexts and globally. U.S. standards and practices relevant to corruption risks are therefore of significant importance to Transparency International, the world's leading

nongovernmental anti-corruption organization. Together with its international chapters, Transparency International's Defence and Security program will undertake research on arms-trade decision-making and loopholes in implementation of the U.S. Conventional Arms Transfer policy regarding the MENA region, Ukraine, and Taiwan. Building on earlier Corporation-support work, it will provide new evidence-based recommendations for addressing risks both within the U.S. defense sector and in other countries that supply arms globally so as to inform policy debates, reduce the role that defense corruption plays in conflict, and enhance stability globally.

George Mason University, Fairfax, VA

For a one-time project on transnational networks shaping non-Western shadow spaces as part of a Request for Proposals on Understanding the Forces Shaping the Global Order. 24 months, \$445,000

Ongoing geopolitical conflict has led to the proliferation of ungoverned "shadow spaces," or zones where state and nonstate actors engage in criminality and illicit behavior that further disrupt the norms, institutions, and security of the global system. This project will conduct case studies on regional and technological actors and networks to establish transnational maps of illegitimate networks. It then will examine the effects of these networks on geopolitical crises to produce recommendations to contain threats of destabilization, strategically communicating findings to stakeholders in the form of media publicity and public events convened in Washington, London, and Stockholm.

Georgetown University, Washington, DC

For advancing scholar-practitioner engagement, through workshops, online publications, and case studies. 24 months, \$650,000

Georgetown University's Institute for the Study of Diplomacy (ISD), housed within the School of Foreign Service (SFS), combines the experience and outlook of the practitioner and academic worlds. Since 2016, the Corporation has supported the expansion and dissemination of the ISD's well-established diplomacy case studies library used by academics and students at hundreds of institutions globally and a series of ISD scholar-practitioner working groups on emergent, global diplomatic challenges. In response to the COVID-19 pandemic, ISD expanded its outputs by producing the *Diplomatic Immunity* podcast and the *Diplomatic Pouch* online magazine, both of which address issues facing diplomats and national security decision-makers around the

world. Through these activities, the project seeks to shape the professional trajectory of early-career academics and policy analysts by promoting the application of rigorous, policy-relevant scholarship to pressing issues on the international peace and security agenda.

Georgetown University, Washington, DC

As a final grant for enhancing academic and public policy understanding of Russia. 24 months, \$350,000

The field of Russian and Eurasian studies has seen an ongoing decline in federal funding that began in the early 1990s and accelerated since due to reductions in both federal and private funding. With support from the Corporation, Georgetown University's Center for Eurasian, Russian, and East European Studies (CERES) has been engaged in MA training, research, international conferences, and policy outreach. With renewed support, CERES will continue its activities with a research focus on Russia and its neighbors. The efforts will result in MA graduates, print and online outputs, international conferences, and policy outreach events.

George Washington University, Washington, DC

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

The Project for Media and National Security expands public awareness of peace and security issues through far-reaching media coverage of those issues. Its flagship activity, the Defense Writers Group, convenes national security correspondents in Washington, D.C., with senior defense and military officials who provide the context and nuances of security challenges to ensure more informed and accurate media coverage of these issues. The reporters use the interactions and findings for articles and stories that appear in print around the world.

Henry L. Stimson Center, Washington, DC

For support of web-based research on and analysis of North Korea. 24 months, \$800,000

North Korea's expanding missile and nuclear weapons development has growing implications for U.S. national security, international peace, and the global nonproliferation regime. While diplomacy has stalled, the security situation on the Korean Peninsula continues to deteriorate as the United

States and its ally South Korea bolster their deterrence capabilities in the face of increased military threats and actions from the North. At the same time, public and policy discourse on North Korea is often loosely sourced, poorly reasoned, or wildly speculative, leading to skewed perceptions of what can or should be done to solve this decades-long dilemma. In response, the Stimson Center seeks to foster a more informed and measured debate on North Korea among policymakers, nongovernmental experts, the media, and the public by providing accessible content and analysis on its authoritative website 38 North.

Herbert Scoville Jr. Peace Fellowship, Washington, DC

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

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

Igarapé, Inc., New York, NY

For the Roundtable on Military Cyber Stability. 24 months, \$400,000

Understanding the risks of cyber competition among the three leaders in military cyber power — the United States, Russia, and China — is critical to international security. The Roundtable on Military Cyber Stability (RMCS) brings together some 40 practitioners, academics, former government officials, experts, and technologists from the United States, Russia, China, and other countries, into regular virtual and in-person discussions of issues relevant to strategic cyber stability. With renewed support, RMCS will continue to serve as a mechanism for fostering essential interactions aimed at mitigating the threats posed by cyber technologies in such areas as nuclear command and control systems, space systems, and artificial intelligence.

The discussions will result in publications and outreach to respective governments.

International Institute for Strategic Studies, London, UK

For a project on geopolitics, nuclear issues, and the Middle East. 24 months, \$400,000

American-Iranian tensions are on the rise since the U.S. withdrawal from the Joint Comprehensive Plan of Action and Iran's indirect role in Russia's invasion of Ukraine and the Israel-Hamas war. As such, retaining lines of communication and relationships between experts and former officials in Iran and the United States have become increasingly important. With renewed funding, the International Institute for Strategic Studies (IISS) will continue to facilitate Track II dialogues and related expert workshops, as well as disseminate findings through briefings of relevant policymakers and online articles and publications. IISS has successfully established itself as a trusted avenue for these dialogues in both Washington, D.C., and Tehran. Renewed support for this project will help promote de-escalation between the U.S. and Iran and broader regional stability.

Jain Family Institute, New York, NY

For a one-time project on mapping critical value chains as part of a Request for Proposals on Understanding the Forces Shaping the Global Order. 24 months, \$500,000

The Jain Family Institute (JFI) proposes to build and disseminate tools to map prospective and proposed global value chains central to the competition over strategic minerals between the U.S. and China. These tools will identify different viable configurations of these supply chains and quantify the distribution of potential benefits to low- and middle-income countries. JFI will build capacity to use these tools within developing and emerging economies and international financial institutions. It will publish public-facing articles and webinars to ensure that the tools, methodology, and findings are widely disseminated. It will also work directly with political and policy officials in the Global South, especially and initially in Brazil, where JFI has an extensive existing network, to refine these tools and outputs and place them in the hands of decisionmakers.

Johns Hopkins University, Washington, DC

As a final grant for the International Policy Scholars Consortium and Network. 24 months, \$500,000

Since 2015, the International Policy Scholars Consortium and Network (IPSCON), based at the Henry Kissinger Center for Global Affairs at Johns Hopkins University's School of Advanced International Studies, has been supporting PhD students from dozens of universities to help bridge the gap between academic research and policy in the international affairs field. IPSCON addresses the existing gaps in graduate education by introducing innovative teaching techniques and pedagogical strategies. This approach is aimed at students who are keen to engage in policy-relevant research but find themselves lacking the necessary skills and networks. With renewed Corporation support, IPSCON will continue to diversify the participation of PhD students and institutions, encourage interdisciplinary perspectives, promote coauthorship between junior and senior scholars, and increase opportunities to workshop and disseminate student scholarship.

London School of Economics and Political Science, London, UK

As a one-time-only grant for a project to analyze the impact of polarization on nuclear politics. 24 months, \$400,000

Political polarization in the United States is likely to impact nuclear security in a variety of ways. With Carnegie support, the London School of Economics and Political Science (LSE) will analyze the impact of reduced bipartisan consensus on U.S. domestic consideration of nuclear weapons—relevant policy, the concerns of allies about nuclear risks and extended deterrence, and the ability of U.S. adversaries to exploit partisan disagreement. This analysis and its dissemination will increase our understanding of the implications of polarization for nuclear weapons—relevant issues and help advance scholarship on the relationship between domestic politics and nuclear issues.

Mark L. Goldberg LLC, Denver, CO

For support of the *Global Dispatches* podcast. 36 months, \$260,000

Recognized by the *Guardian* as a “transformative global affairs podcast,” *Global Dispatches* dives deeply into international events. Each episode is structured around a guest interview that explains and analyzes key developments

driving international affairs by featuring subject matter experts and those based in the regions where they work and study. By highlighting evidence-based research, the podcast provides a nuanced understanding of complex peace and security challenges. With support from the Corporation, *Global Dispatches* will produce and disseminate 80 episodes featuring a wide range of experts relevant to International Peace and Security program interests.

Massachusetts Institute of Technology, Cambridge, MA

For core support for projects on East Asian security dynamics and war-gaming. 24 months, \$670,000

Global stability increasingly faces more and deeper challenges, including China's military buildup, rising assertiveness by North Korea, and emerging technologies with military applications. With renewed funding, MIT's Security Studies Program (SSP) will undertake projects to better understand the impact of new technologies on U.S.-China naval competition and to investigate the causes and consequences of recent changes to North Korea's security strategy. SSP will also offer training opportunities for students, faculty, and policy analysts to conduct and analyze war games as a tool for understanding conflict dynamics.

Massachusetts Institute of Technology, Cambridge, MA

For fellowships for technical training on nuclear nonproliferation and arms control. 24 months, \$250,000

Analysis of nuclear policy and the development of arms control verification methods require technical proficiency and mentoring in niche applications of physics and engineering. With renewed funding, this project at the Massachusetts Institute of Technology's Department of Nuclear Science and Engineering will help build this technical capacity by training a doctoral student or a postdoctoral fellow through a project that analyzes the vulnerability of intercontinental ballistic missile (ICBM) silos to strikes from precision-guided conventional weapons. The project will also assess the implications of such a development for strategic stability and future opportunities for arms control.

Mercy Corps, Portland, OR

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

North Korea's expansion of its nuclear weapons and ballistic missiles program and rising geopolitical tensions in Northeast Asia make efforts to resume diplomacy between the United States and North Korea both more difficult and vital. Given the high stakes of stability on the Korean Peninsula, there is continued need for a central convening mechanism for stakeholders, experts, and the policy community to facilitate a more effective and holistic U.S. approach to North Korea. Housed at Mercy Corps' Washington, D.C., offices, the National Committee on North Korea (NCNK) supports principled engagement, when feasible, between the United States and North Korea, provides analysis to inform U.S. policymaking, and facilitates information sharing among nongovernmental specialists, including other Corporation grantees.

Middle East Institute, Washington, DC

For international dialogues on Arab region security. 24 months, \$500,000

Internationalized conflicts in the Arab region continue with devastating human consequences. In complementarity to official diplomacy, Track 1.5 and Track 2 dialogues offer a means of identifying pathways toward conflict de-escalation and regional cooperation. Middle East Institute's Dialogues Program organizes such discussions among stakeholder officials, advisors, and experts from the United States, Russia, China, and the broader Middle East. Through a set of regular meetings and jointly drafted documents, participants grapple with current political and security dynamics and explore conflict mitigation and prevention mechanisms. In the next two years, this initiative will focus its efforts on dialogues involving the United States, China, Russia, Iran, Iraq, Turkey, and other regional actors, including some attention to the current Middle East violence and its ramifications. Renewed support will enable private meetings and the dissemination of findings through briefings and publications. The program aligns with International Peace and Security (IPS) program priorities to address regional conflict. It builds on past efforts related to Iraq, Syria, and GCC-Iran relations.

Middlebury College, Middlebury, VT

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

The James L. Martin Center for Nonproliferation Studies is the highest producer of career professionals in the field of nonproliferation. It has established itself as an important resource for seasoned actors in the field of nuclear nonproliferation and has produced hundreds of emerging nuclear experts and practitioners in the United States and abroad. To date, the center has increased diversity among its key programs; developed models for teaching nonproliferation; and assisted chairs and presidents of Nonproliferation Treaty preparatory and review conferences, with an estimated 125 former students serving as delegates to treaty discussions. With renewed funding, it will continue its nonproliferation pedagogy initiatives and run new cohorts of the Visiting Fellows and Young Women's Initiative. The grant will lead to courses engaging close to 350 young international diplomats and offer specialized nonproliferation trainings to women from the Middle East, Southeast Asia, and African continent.

Middlebury College, Middlebury, VT

For core support to the Monterey Initiative in Russian Studies.
24 months, \$980,000

The prospect for engagement between Russia and the United States could depend on developing and retaining a talented, knowledgeable corps of Russia experts. One of the Corporation's key Euro-Atlantic Security programs offering professional support and educational content to emerging scholars and specialists with interest in Russia and Eurasia is the Monterey Initiative on Russian Studies (MIRS). MIRS produces experts with deep knowledge of the region and through its flagship activity, the Middlebury Summer Symposium on Russia, sponsors an interdisciplinary program to expose advanced graduate students and early professionals to experts across the sectors, from history to culture to regional politics to security. The symposium has offered close to 100 alums a balanced understanding of Russia, which they can take to their careers in U.S. policymaking circles, nongovernmental institutions, and the private sector.

National Academy of Sciences, Washington, DC

For U.S.-Russian Track II Dialogues on Strategic Stability.
24 months, \$350,000

The Russian invasion of Ukraine has caused further deterioration of U.S.-Russian communication over nuclear issues. But such exchanges are even more important when tensions are high and with the approaching expiration of the last remaining bilateral nuclear arms limit. With renewed funding, the Committee on International Security and Arms Control of the National Academy of Sciences will continue its technically focused Track II dialogue with the Russian Academy of Sciences on issues related to strategic stability. The in-person dialogues between the two academies began in the 1980s and have provided a forum for productively discussing, analyzing, and briefing policy officials on issues of importance to both Russia and the United States. Since March 2020, the dialogues have moved to a virtual format.

National Academy of Sciences, Washington, DC

For a project on U.S.-China Scientific Engagement.
18 months, \$250,000

Although many global issues increasingly require international technical and policy cooperation, the fields of science, technology, and health have become contested areas between the United States and China. The National Academy of Sciences (NAS) has a long history of conducting "science diplomacy" with the belief that expert, bilateral dialogues on important but less politically sensitive issues can strengthen the international scientific community and open the way for improving relations in other areas. In that spirit, with Corporation support, the NAS Policy and Global Affairs division established a Subcommittee on U.S.-China Scientific Engagement to explore how to reestablish such cooperation. Subcommittee members will continue to meet with their Chinese counterparts to discuss collaboration on a series of topics, including health in an aging world, urbanization and sustainability, and food and nutrition.

National Bureau of Asian Research, Seattle, WA

For the Chinese Language Fellowship Program and a research project on China's relations with its neighboring countries. 36 months, \$1,415,000

China's global prominence continues to attract the attention of international affairs experts, practitioners, and world leaders. Addressing the increasing salience of U.S.-China relations and their implications for peace and security requires a robust community of policy-minded American China experts and a deeper understanding of how China perceives its position in global affairs. Renewed Corporation support to the National Bureau of Asian Research (NBR) will advance two important initiatives: the Chinese Language Fellowship Program (CLFP) and the expansion of a policy research project on China's perception of its "strategic space." CLFP, now in its sixth cohort, addresses the general deterioration of area studies in the context of strained U.S.-China relations. The research project will analyze China's activities in its "borderlands" to better understand how China is pursuing economic and security objectives in its neighborhood.

National Security Archive Fund, Inc., Washington, DC

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

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

National Security Archive Fund, Inc., Washington, DC

For a study on nuclear targeting, civilian casualties, and the laws of war. 24 months, \$300,000

U.S. nuclear policy states that nuclear targeting minimizes civilian casualties and abides by the laws of armed conflict. But U.S. analytical and expert communities have questioned the accuracy of these claims. With renewed funding, the National Security Archive (NSA) will continue a project to shed light on U.S. nuclear targeting policies and their potential consequences. NSA will use Freedom of Information Act requests and oral histories with former policy officials, practitioners, and experts to create collections of primary sources on this issue. The collected materials will be analyzed by NSA staff and made available to others so as to provide better understanding of U.S. nuclear targeting policies, their consequences for civilians, and the degree to which such policies conform to international norms about armed conflict.

New America Foundation, Washington, DC

For the China Intelligence Project. 24 months, \$400,000

China's technological and military advances are reshaping the international peace and security environment. Yet clear understanding of these developments is limited by the Chinese government's attempts to control information and the challenge of communicating in-depth research findings to broad audiences in the United States. With continued Corporation support, the China Intelligence project, led by New America in partnership with an open-source intelligence organization, BluePath Labs, and the media outlet Defense One, will identify new data and insights from Chinese-language documents and media and translate that information into accessible articles designed for a wide audience.

North American Arab Council for the Social Sciences, New York, NY

For social science research, training, and networks. 24 months, \$1,800,000

The Arab Council for the Social Sciences (ACSS) is an independent professional organization dedicated to strengthening social science research to address key challenges in the Arab region. The ACSS fosters a new generation of social scientists, integrates them into regional networks, and facilitates their policy-relevant research and publication. With

renewed support, ACSS will continue its growth as an effective field-building institution. The grant will enable ACSS to offer early-career fellowships, promote research and publications, maintain issue-oriented working groups, upgrade the organization's communications, and launch a network of 25 universities committed to working on the future of higher education in the region.

Northeastern University, Boston, MA

For a one-time project on transnational political networks as part of a Request for Proposals on Understanding the Forces Shaping the Global Order. 24 months, \$445,000

The major factors shaping the global order are typically assumed to be those derived from the power of states. Yet social power — or soft power — is key to galvanizing populations and governments. This project will explore the potential of transnational political networks to shift norms through the use of social power. It will convene a team of multidisciplinary scholars and practitioners from a range of institutions who will create a series of case studies, produce white papers outlining roadmaps for future strategies, and design and convene workshops in different global locations. The specific topics of exploration will include technological changes, geostrategic challenges, and ecology.

Northwestern University, Evanston, IL

As a final grant for a project on media studies in the Arab region. 24 months, \$500,000

With Corporation support, the Institute for Advanced Study in the Global South at Northwestern University in Qatar launched an Arab Information and Media Studies program to strengthen regional media studies in three languages (French, Arabic, and English). Renewed funding will support capacity building through academic workshops, networking, conferences, and dissemination of academic papers and policy briefs.

OpenSecrets, Washington, DC

For research and analysis on defense industries and armed conflict. 24 months, \$350,000

Accurate, nonpartisan data and analysis of war economies, including the security sector and enabling technologies, are vital to understanding the problem of conflict escalation. With

renewed support, OpenSecrets (OS) will continue its data collection and analysis on arms sales, foreign lobbying, and defense industry datasets, with the aim of improving transparency and resources for policymakers. Corporation funds will support research and the maintenance of public access data on the OS website, as well as workshops and publications.

Outrider Foundation, Inc., Madison, WI

For a project training journalists in nuclear weapons issues. 24 months, \$300,000

With the decline in interest in nuclear weapons–related issues after the Cold War, few media organizations invested in covering these stories. Combined with the technical nature and jargon of nuclear weapons, the result has been a significant decrease in coverage and critical analysis. With this project, the Outrider Foundation will provide training workshops, educational materials, and access to nongovernmental experts for journalists and editors. This will contribute to increasing media analysis and coverage of nuclear weapons issues and more opportunities for the public to engage with and be more informed about this topic.

Oxfam America, Boston, MA

For congressional education on armed conflicts, fragile states, and humanitarian crises. 24 months, \$400,000

Despite the role of Congress in foreign and national security policy, congressional members and the staffers who support them do not always come to Washington, D.C., familiar with the complexities of international relations. To help deepen their understanding of and inform their decision-making on foreign policy, a program of Oxfam America will educate congressional members and staffers about conditions in countries experiencing conflict or humanitarian crises. Through a series of in-person briefings, Oxfam America's *A Rights in Crisis Guide to Influencing* briefing series will expose key bipartisan and bicameral lawmakers to the perspectives of communities affected by crises. The series will aim to build congressional awareness of what is happening on the ground and identify U.S. governmental approaches that can best address them.

Pacific Center for Island Security, Tamuning, Guam

For a one-time project to assess the evolving global order from the perspective of Pacific islands as part of a Request for Proposals on Understanding the Forces Shaping the Global Order. 24 months, \$445,000

The location of the Pacific islands has long set them at the crossroads of geopolitical competition, a position of strategic importance that is growing in a global order largely shaped by U.S.-China relations. Islands themselves are understudied as a unit of analysis for understanding and influencing larger shifts in international affairs. The Pacific Center for Island Security (PCIS) seeks to break down information silos around geopolitical activities in the Northern Pacific through a two-part project. First, they will create a comprehensive tracking infrastructure to analyze major powers' military, diplomatic, and economic activity in islands. Second, they aim to develop local capacity within Micronesia for the analysis of geopolitical issues by supporting local scholars and convening a group of decision-makers from the region to discuss a shared security agenda. This project will provide a new view of the islands from the islands.

Physicians for Social Responsibility – Los Angeles, Los Angeles, CA

As a one-time-only grant for a project on providing the public with information about nuclear weapons issues. 24 months, \$400,000

Polling shows that Americans are concerned about the dangers of nuclear weapons and want to know more. Yet there are few resources that can explain such issues to a general audience and even fewer that communicate through the diverse media needed to reach different age groups. With this project, Back from the Brink, through fiscal sponsor Los Angeles Physicians for Social Responsibility, will help fill this gap by creating and disseminating a variety of media resources to provide the public with information about contemporary nuclear weapons-related issues. These resources will be designed for nonexpert audiences and, where possible, emphasize local priorities.

President and Fellows of Harvard College, Cambridge, MA

For Russia Matters. 24 months, \$700,000

It is critical that the U.S. understanding of Russia is grounded in accurate and factual information. With Corporation support, the Russia Matters website was launched in 2016 to provide empirically grounded analyses, interpretations, data, and debate on the drivers of Russian behavior to anglophone expert and policymaking communities, as well as the general public. With renewed support, the website will continue to expand its content production by commissioning new analyses and research on Russia's political, economic, and social stability; U.S.-Russia strategic relations; and the future of Euro-Atlantic security. The grant will result in research, publications, convenings, and briefings.

President and Fellows of Harvard College, Cambridge, MA

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

Heightened tensions between nuclear weapon states and the increasingly multipolar nature of world order have exacerbated concerns about nuclear risks and instability. With renewed funding, Harvard's Managing the Atom (MTA) program will continue to analyze these problems and develop policy solutions for future arms control, understanding the role of nuclear weapons in security after Russia's invasion of Ukraine, and identifying and addressing the long-term risks of Iranian nuclear proliferation. MTA staff will also continue participation in international Track II dialogues and targeted outreach to policymakers.

Princeton University, Princeton, NJ

For core support of the Science & Global Security program. 24 months, \$750,000

The unraveling of U.S.-Russian nuclear arms control and China's nuclear buildup have set the stage for unrestricted nuclear modernization, increased proliferation threats, and heightened instability. Scientific and technical research is critically necessary to analyze these issues, examine the policies states propose in response, and develop new mechanisms for assessing nuclear developments and verifying arms control agreements. In tandem, education and training are necessary to ensure there is a next generation of nuclear

scientists and scholars to address these issues. With renewed funding, Princeton's Program on Science & Global Security (SGS) will continue research and training activities with the aim of identifying policy options and educating emerging scholars on such technical aspects of nuclear weapons as arms control verification, the effects of nuclear weapons, and space-based capabilities.

Public Radio Exchange, Cambridge, MA

For core support to the Global Security Unit's *The World*.
24 months, \$410,000

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

Public Radio Exchange, Cambridge, MA

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

The *Things That Go Boom* (TTGB) podcast explores national security and foreign policy issues through rigorous journalism and storytelling. A project of Public Radio Exchange and Inkstick Media, TTGB analyzes issues from multiple viewpoints, perspectives, and disciplines, particularly those underrepresented in the public conversation. Continued Corporation support will allow the development, production, and distribution of the next few seasons of TTGB, following foreign policy, nuclear weapons, and national security issues through the 2024 presidential election and beyond.

RAND Corporation, Santa Monica, CA

For a project on Euro-Atlantic Security. 18 months,
\$350,000

The continuation of the war in Ukraine demonstrates the challenges of identifying a possible negotiated settlement that might bridge the current positions of Ukraine and Russia. To address this, a project at the RAND Corporation will carry out two sets of activities. The first will entail a diplomacy game.

Leveraging RAND's expertise in game design and execution, it will bring together nongovernmental experts and former officials from the countries in conflict to identify possible pathways toward a negotiated settlement. The second activity will entail research and development of mechanisms to uphold a ceasefire as a step toward reaching a negotiated settlement. The project will build on previous Corporation-supported work at RAND on Russia-West relations and will result in publications and policy and media outreach.

ReThink Media, San Francisco, CA

For a project to improve the communications capacity of the U.S. nongovernmental sector engaged with nuclear issues.
24 months, \$500,000

Arms control and disarmament experts outside of government sometimes struggle to disseminate their research and policy recommendations persuasively to policymakers and the public. These experts also may lack the resources or expertise to analyze media narratives on emerging issues and develop effective and coordinated counter-messages. With renewed funding, ReThink Media — a media training organization with emphasis on national and international security — will continue their workshops and convenings designed to improve the dissemination and outreach capacity of the arms control and disarmament community, increase rapid response capabilities, and provide media analysis on emerging issues.

Royal Institute of International Affairs, London, UK

As a one-time-only grant for a project to explore new ideas for nuclear arms control. 24 months, \$500,000

Russia and China are poised for a nuclear arms race and traditional arms control measures appear inadequate, given the lack of trust and transparency. There are also numerous regional conflicts where nuclear weapons may create instabilities. With this project, Chatham House will explore opportunities to build upon existing arms control agreements, develop new approaches to limiting arms buildups, and find ways to strengthen existing norms and restraints on nuclear use. The project will build upon lessons from past agreements, explore new pathways for rethinking arms control in the current political environment, and vet and disseminate the results with the goal of future arms reductions or limits.

Royal Institute of International Affairs,
London, UK

For a project on regional expertise and perspectives in MENA. 24 months, \$350,000

Environmental, economic, and infrastructure resilience have proven key to the Arab region's long-term security. These, and related challenges of governance and accountability, climate change, and the impact of technology on the future of work, require effective management and regional coordination to mitigate and prevent national and regional conflicts. Research conducted into these topics has largely focused on state-level responses, with limited engagement with regional perspectives of academics and researchers. The Chatham House MENA Programme will implement a project engaging and connecting early-career academics and researchers from the region working on thematic issues related to these challenges. The work will result in publications and disseminations.

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

As a one-time grant for a project on the effects of the U.S. presidential election on transatlantic relations. 24 months, \$400,000

The 2024 U.S. presidential election and its outcome will have substantial implications for the future of transatlantic relations and the United States' role in the international system. In the months before and after the vote, the London-based Royal United Services Institute for Defence and Security Studies (RUSI) aims to provide balanced analysis on the international dimensions of the election from the European perspective, with the goal of ensuring long-term transatlantic cooperation on critical global security issues. Through analysis and dialogue among experts, the project seeks to engage European and U.S. policymakers and the media on the implications of the election's outcome and on how the United States and Europe will approach relations in the upcoming years.

Rutgers University–Newark, Newark, NJ

For Critical Studies of Iraq. 36 months, \$450,000

In light of recent civil society movements in Iraq, scholars and civil society actors have expressed frustration regarding the lack of academic and methodological resources fostering

research and policy skills for Iraqis in social science fields. They emphasize the urgent need to foster, renew, and strengthen contemporary scholarship in social sciences and connect academia with the public on policy-relevant issues. With continued funding from the Corporation, a project team led by Rutgers sociologist Zahra Ali will be working with Iraqi partners to strengthen independent analysis and action addressing critical issues of governance, gender, environmental security, and violent conflict studies. Project activities will include training, networking, mentoring, and support to research and publication particularly by women.

St. Antony's College, Oxford, UK

For the University Consortium project. 24 months, \$750,000

The deterioration in U.S./EU–Russia relations, alongside the decline in Western expertise on Russia, prompted the creation of the University Consortium (UC) in 2015 with support from the Corporation. UC's original concept connected six universities from the United States, Europe, and Russia to pursue intensive academic and policy-relevant dialogue, training, and exchanges. Russia's 2022 invasion of Ukraine dramatically transformed UC's composition. With renewed support, UC will continue to promote engagements among Americans, Europeans, and Russians to better comprehend the profound conflict between Russia and the West, but without the participation of Russian individuals or institutions from inside Russia. With renewed funding, UC will also expand its alumni network of professionals.

Stockholm International Peace Research Institute (SIPRI), Solna, Sweden

For one-time funding for a project to assess the risks of nuclear escalation in the age of artificial intelligence. 24 months, \$500,000

Although there is significant concern that artificial intelligence (AI) may destabilize deterrence and make crisis decision-making more prone to escalation, most analysis has focused on the overall problem of AI and nuclear risks. With this project, the Stockholm International Peace Research Institute (SIPRI) will conduct a deeper and more systematic analysis of the variables and contexts that will impact the relationship between AI and military power. This analysis will focus on better understanding the scenarios in which AI's integration into conventional military systems may inadvertently create pressure to escalate to nuclear conflict and how such dangers are affected by contextual variables such as

strategic relationships, unfolding events, and perceptions. The goal is to produce a menu of measures to reduce nuclear risks that can be adapted to different AI uses and strategic contexts.

Texas A&M University, College Station, TX

For a one-time project on small-state statecraft and realignment as part of a Request for Proposals on Understanding the Forces Shaping the Global Order. 24 months, \$400,500

As the forces supporting global order continue to weaken, Texas A&M University proposes to research the drivers of small-state alignment with greater regional and global powers. Combining social, economic, and political measures in a latent variable statistical analysis, Texas A&M will create a global alignment measure for every country in the world, tracing what factors influenced alignment behaviors from 2000 to 2025. The project's findings will be compiled in a final report to be published and briefed to policymaking and analytical communities.

Tufts University, Medford, MA

As a final grant to research and policy development on security in the Middle East. 24 months, \$500,000

The World Peace Foundation (WPF) at Tufts University works with a network of international scholars to increase understanding and informed dialogue about conflict dynamics and peacebuilding. This work expanded its scope and impact through a policy development initiative called "Pathways to Renewed and Inclusive Security in the Middle East" (PRISME). Launched in 2022, PRISME fosters interactions between international academics and practitioners working to refine the concept of security in the Middle East and North Africa. WPF and PRISME publish research and provide data to journalists and policy researchers in multiple languages. Renewed funding will support data collection and analysis, publications and briefings, and professional development for a new generation of policy researchers.

Tufts University, Medford, MA

For a one-time project on the securitization of migration as part of a Request for Proposals on Understanding the Forces Shaping the Global Order. 24 months, \$500,000

Migration and the security measures that result from it have created new inter- and intrastate political levers. Through this grant, the Fletcher School at Tufts University, in collaboration with the University of Glasgow, will analyze migrant weaponization by transit states and illicit political economies, convene workshops to create alternative scenarios for managing these challenges, and disseminate the findings through papers and briefings to relevant policymakers both in the United States and abroad.

United States Military Academy, West Point, NY

For support of policy relevant scholarship and outreach at the Social Science Research Lab at West Point. 24 months, \$250,000

The Social Science Research Lab (the Lab) at West Point proposes to enhance an annual (since 2022) seminar bringing together diverse academic and policy voices at West Point each February over the next two years. The mission of the Lab is to develop and promote relevant and impactful scholarly work in political science and economics. The Lab will engage two accomplished and emerging academic fellows who will anchor working groups in their areas of expertise. The fellows will team with a policy leader and a scholar-soldier from the Department of Social Sciences to develop research and advice for policy leaders, as well as digestible written outputs for a public audience. The Lab also aims to professionalize what has been a shoestring activity by using All Academic, a standard organizational platform used for conferences, such as the American Political Science Association's and the International Studies Association's annual conventions, to increase both the quality and the quantity of the seminar's output.

University of California, Berkeley, Berkeley, CA

For a one-time project on security programs in disordered states as part of a Request for Proposals on Understanding the Forces Shaping the Global Order. 24 months, \$500,000

Newly emergent multi-actor security networks have reshaped the role of domestic actors in maintaining global stability. Through this project, an international team of

researchers at the Center for Effective Global Action (CEGA) at the University of California, Berkeley, will analyze the partnerships between security providers and takers, and their effect on the international order. The project will produce a framework for understanding these security networks and test this model in West Africa, Southeast Asia, and the Pacific. By producing research and providing fora for engagement, the project will also seek to establish a global community examining the evolution of these networks.

University of California, Irvine, Irvine, CA

For a one-time project on the Global South and the World Order as part of a Request for Proposals on Understanding the Forces Shaping the Global Order. 24 months, \$500,000

Ongoing conflicts in Europe and the Middle East, and other international security, political, and economic trends, are accelerating a longer-term dynamic that will be key in shaping the future of the global order. This project will analyze the strategies and partnerships influencing the global political economy from the perspective of Global South states and actors. It will use a bottom-up approach and employ research and surveys to compare attitudes toward security, diplomacy, and political economy and will promote a South-South dialogue on geopolitical issues. Security in Context, a U.S.-based international research network with a track record of producing research and policy outputs from non-Western perspectives, will co-coordinate the work.

University of California, San Diego, La Jolla, CA

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

As U.S.-China tensions rise and Chinese government limitations on foreign researchers tighten, creative approaches to compiling and analyzing original datasets will become even more crucial to understand China's internal policy processes. The digital age has unlocked a trove of information that needs to be explored by experts with training in both Chinese politics and society and digital data analytic methods. The 21st Century China Center is a leading U.S. institution focused on contemporary Chinese politics and economics, with data as a driving force in its work. With Corporation support, the center will continue research projects to better understand internal Chinese political, economic, and academic developments as well as host conferences between U.S. and Chinese experts to address the impact of Sino-American tensions on scientific cooperation and knowledge generation.

University of California, Santa Barbara, Santa Barbara, CA

As a final grant for the Orfalea Center partnership with the Security in Context network. 24 months, \$500,000

The Arab region, an area in which the geopolitical order is being shaped and contested, is highly relevant to U.S. foreign policy concerns. Since 2005, the Orfalea Center for Global and International Studies at the University of California, Santa Barbara, has been training and mobilizing scholars on key questions regarding peace and conflict, security and insecurity, and international norms. This hub specializes in comparative and transregional research on the securitization of urban space, infrastructure, and the social impact of data-driven technologies. Renewed Corporation funding will support working groups, international research collaboration, publications, and expanded partnerships with Middle East and Global South institutions.

University of Exeter, Exeter, Devon, UK

For a project mapping contemporary regional connections between China and the Arab region. 36 months, \$600,000

China's growing economic presence throughout the Arab region through finance, commercial activities, labor markets, and development initiatives affects the region's future. With Corporation support, the University of Exeter launched an initiative in 2021 to produce cutting-edge analysis of China's connections with the Middle East across financial markets, private sector commerce, migration and labor markets, and humanitarian and development aid. In addition to delivering new insights on these issues, the project fosters academic networks and research collaborations, with a strong emphasis on mentorship and training of early-career researchers in the Middle East. Corporation funds will support research and mentoring, workshops, multimedia outputs, and publications.

University of Gothenburg, Göteborgs and Bohus län, Sweden

For core support to the Governance and Local Development Institute. 24 months, \$400,000

Predicted to be the first region in the world to run out of water, 60 percent of the Middle East's population already has limited or no access to safe drinking water. The poverty, refugee, and climate crises are expected to exacerbate existing governance inadequacies. Research and policy

development have been hindered by a lack of comparative indicators of governance processes at the local level. For more than 10 years the Governance and Local Development Institute (GLD), located at the University of Gothenburg, has developed tools to analyze variation in governance, public services, and economic participation, including its flagship Local Governance Process Indicators. With Corporation support, GLD will continue transdisciplinary, transregional research and capacity building, resulting in dissemination through podcasts, reports, academic articles in popular media, and one-on-one meetings with key stakeholders.

University of Maryland, College Park, MD

As a final grant for training and research on nuclear and international security. 24 months, \$315,000

Russia's invasion of Ukraine has suspended the U.S.-Russia relationship across the board, including on security-related matters. Yet, as the second largest nuclear weapons state with a global reach and a veto power within the UN's Security Council, Russia is a significant actor in international peace and security. A project of the Center for International and Security Studies (CISSM) at the University of Maryland will explore security challenges that the United States and its allies cannot effectively manage without involvement from Russia. CISSM experts on U.S. relations with Russia and China will work with specialists on nuclear risk reduction, cyber, and the Arctic to identify approaches to averting dangers through mutual actions.

University of Oklahoma, Norman, OK

As a final grant for the Center for Peace and Development partnership with the Security in Context Network. 24 months, \$500,000

The Arab region remains a theater of internationalized armed conflicts, interventions, and shifting geopolitical orders that require analysis and communication by international scholars. Since 2020, the University of Oklahoma's Center for Peace and Development has served as a node of the Security in Context network. The network involves a team of international scholars working to redefine commonly held conceptions of security and empower policymakers, academics, and others seeking data to foster a more equitable and sustainable world. It supports working groups on multipolarity and financialization as well as graduate student fellowships, events, and publications. Renewed funding will go toward professional development, publications, public events, and partnerships with Middle East and Global South institutions.

University of Vienna, Vienna, Austria

For participatory research in MENA contexts. 24 months, \$400,000

In long-running conflicts, people often lack channels for representation, participation, or accountability in governance. This project has shown how independent knowledge production that adopts a participatory approach — engaging with conflict-affected communities — can provide a space for people to represent their expectations and priorities and enhance their power to transform conflict dynamics. These transdisciplinary methodologies and scholar network democratize knowledge production, countering prevailing security narratives and supporting society-led initiatives toward more inclusive governance in MENA countries. Building on the accomplishments of the Know War project situated at the University of Vienna, the project will concentrate on three research themes: the reconceptualization of citizenship and political participation, the social economy, and solidarities in the context of conflict.

Virginia Polytechnic Institute and State University, Blacksburg, VA

As a one-time-only grant for a project analyzing the designation of nuclear materials as primarily for civilian or military use. 24 months, \$300,000

Some technologies and materials are useful for both the production of nuclear energy and nuclear weapons. Such “dual use” items are governed by a system of national and international rules intended to allow the peaceful uses of nuclear energy without contributing to the development of nuclear weapons. These rules have increasingly been manipulated to allow some states to create infrastructures to build up or modernize their nuclear arsenals or create alliances with other states through the sharing of sensitive technologies. This project will analyze the implications of the flexibility with which some technologies and materials are designated as either civilian or military in nature and the consequences for global nonproliferation norms.

Washington University in St. Louis,
Saint Louis, MO

For a one-time project on anticipating the political impacts of artificial intelligence in Latin America as part of a Request for Proposals on Understanding the Forces Shaping the Global Order. 18 months, \$305,000

Artificial intelligence (AI) is rapidly transforming industries, governments, and the international order. While AI promises significant advancements, it also poses challenges, particularly in labor markets with a high risk of job replacement. Although existing research has highlighted the economic consequences of AI, little is known about its political impacts. This project addresses this crucial knowledge gap by examining how AI adoption affects political attitudes and policy preferences. The research team has strategically chosen to begin in Latin America due to its economic and political diversity, and because AI adoption will lag behind the Global North, thereby allowing a unique opportunity to study the initial impacts of AI exposure. The methodologies developed and insights gained from this research will be applicable to understanding AI's impacts in other developing regions and even in more advanced economies.

WNET, New York, NY

For *GZERO World with Ian Bremmer*. 24 months, \$400,000

In a crowded media landscape, the *GZERO World with Ian Bremmer* seeks to promote deeper understanding of geopolitical, humanitarian, and security developments nationally and internationally. With renewed support, *GZERO World* will continue to expose American audiences to global issues and perspectives through interviews with guests from a wide range of political persuasions and nationalities. Over the next two years, *GZERO World* will embark on Seasons 7 and 8 with topics of relevance to the current geopolitical climate nationally and globally.

Women in International Security, Washington, DC

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

Women in International Security (WIIS) is a global, nongovernmental membership organization that advances the leadership and professional development of women working in the foreign policy and international security fields. Through workshops, research, and publications, WIIS also seeks to increase knowledge and understanding of the nexus between gender and security, and bridge the divide between the traditional security studies community and the women, peace, and security community. In the next phase, WIIS will continue its Next Generation Symposium, professional development workshops, policy roundtables, and collaborations with its chapters, affiliates, and international partners.

Woodrow Wilson International Center for Scholars, Washington, DC

For continued support for the Wilson China Fellowship program for early-career scholars. 24 months, \$1,315,000

China's role in shaping economic, political, social, and security developments in Asia and beyond is having profound implications on global peace and stability. Understanding these developments and their relevance to the United States requires a diverse range of expert voices in the U.S. foreign policy conversation. To bring these voices to the forefront, the Woodrow Wilson International Center for Scholars supports an annual cohort of 16 China-focused fellows whose expertise and interests cross disciplinary, geographic, and institutional bounds. Through research scholarships and mentorship, the Wilson China Fellowship develops a network of scholars equipped to both inform and challenge the prevailing policy wisdom. Each cohort culminates in a collection of policy recommendations on a wide variety of timely issues promoted to U.S. policymakers.

PEACEBUILDING IN AFRICA

African School of Economics, Princeton, NJ

For a research project on the Sahel region. 24 months, \$350,000

Since its establishment in 2014, the African School of Economics (ASE) has built a strong reputation for producing some of the most promising African economists and policy analysts on the continent. As part of its commitment to addressing pressing issues, ASE has proposed a comprehensive research agenda to better understand and tackle the ongoing crisis in the Sahel region (focusing on Mali, Niger, and Burkina Faso), which is currently grappling with threats from terrorism, rebel groups, and military coups that are destabilizing countries, exacerbating humanitarian needs, and fueling political turmoil. The project aims to investigate the root causes of the conflict, explore policies to enhance peace and stability, and build capacity in the region through workshops and scholarships. ASE will leverage its extensive network of African public policy scholars and its experience in conducting research on historical influences on contemporary outcomes, strengthening political institutions, and enhancing peace and security.

AllAfrica Foundation, Washington, DC

As a final grant to elevate African peacebuilding expertise in the media. 24 months, \$250,000

African scholars produce in-depth research on peace and security issues that rarely appears in formats accessible to policymakers and the interested public. At the same time, journalists often lack access to specialist expertise to inform their reporting on these issues. To address these disconnects, AllAfrica, a leading online source of news across Africa, began working with African peacebuilding scholars in 2018 to produce multimedia content for and with its network of more than 100 news and policy-oriented organizations. With renewed Corporation support, AllAfrica will continue to produce this content, conduct briefings between media leaders and peace researchers, facilitate policy dialogues, and disseminate peacebuilding analyses. In addition to publishing original content and providing consistent coverage of under-reported developments, the project will continue to foster connections among scholars, practitioners, and policymakers.

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

As a final grant for the McCain Institute's fellowship program for emerging African peacebuilding leaders. 24 months, \$300,000

The Corporation has supported versions of the McCain Institute's Global Leaders (MGL) program at Arizona State University (ASU) since 2018. The program aims to offer a world-class training experience to mid-career professionals and to empower the program participants to become effective changemakers in their respective countries. While the MGL program supports leaders from around the world, Corporation funding has focused specifically on the training and mentoring of the next generation of leaders from Africa dedicated to peacebuilding on the continent. The MGL is structured as a 10-month nonresidential fellowship (with one month of in-person programming). Fellows participate in three in-person study tours, an online skills training and peer mentorship curriculum, and are introduced to relevant professional networks.

International Peace Institute, Inc., New York, NY

For a project on African perspectives on the emerging global order. 36 months, \$1,000,000

As the world's multilateral system evolves, there is heightened interest in Africa from outside the continent. Amid the upheavals of recent years, Africa has begun to wield greater influence and assume a more proactive role in seeking to shape a new international order. However, the views of African policy experts, practitioners, and civil society on Africa's role in international governance and effects of the evolving global landscape on the continent, have been given short shrift. This joint proposal from the International Peace Institute (IPI) and the Institute for Justice and Reconciliation (IJR) in South Africa will use surveys and focus groups to capture and analyze African viewpoints on international relations, particularly given current geopolitical shifts and the need for more inclusive global governance structures. The findings will be disseminated through international convenings, publications, and high-level briefings with the aim of promoting better-informed policymaking.

New York University, New York, NY

For a project on peacebuilding in the Democratic Republic of Congo in a new era of great power competition. 24 months, \$500,000

Peacebuilding in the Democratic Republic of Congo (DRC) has reached a critical juncture. The country faces escalating violence that has uprooted seven million people and resulted in thousands of deaths yet lacks a coherent strategy to tackle both the immediate and underlying causes of the conflict. Concurrently, the UN's peacekeeping forces are in the process of withdrawing, and the newly elected government is reassessing its conflict resolution tactics. At the same time, the DRC's strategic importance has grown in the context of the Sino-American rivalry. The scramble for DRC's strategic minerals will play a major role in the clean energy transition. Building on the cumulative lessons learned from previous efforts, the proposed project from the Congo Research Group (CRG) within New York University's Center on International Cooperation aims to produce research and analysis on the current conflict and its trajectory. This work will feed into a series of dialogues with key stakeholders, as well as inform the broader public and expert community.

SPECIAL INITIATIVE ON SCHOLARS AT RISK

Bard College, Annandale-on-Hudson, NY

For Smolny Beyond Borders. 24 months, \$500,000

Russia's first liberal arts college, Smolny College, was founded in 1994 by the St. Petersburg State University in collaboration with Bard College. Following Russia's invasion of Ukraine and the subsequent restrictions within Russia's civil society and educational space, former faculty members of Smolny College and of other Russian liberal arts programs founded a virtual education platform in 2022 called Smolny Beyond Borders. It offers courses for university credit, grounded in a broad liberal arts and sciences curriculum. Corporation's grant will support its core activities, including research, teaching, and publication through fellowships, professional development, and online courses.

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

For the Scholar Rescue Fund. 36 months, \$1,000,000

As the number of scholars facing threats to their safety or work has increased globally, IIE's Scholar Rescue Fund has been receiving a record number of applications each year since 2017. Scholar Rescue Fund places professors, researchers, and public intellectuals at academic institutions around the world. Renewed funding from the Corporation will enable IIE to provide direct support to scholars from the broader Middle East, and to strengthen and expand partnerships with academic institutions focused on the region.

President and Fellows of Harvard College, Cambridge, MA

For a project on Scholars Without Borders. 24 months, \$500,000

Given the implications of Russia's war on Ukraine for academic communities, among others, the Davis Center for Russian and Eurasian Studies has launched a Scholars Without Borders (SWB) initiative to support scholars in Ukraine affiliated with Ukrainian institutions and scholars who fled Russia. With support from the Corporation, SWB will aim to improve social capital by helping academics build international networks, local ties, and professional skills; create an online resource to allow affected scholars to identify grant competitions and employment opportunities; and provide research grants to spur cooperation among scholarly communities. The grant will support administrative and operational costs.

DISCRETIONARY GRANTS

African Studies Association, Piscataway, NJ

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

Eurasia Foundation, Inc., Washington, DC

As final grant core support of the Caucasus Research Resource Centers (CRRC) in Armenia. 24 months \$200,000

Geneva Centre for Security Policy, Geneva, Switzerland

For a project on Euro-Atlantic Security. 24 months, \$200,000

Higher Education Resource Services, Denver, CO

As a one-time grant for leadership training for women in East Africa's higher education sector. 24 months, \$200,000

Inter Mediate, London, UK

For core support on international crisis mediations. 24 months, \$200,000

Kofi Annan Foundation, Geneva, Switzerland

As a one-time grant for research and convenings on multilateralism and democracy. 24 months, \$200,000

New York Times Company, New York, NY

As a one-time-only grant for a series of opinion pieces on the threats posed by nuclear weapons. 18 months, \$100,000

Paris Peace Forum, Paris, France

For core support for the annual Paris Peace Forum. 24 months, \$200,000

President and Fellows of Harvard College, Cambridge, MA

For a global scholars network on identity and conflict. 24 months, \$200,000

President and Fellows of Harvard College, Cambridge, MA

As a one-time grant for a podcast series on U.S.-China relations. 7 months, \$100,000

University of Sussex, Brighton, UK

As a one-time-only grant for the digitization of the Sussex Harvard Information Bank archive. 12 months, \$100,000

National Program

EDUCATION

The 74, New York, NY

For general support. 15 months, \$225,000

In a world unfortunately consumed by misinformation, there's a need to enhance public understanding, and to achieve that, we need to deliver straightforward, precise, and in-depth reporting. With a seven-year track record of leading a fact-based conversation about what was broken in American schools and about the innovators working to fix them, The 74, a nonprofit news organization mobilized to provide in-depth coverage in seven selected U.S. cities. With renewed support from the Corporation, The 74 will continue to cover both local and national topics that concern our communities and will focus its journalism on several issues that experts say are critical to getting students back on track in a postpandemic world.

Achieving the Dream, Silver Spring, MD

For project support for Healthcare Pathways Professional Learning Community. 24 months, \$400,000

Community colleges must continue to find ways to be nimble in response to their students' needs. They provide social services, professional development for individuals transitioning careers, postsecondary education, employment, policy advocacy, and human capital development for the local workforce. Successful colleges understand this challenge and center their students' experience toward completion and economic mobility. Achieving the Dream (ATD) has provided colleges with tools, services, and support for the past 16 years to meet the ever-changing demand and help community colleges increase outcomes for low-income students and close achievement gaps. With continued Corporation support, ATD will support and strengthen nursing pathways via regional

professional learning communities working to bridge the gaps between teaching professionals in the K–12 space, faculty in the community college space, and local labor leadership.

Alliance for Excellent Education, Washington, DC

As a final general support grant. 12 months, \$450,000

Alliance for Excellent Education (All4Ed) is a national nonprofit organization and longtime Corporation grantee that strengthens federal, state, and local education policy and practice to ensure all students, particularly students from low-income families and students of color, graduate from high school prepared for long-term success. Since All4Ed was founded by former West Virginia Governor Bob Wise in 2001, the organization has provided objective, nonpartisan research and guidance to equip leaders to develop policies that increase academic achievement, support the teaching profession, and expand educational attainment. In addition to establishing unparalleled relationships with policymakers at both the federal and state levels, All4Ed's Future Ready Schools network promotes innovation and provides professional learning to 3,500 school districts representing more than 20 million students. This has led to important policy wins informed by the perspectives and aspirations of practitioners and communities. This final grant will ensure that All4Ed can continue to impact policy and practice, with a particular focus on increasing the accessibility of postsecondary pathways and closing the digital use divide.

American Association for the Advancement of Science, Washington, DC

As a final grant for SEA Change Institute. 18 months, \$300,000

Science, Technology, Engineering, Mathematics, and Medicine (STEMM) fields have a major impact on factors related to the U.S. economy and quality of life. Established

with Corporation support, the STEMM Equity Achievement (SEA) Change is a certification system based on Athena SWAN, for diversity and inclusion in STEM in higher education. The SEA Change Institute provides training and resources to promote inclusivity in postsecondary enrollment, persistence, and degree completion in STEMM fields. This final grant will allow SEA Change to develop a new learning series, expand evaluation capacity, and create new strategic partnerships.

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

As a final core support grant for University Innovation Alliance. 24 months, \$750,000

Growing gaps in degree attainment in higher education between low-income students and more affluent peers mirror the distressing outcome disparities in K–12 education. The University Innovation Alliance (UIA) is a leading national coalition of public research universities committed to increasing the number and diversity of college graduates in the United States. Over a decade, and with Corporation support, UIA has designed and scaled seven initiatives: predictive analytics, proactive advising, completion grants, college to career redesign, AI chatbots, Doctoral Research Fellows, and the Black Student Success Initiative. Ten years of growth have yielded a 29 percent increase in the number of annual graduates, 89 percent growth-building in annual underrepresented graduates of color, and 41 percent growth in annual low-income graduates, representing over 143,201 degrees conferred. Renewal would support the refinement and launch of UIA’s next chapter, leveraging its history of data-driven work to amplify its impact.

Array Education, Inc., New York, NY

For core support of Opportunity College. 24 months, \$300,000

Founded in 2020 with Corporation support, Opportunity College’s (OC) mission is to accelerate students into purpose-filled lives that lead to economic and social mobility. In partnership with high schools, training programs, and universities, OC’s professional and technical training programs help students quickly accelerate into high-demand jobs aligned with career goals and efficiently build toward a college degree. Corporation support allowed for the launch of OC’s Career Jumpstart Fellowship, a 15-week success skills program focused on upwardly mobile living-wage jobs that do not require a bachelor’s degree, and which allows for online

training for high-demand tech sector jobs. The first two pilots resulted in 80 percent of participants completing the program, 100 percent passing the certification exams, and beginning employment with a median wage of \$40,000. Continued Corporation support will allow for the program’s growth and serve another cohort of students needing these services.

Aspen Institute, Inc., Washington, DC

As a final grant for rebuilding efforts to rebuild bipartisanship in public education. 18 months, \$400,000

The mission of the Aspen Institute’s Education & Society Program (Aspen Education) is to improve public education outcomes by informing, influencing, and inspiring education leaders across policy and practice, with an emphasis on achieving equity for students of color and students from low-income families. Aspen Education creates unifying spaces where education policymakers and system leaders convene, learn together, and develop productive relationships. The Corporation was the initial and anchor funder of Aspen Education’s priority to convene policymakers across lines of difference to explore ways to jointly advance equity-focused policy. With continued support from the Corporation, proposed activities for the next grant period are strategically designed to deepen impact. The continuation of the Conservative Education Leaders Fellowship and planning for the Progressive Education Leaders Fellowship are pivotal steps toward fostering understanding and collaboration among diverse education leaders. The Bipartisan Roundtable and Public Event for Unified Policy Sharing aim to bridge ideological divides and promote public awareness of successful bipartisan approaches, fostering a centrist coalition in education. Additionally, the strategic philanthropic engagement seeks to mobilize resources for sustained bipartisan efforts.

Bank Street College of Education, New York, NY

As a final core support for the Bank Street Education Center. 18 months, \$450,000

Bank Street College of Education is committed to improving the education of children and their teachers by applying knowledge about learning and growth to the education process, and by connecting teaching and learning meaningfully to the outside world. Prior support from the Corporation established Bank Street’s Education Center, which provides technical assistance to school districts to improve academic outcomes for students. The Education Center creates customized approaches that support

strengths-based, learner-centered, and equitable educational practices to help all students and educators thrive in school settings. Continued support will allow the Education Center to expand its work in three strategic areas: increasing equitable access to high-quality math instruction in Harlem, NY; building the capacity of secondary school leaders in New York City through their Principal Innovation Fellowship; and piloting a civics education fellowship that connects teenagers who have different life experiences and perspectives.

Bard College, Annandale-on-Hudson, NY

For support for the expansion of Bard High School Early Colleges in New York City. 24 months, \$1,500,000

Today's students require schools that prepare them to succeed in college, achieve economic mobility, and participate actively in our democracy but access to this kind of education remains inconsistent. Over the last two decades, Bard Early College (BEC) has developed a best-in-class early college high school model that bridges the gap between secondary and postsecondary education by providing students with a tuition-free college course of study as they pursue their high school diplomas. BEC currently operates nine schools across several states that serve over 3,300 students annually and have achieved notable success: 84 percent of graduates finish their bachelor's degree within six years compared to the nationwide average of 62 percent. BEC's first two schools have operated in New York City for over 20 years with particularly impactful results, including the highest on-time bachelor's degree completion rate for low-income students among all public schools in the state. Corporation support will allow BEC to respond to the heightened demand for early college in New York City by creating two new schools, doubling the number of students it serves from 1,300 to 2,600.

Basta, Brooklyn, NY

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

Basta exists to close the employment gap for first-generation college students of color. Founded in 2016 with 40 initial participants, it grew to serve 2,800 in 2022, reaching a collective network of 5,000 first-generation graduates. With Corporation support, Basta provides a direct-to-student 10-week career prep fellowship, a career readiness diagnostic assessment tool, and a partnership model to help other nonprofits support students to reach the same outcomes as Basta fellows. Basta fellows earn starting salaries of \$61k, aggregating to over \$23M in income for their employed fellows.

BES, Boston, MA

As a one-time grant for project support of high school model development and capacity-building efforts. 30 months, \$500,000

In order to advance a vision in which all students are prepared for postsecondary success, the New Designs portfolio supports the creation of innovative schools that personalize student learning, as well as the capacity-building of adults. BES has a 20-year history of supporting leaders to create new schools in their communities and sustain them over time. BES fellows have created over 200 public schools across the country serving 63,000 students per year, the majority of whom are students of color and from low-income backgrounds. While BES schools each have unique designs that are responsive to their communities, they have all achieved strong outcomes and most schools outperform their local districts on state academic assessments. Prior Corporation support enabled BES to support fellows designing middle and high schools as well as to improve the organization's resources focused on high school design, socio-emotional learning, and college and career pathways. Continued support will allow BES to refine its programming and support fellows designing new middle and high schools.

Bottom Line, Inc., Boston, MA

For core support of Bottom Line New York. 36 months, \$750,000

Although securing a postsecondary credential has become increasingly vital to an individual's ability to secure employment and achieve economic mobility, resources to support college access and success remain insufficient. To address this gap, the Corporation supports a cohort of college access organizations working to meet the varied needs of New York City students. Bottom Line matches high school and college students with highly trained advisors who support students enroll in and persist at "best-fit" colleges. Prior Corporation support enabled Bottom Line New York to support 6,372 students, resulting in nearly 2,500 college graduates. In 2022–2023, Bottom Line New York supported 2,245 students, leading to 96 percent of students committing to attend college, 78 percent of whom selected a more affordable option. Further, 94 percent of college students persisted into their second semester and 87 percent persisted into their third semester. Since Bottom Line New York's founding, 70 percent of participating students have earned a bachelor's degree within six years. With renewed support, Bottom Line New York will support 2,000 students annually:

400 high school students through the Access program and 1,600 college students through the Success program.

Brooklyn Public Library, Brooklyn, NY

For project support of Navigation and Career Support for newcomers and English as a Second Language (ESL) program for adult immigrants throughout New York City. 24 months, \$1,000,000

Brooklyn Public Library (BPL) is among New York City's most democratic civic institutions and important public spaces, serving patrons in every Brooklyn neighborhood and open to all regardless of income, age, educational attainment, race, ethnicity, ability, or life experience. Educational and cultural equity are at the forefront of everything BPL does, and the library continuously tailors its services to meet the changing needs and interests of the communities they serve. With support from the Corporation, BPL will deepen their current programming in 11+ priority branches with three newly hired full-time and two part-time staff, who will work on BPL's existing services for immigrants. Serving an estimated total of 4,600 patrons over two years, the initiatives will include ESL courses, navigation services for new arrivals connecting them to services that meet basic needs, and career supports offering 1:1 career coaching.

BSCS Science Learning, Colorado Springs, CO

As a final general support grant. 21 months, \$1,600,000

Science education, like other areas in the K–12 education field, lacks coherent implementation of innovations that lead to improvements in student outcomes. Curriculum, assessment, teacher learning, organizational change, and policy are frequently siloed from each other by people and organizations. This expertise and knowledge are also not easily accessible by the school districts that need it most. For over 60 years, BSCS Science Learning has been working on the challenge of implementing meaningful reform that substantially improves student outcomes, fosters a coherent system, and sustains after the initial investment ends. Through this general support grant, BSCS will continue to improve implementation of high-quality instructional materials and curriculum-based professional learning, develop performance assessment tasks for high school biology, as well as iterate on their business model to continue offering integrated, systemic services to schools and districts to improve outcomes for students in science education.

Build UP, Birmingham, AL

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

Build UP is the only early-college workforce model currently providing low-income, primarily BIPOC youth career-ready skills through paid apprenticeships. Along with industry-aligned secondary and early postsecondary academic coursework, it leads youth to become educated, credentialed, and empowered future civic leaders, professionals, and homeowners. To date, over 600 students have been served by this program. Build UP's student apprentices collaboratively rehab blighted, abandoned homes and lots and relocate donated homes that would otherwise end up in landfills, creating affordable and sustainable options for achieving like-new, multi-unit homeownership. They are working to enroll, support, and empower an additional 120+ new students and facilitate 200 new paid construction internships. With Corporation support, Build UP will facilitate expansion of its model to new sites.

Building Skills Partnership, Los Angeles, CA

For project support of Carnegie Scholarships for undergraduates and vocational ESL training for immigrant and newcomer workers in the Los Angeles area. 24 months, \$400,000

California's janitorial workforce, predominantly composed of immigrants, faces significant economic and educational challenges including low wages, minimal benefits, and limited career advancement opportunities under subcontractors. These difficulties are compounded by language barriers that hinder both professional growth and parental engagement in their children's education, perpetuating a cycle of intergenerational poverty. Since its inception in 2007, Building Skills Partnership (BSP) has been dedicated to leveling the playing field for these workers by providing essential job skills through workforce development programs, facilitating integration into American civic life with immigrant inclusion initiatives, and fostering community partnerships to address educational needs. With Corporation support, BSP will expand its impact by providing traditional and vocational ESL instruction to at least 500 workers. This will scale their traditional ESL by 329 percent and vocational ESL by 233 percent. Additionally, they will offer college access support services for workers' children, \$80,000 in Carnegie scholarships, and paid internship opportunities. This holistic approach aims to empower individual families and promote lasting social and economic mobility across immigrant communities in California.

Burning Glass Institute, Inc., Bala Cynwyd, PA

For continued support of the Carnegie College Comebackers Initiative. 18 months, \$500,000

The Burning Glass Institute (BGI) was founded in 2022 to advance data-driven research and practice on the future of work and on the future of learning. BGI works with educators, employers, public agencies, regional coalitions, and policymakers to develop solutions that build mobility and opportunity through skills. BGI's expertise in mining new datasets for actionable insight draws attention to pressing problems and frames the potential for new approaches. With Corporation support, BGI established the Completion Hub allowing for the exploration of a strategic merger in service of education equity. In this initial period, the hub created a strategic road map detailing quantitative and qualitative analysis that served as a backbone for goal setting, a scaled approach, a target audience, and initial locations, defining the elements needed to scale to support adults with some college but no degree to reenroll in college, to persist, and to complete a degree beginning with the 56K municipal workers in NYC who aspire to a BA. Continued Corporation support will launch this initial work around the Carnegie College Comebackers Initiative.

Burning Glass Institute, Inc., Bala Cynwyd, PA

For launch of the Carnegie College Comebackers Initiative. 6 months, \$250,000

The Burning Glass Institute (BGI) was founded in 2022 to advance data-driven research and practice on the future of work and on the future of learning. BGI works with educators, employers, public agencies, regional coalitions, and policymakers to develop solutions that build mobility and opportunity through skills. BGI's expertise in mining new datasets for actionable insight draws attention to pressing problems and frames the potential for new approaches. With Corporation support, BGI will establish the Completion Hub to manage centralized functions of a multipronged series of projects supporting the Carnegie College Comebackers Initiative. In this initial period, the hub will create a strategic road map detailing quantitative and qualitative analysis that served as a backbone for goal setting, a scaled approach, a target audience, and initial locations, defining the elements needed to scale to support adults with some college but no degree to reenroll in college, to persist, and to complete a degree beginning with the 56K municipal workers in NYC who aspire to a BA.

Cambiar Education, San Diego, CA

As a final grant for core support of LearnerStudio. 30 months, \$1,300,000

Much of our education system was designed for the industrial era and is not equipping students with the future-ready skills needed to achieve economic mobility and navigate our increasingly complex world. While we aspire to prepare all students for future success, and despite strong examples of innovations that do so, universal access remains elusive. For over three years, the Corporation has engaged a group of 80 funders in a dialogue about the need for change in response to the educational toll of the pandemic. As an outgrowth of that work, prior Corporation support enabled widely respected social entrepreneur Kim Smith to conduct an analysis of impact opportunities in the education sector. This spurred the creation of the LearnerStudio, a new organization seeded by the Corporation and the Charles and Helen Schwab Foundation, to address the need for a backbone organization to identify and fund high-leverage innovations, aggregate promising solutions toward more impactful change, and galvanize momentum among system leaders to accelerate the pace of transformation. Corporation support will enable the LearnerStudio to respond to today's most pressing challenges with innovative learning solutions and partnerships that strengthen the education sector.

Cambiar Education, San Diego, CA

As a one-time grant to the Center for Education Market Dynamics to conduct a multiyear market analysis of OpenSciEd curriculum adoptions and students served. 36 months, \$225,000

The Center for Education Market Dynamics (CEMD) focuses on K–12 education and conducts market research through data analytics generating insights to help education leaders and policymakers improve curriculum adoptions leading to better student outcomes. They have developed a comprehensive database encompassing over 1,600 school districts, representing 55 percent of all students and 68 percent of historically underserved students nationwide. This provides critical insights into who has access to high-quality instructional materials with more than half the students in the country. Using this extensive data collection bank, CEMD plans to conduct a multiyear market analysis of OpenSciEd curriculum adoptions across the country. They will develop data briefs and external reports for the education field.

Camelback Ventures, New Orleans, LA

As a final general support grant. 18 months, \$300,000

Camelback Ventures, founded in 2014, addresses the barriers faced by underrepresented entrepreneurs, particularly those of color, to unleash their full potential. With a mission to increase access to opportunity, Camelback focuses on supporting education and social innovation entrepreneurs through its flagship Camelback Fellowship program. This program identifies, develops, and promotes underrepresented entrepreneurs, providing them with capital, coaching, community, and connections to foster the growth and sustainability of their ventures. Camelback's primary aim is to narrow the racial and gender wealth gap and leverage proximate entrepreneurs to develop the programs and initiatives that can produce that outcome. Prior support from the Corporation provided Camelback with the opportunity to implement a new technology infrastructure to support hybrid learning. With continued support from the Corporation, Camelback Ventures aims to directly support 36 founders and their ventures. This funding will facilitate direct investments, coaching, and access to networks for BIPOC social impact leaders, fostering social and economic mobility for both program staff and participants.

Center for Effective Philanthropy, Inc., Cambridge, MA

As a final core support grant of YouthTruth. 18 months, \$500,000

Too often, the voices of students — those at the very center of our education system — are missing from the conversation about improving education outcomes and experiences. YouthTruth, a national survey project operated by the Center for Effective Philanthropy, harnesses student and stakeholder feedback to help school leaders and education funders make better decisions that lead to better outcomes for students. Since its founding in 2009, YouthTruth has surveyed over 2.6 million students and 589,000 family and staff members across 39 states. With further support from the Corporation, Youth Truth will (1) broaden its influence through research, thought leadership, and communications; (2) expand funder engagement; (3) target growth while prioritizing equity and efficiency; and (4) deepen effectiveness through client engagement and support.

CityWorks DC, Washington, DC

For project support to expand access to high-quality youth apprenticeships and industry sector partnerships. 36 months, \$600,000

A high-quality educational experience can serve as a springboard for economic and social mobility, particularly for students from low-income and other marginalized backgrounds. CityWorks DC (CityWorks) aims to create an equitable education-to-employment pipeline for low-income young people in Washington, D.C., by providing the paid career-based training, social capital, and credentials needed to achieve strong early career outcomes and long-term mobility. CityWorks operates three programs that fill critical gaps in the district, including an exemplary youth apprenticeship program, a career planning and development program, and a high-support college degree program run in partnership with Arizona State University. Continued support will enable CityWorks to expand the number of participants served through its core programs and mobilize local educators, employers, and policymakers to provide work-based learning opportunities so that all DC youth from disadvantaged backgrounds are equipped to compete for and secure the high-demand, high-wage jobs in the region.

Civic News Company, New York, NY

For core support of *Chalkbeat*. 18 months, \$750,000

Across the country, efforts to achieve educational equity are being undermined by a weakening civic infrastructure — the foundation that supports informed public participation. A critical but often neglected element of this infrastructure is a strong local press. This crisis has accelerated in 2024, with over 500 journalists laid off in January alone, affecting even major media outlets like the *Wall Street Journal* and the *Los Angeles Times*. Market forces have eroded this essential resource, leaving communities in need of reliable, unbiased education news. As a nonprofit news organization, *Chalkbeat* steps in to fill this gap, by providing unbiased, quality information and engaging directly with audiences to address their needs. At a time when accurate education reporting is crucial, *Chalkbeat* offers a unique and indispensable service unmatched by any other news organization. With renewed support from the Corporation, *Chalkbeat* proposes to elevate the voices of parents, students, and educators in eight local markets and nationally. They aim to undertake reporting that drives informed civic debate about educational equity, reach a deeper and wider national audience to grow their impact, and ensure the sustainability of *Chalkbeat's* work for the long term.

Cognia, Inc., Alpharetta, GA

As a final grant to develop, pilot, and bring to market a set of interim science assessments aligned with OpenSciEd courses in high school biology and elementary grades 3–5. 36 months, \$2,400,000

Cognia is a nonprofit organization that develops assessment solutions to advance learning through collaborations with school and district leaders, curriculum developers, and other education experts. Cognia has merged with CenterPoint Education Solutions to develop interim science assessments aligned to high-quality science instructional materials. Through CenterPoint’s current grant, they are developing and piloting interim assessments aligned to the OpenSciEd middle school curriculum with support for teachers and school leaders to utilize the data to better inform science instruction. Corporation support will allow Cognia to expand their assessment bank and resources to include interim assessments aligned to OpenSciEd’s curriculum materials in high school biology and elementary grades 3–5. This allows science teachers from elementary through high school to improve instruction and outcomes for students. The project aims to reach 4,000 students in grades 3–5 and high school biology during the pilot phase.

College Unbound, Providence, RI

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

Founded in 2009 and accredited in 2020, College Unbound (CU) is an innovative institution with a mission to reinvent the higher education experience for underserved adult learners using a student-driven model of rigorous and engaged scholarship. Students meet in person and online in student cohorts that stay together and motivate each other through degree completion. They pursue one major, Organizational Leadership and Change, and build their learning experiences around a project of their own design focusing on their professional or community interests. Currently, CU serves students in Greater Providence, Newport, Philadelphia, and Chicago. Corporation support will allow CU to expand its operational capacity to meet the demand for growth in Rhode Island and nationally.

Columbia University, New York, NY

As a final grant for a project to the Center for Public Research and Leadership to finalize the Curriculum Implementation Change Framework resources and conduct a research study on student outcomes and implementation of the OpenSciEd middle school curriculum. 36 months, \$1,750,000

The Center for Public Research and Leadership (CPRL) at Columbia University provides improvement-oriented research and project support to hundreds of public and nonprofit PK–12 organizations. For the past two years, CPRL has developed the Curriculum Implementation Change Framework and a suite of tools to support effective curriculum implementation using specific English language arts, mathematics, and science curricula. Corporation support will allow CPRL to finish development and dissemination of these tools and meet the demand of school and district leaders who want to utilize them with teachers to inform curriculum implementation efforts. CPRL will also conduct a three-year research study investigating whether, how, and under what conditions the adoption and implementation of the OpenSciEd middle school curriculum improves teacher practice, student learning experiences, and outcomes for students.

Columbia University, New York, NY

For project support of the Public Understanding Capacity Building Cohort of Family Advocacy. 15 months, \$840,000

The Corporation will partner with Columbia University’s Center for Public Research and Leadership (CPRL) to support family engagement advocacy nonprofits in strengthening and reinforcing the home-to-school learning connection. This proposed work builds upon prior work funded by the Corporation, and CPRL now proposes to deepen and extend its work with a cohort of five advocacy organizations — diverse in geographic focus and particular activities yet united in a vision of making public education accessible, equitable, and enjoyable for low-income communities of color. This proposed grant will provide each organization with financial support and a range of individualized, structured, and targeted nonfinancial supports to help them achieve near- and long-term impact, while also affording CPRL the opportunity to measure, observe, support, and analyze its own and the members’ activities, inputs, and enabling conditions. The goal is to provide new and valuable insight into how effective advocacy organizations and their supporters act, thrive, and achieve impact.

Common Application, Arlington, VA

As a final grant for Advancing Equity through Common App's State Solutions. 24 months, \$300,000

Common Application (Common App) is a nonprofit membership organization representing over 1,000 diverse higher education institutions. Common App connects over 1.2 million students and those who support them to a wide array of public and private colleges and universities across all 50 states and 20 countries. Since 2019, Common App has expanded its equity work through numerous pilots, research projects, and changes to the existing first-year application form. Common App has developed a state solution to accelerate the rate at which students from communities below the median household income are able to apply and enroll in postsecondary education. This state solution is built on a foundation of research and pilot work, including a previously corporation-supported nudging initiative, with the goal of increasing application rates by meeting students where they are. Continued support will allow Common App to partner with a state or system to offer direct admission (DA) to high school graduates at diverse institutions.

Common Sense Media, San Francisco, CA

For project support of an artificial intelligence ratings system designed to assess the ethical use, transparency, safety, and impact of AI products for families. 12 months, \$350,000

Children and education are at the forefront of rapid advancements and disruptions in artificial intelligence (AI), which holds the potential to deliver significant benefits such as creating immersive virtual learning environments, overcoming language barriers, providing real-time feedback, developing personalized learning plans, and fostering creativity. However, children are also vulnerable to ethical issues like biases, misinformation, privacy breaches, and the digital divide in AI usage. Without a deeper understanding and responsible adoption of AI practices, today's youth face significant risks. Established in 2003, Common Sense Media is a leading independent nonprofit organization dedicated to empowering children, parents, educators, and policymakers with unbiased information and clear guidance on navigating AI's impact, thus fostering clarity, trust, and understanding among millions of families and educators while influencing industry practices positively. With support from the Corporation, Common Sense Media will enhance the safety and practicality of AI tools for children, families, and schools, focusing on research, AI product ratings and reviews, and AI literacy initiatives.

Community Foundation for MetroWest, Natick, MA

For project support to expand reach and services through their English as a Second Language program in Framingham, Massachusetts. 12 months, \$300,000

Migrants and refugees who settle in the U.S. need to be proficient in English to integrate into American society. Unfortunately, only a small percentage of those in need have access to English as a Second Language (ESL) programs. In Milford, Massachusetts, an increasing number of immigrants lack the English proficiency to enter the economy and engage in civic life, with no adult basic education classes available within a 20-mile radius. ESL Plus, housed by the Community Foundation for MetroWest and located in Framingham, Massachusetts, offers an externally validated program that can increase annual earnings by \$2,400 (56 percent) and double voter registration rates for participants (Heller and Muma, 2023). When the program opened a new course offering in 2023, it was immediately overenrolled by 400 percent. Corporation project support will enable the program to expand the site by 105 students, reaching a total of 165 students annually, bringing in more beginner students, adding administration and support staff, and offering classes at higher levels.

Community Partners, Los Angeles, CA

As a final core support grant of Scaling Student Success. 36 months, \$250,000

The mission of Scaling Student Success (SSS) is to prepare young people holistically and equitably for future success. Their growing Community of Practice (CoP) includes California (CA) school districts dedicated to engaging their community stakeholders to create a Graduate Profile, which offers a renewed vision and definition of the college and career-ready student, serves as an impetus for shifting instructional practices and engaging students in deeper learning, and requires a shift in assessments that provide students authentic ways to demonstrate their knowledge and skills. Core support from the Corporation will allow SSS to continue supporting their CoP as well as their Reimagining CA Schools Innovation Pilot, engaging districts in constructing a community-informed, forward-thinking, student-centered strategy for redefining student success and dismantling longstanding inequities limiting opportunities and success of BIPOC students.

Complete College America, Indianapolis, IN

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

Significantly increasing the number of adults in America earning postsecondary degrees and credentials requires broad efforts to address a wide array of barriers related to persistence in higher education. Complete College America (CCA) is a national nonprofit focused on ensuring that all students can earn a college degree or credential of value. Established in 2009, CCA works with leaders and experts to identify and address barriers to college completion, eliminate gaps in opportunity and achievement, and promote evidence-based and novel practices. CCA has improved outcomes for millions of students. From the original group of 17 states, the CCA Alliance has grown to 51 members. Within the CCA Alliance, student cohorts increased on-time (100 percent expected) rates of degree completion. Specifically, rates grew from 32 percent to 38 percent at four-year campuses and from 10 percent to 16 percent at community colleges. Continued Corporation support will allow CCA to improve postsecondary education student outcomes by scaling evidence-based strategies and supporting key objectives, such as amplifying its role as a thought leader and influencer of public policy in the arena of college completion and remaining committed to pursuing emerging ideas for improving student equity and completion.

Cortico Corporation, Boston, MA

As one-time project support to build a pilot program to document, understand, and share experiences of underserved communities and how they access trusted information sources around education. 12 months, \$240,000

Cortico, a nonprofit affiliated with MIT's Center for Constructive Communication, builds civic networks through recorded small-group conversations that promote transparency and action. With this grant, Cortico will use its platform for social dialogue, to document marginalized families' experiences with accessing education system information and trusted sources. Cortico's research will provide the portfolio with recommendations for a strategy refresh of education news investments that reflect changes in technology and focus on the needs of families.

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

As a final grant for the Coherence Lab. 24 months, \$500,000

Disconnected and sometimes dueling education reform initiatives cause inefficiency, confusion, alienation, and lackluster results. This lack of integration occurs at the federal, state, district, and school levels due in part to lacking organizational capabilities, structures, and incentives for effective cross-agency integration and collaboration. With support from the Corporation, the Coherence Lab Fellowship was launched in 2017 as a practical solution to addressing these challenges. Based on the success of the fellowship, in 2022 the Council of Chief State School Officers (CCSSO) launched the Coherence Lab, which offers multiple supports for education leaders who intentionally and strategically build coherence in their own agencies. With continued support from the Corporation, CCSSO will apply the coherence framework to the 13 states that are members of the High-Quality Instructional Materials and Professional Development Network CCSSO. CCSSO will also expand access to professional learning on coherence by developing new learning modules that can be used with existing CCSSO networks.

Data Quality Campaign, Washington, DC

As a final general support grant. 15 months, \$300,000

Over the past decade, there has been significant progress in building and implementing robust education data systems at the district, state, and federal levels. However, the wealth of data that has been collected through these systems is not always accessible to parents, educators, and policymakers who need it to guide their decision-making. Data Quality Campaign (DQC) offers a deeply informed, nonpartisan approach to addressing this challenge, working to ensure that all stakeholders have the information they need to make decisions that support student success. Continued support from the Corporation will support DQC's theory of action to make data work for students through two strands of work: (1) increase public understanding of the value of data in supporting the preK–higher ed student journey; and (2) ensure that state leaders can use the policy levers available to them across preK–higher ed to make data work for students and communities.

EdReports, Raleigh, NC

As a final grant to conduct reviews of high school and elementary science instructional materials. 36 months, \$1,000,000

EdReports is a national leader providing evidence-based reviews of full-course curricula in mathematics and English language arts. They publish freely available, educator-led reviews of instructional materials claiming alignment to college and career ready standards. Through their previous and current grants, EdReports has expanded their capabilities to review science instructional materials, conducting 23 reviews of science curricula and finding only one elementary curriculum, two middle school curricula, and one high school biology curriculum that are standards-aligned. This third-party evaluation helps school and district leaders make more informed choices for curriculum adoption in their classrooms. Further Corporation support will allow them to review forthcoming science curricula, including OpenSciEd's elementary and high school curricula.

Education Leaders of Color, Washington, DC

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

Education Leaders of Color (EdLoC) is a membership organization that works to support the academic and economic advancement of young people of color through harnessing the power of the multiracial, multisector, values-aligned leaders in their network. Rooted in research demonstrating that proximate leaders positively impact the outcomes of the stakeholders they serve, EdLoC provides programming that supports the leadership development and cross-sector collaboration of its members, as well as advocates for policies on the local, state, and national levels in furtherance of its mission. With Corporation support EdLoC will (1) grow, strengthen, and further diversify their network and the supports provided to members; (2) influence policy, with a focus on issues that prioritize the economic and educational advancement of young people of color; and (3) increase the impact of their grantmaking through their Boulder Fund.

Education Strategy Group, Chevy Chase, MD

As a final grant for building public understanding of pathways to economic opportunity. 24 months, \$250,000

Education Strategy Group (ESG) is a mission-driven consulting firm that works with America's education, business, and civic leaders to expand economic opportunity and mobility by increasing educational attainment. Although many national efforts focus on supporting career pathways that begin in high school and articulate to postsecondary programs that culminate in credentials with labor market value, too few key education stakeholders understand the importance of these opportunities in the economy. Understanding this is especially important given the significant workforce shifts resulting from the pandemic. With past Corporation support, ESG produced a set of tools and strategies for engaging stakeholders about the changing economic environment and the role that education and training beyond high school play in opening doors to the workforce. With continued support from the Corporation, ESG will share learnings and lessons from planned community workshops as well as update and build new resources for the communications toolkit as needed.

Education Writers Association, Washington, DC

For project support to prepare local newsroom editors and their teams for meaningful community engagement over education issues. 12 months, \$250,000

The Education Writers Association (EWA), the largest professional organization serving education journalists, proposes developing an education editor training program with Corporation support. The "New to the Desk" program will train new education editors to lead reporting teams covering school communities during a crucial time in our history, ensuring they receive needed support as they advance in their careers. With newsrooms and budgets shrinking, the ability to cover local community issues is endangered. As Election Day 2024 approaches, threats to an informed electorate persist, including misinformation. Editors must ensure fair, accurate reporting. The project will launch a pilot program with about 10 editors in a colearning space focused on education coverage leadership. EWA aims to recruit a diverse pool of editors with less than five years of experience through relationships with editor-serving organizations and a dedicated recruitment plan.

EducationCounsel, Washington, DC

As a final grant for a learning systems approach in education. 24 months, \$500,000

Our present education system is challenged by developing and maintaining the conditions necessary for all students to have access to the opportunities and support to master the knowledge and skills necessary for college, career, and citizenship. While we have knowledge of what works, for whom, and under what conditions, we have been challenged by learning from and sharing that knowledge, in order to produce impact at scale. In response, EducationCounsel (EC) developed a framework focused on research and development, continuous improvement, and maintaining a robust data infrastructure. With prior support from the Corporation, EC (1) launched a network to advance the framework, (2) advanced policy to improve R&D infrastructure with a focus on data infrastructure, and (3) collaborated with the U.S. Department of Education to implement aspects of the framework. Additional support from the Corporation will allow EC to continue advancing work in each of these three core strands.

Educators for Excellence, New York, NY

As a final general support grant. 12 months, \$350,000

Educators for Excellence (E4E) aims to solve the lack of teacher voices in education policy decisions. While research shows that classroom teachers are the single most important in-school factor in improving student achievement, their diverse voices are consistently left out of education policy decisions. Even though policymakers at every level of the system talk about teachers, they rarely talk with teachers. Founded by public school teachers, Educators for Excellence (E4E) is a growing movement of more than 30,000 educators, united around a common set of values and principles for improving student learning and elevating the teaching profession. With renewed support from the Corporation, E4E will work with their National Teacher Leader Council, a two-year cohort made up of outstanding teacher leaders, to inform a broad swath of E4E's policy and organizing work, including the National Policy Agenda, their national teacher survey Voices from the Classroom, and national advocacy campaigns to support high-quality instructional materials supported with curriculum-based professional development.

EL Education, Inc., New York, NY

As a final grant to support a group of elementary schools in New York City and provide phonics reading instruction using a fully digital curriculum supplement. 12 months, \$500,000

EL Education is the developer of a highly rated K–8 language arts curriculum that includes supplemental materials to support reading interventions. Through their current grant, they developed and piloted an English language development curriculum to better improve the literacy proficiency of elementary students who are continuing to learn English. Corporation support will allow EL Education to support 25 elementary schools in the Bronx and Manhattan with Unlock Phonics. This new, fully digital supplemental curriculum supports students in grades 3–5 that need additional reading instruction, specifically focused on phonics and phonemic awareness.

Everyone On, Los Angeles, CA

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

Everyone On is a California-based nonprofit with national reach and local impacts dedicated to creating social and economic opportunities by connecting underserved families to affordable internet service, computers, and delivering digital skills training opportunities. Carnegie Corporation of New York funded Everyone On's Bridges to Tech College Readiness and Tech Career Prep program. This program helped both high school students and adults receive a robust digital skills curriculum by introducing in-demand skills and diverse tech-based career certificate opportunities; provided access to one-on-one navigation and support from digital skills instructors to ensure learners were prepared to complete and earn certifications; and introduced college and career readiness resources and facilitated links to professionals in the field via workshops and career panels. Corporation support over the past three years has been critical to its growth, expansion, and sustainability. They have also delivered digital skills training to over 1,772 people across the country, including high school–age students and parents of K–12 students. The Corporation's continued general support will allow Everyone On to support their diverse programs that drive broadband adoption as well as continue to drive digital equity work in diverse communities across the country.

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

For core support of the College Access: Research & Action model outside of New York City. 24 months, \$250,000

College Access: Research & Action (CARA) ensures that first-generation college students, low-income students, and students of color have the knowledge and support necessary to enroll in and persist through college. Founded in 2011, CARA delivers evidence-based programs, strengthens educational leadership through professional development, and trains youth to serve as peer counselors. It conducts research to improve its programs and foster school system change across the United States. CARA's research demonstrates the proven impact of its work. Over the four years ending in 2022, CARA's college access programs saw postsecondary enrollment increase 9 percent — or 11 percent more than students in demographically similar schools. Simultaneously, postsecondary enrollment among high school students who received peer counseling increased 19 percent — or 5 percent more than students in similar schools. College retention rates among students served by CARA's programming were 11 percent higher than similar students over these four years. Continued support from the Corporation will allow CARA to complete a range of policy research projects and disseminate them to colleagues in New York City and beyond.

Global Impact, Alexandria, VA

For a final grant to conduct a qualitative study of family engagement practices and the launch of a public information campaign on the science of learning. 18 months, \$800,000

This grant to Learning Heroes consists of two projects. The first project is the final phase of a study on family engagement practices, which includes an analysis of the strategies that enabled schools with effective family engagement practices to perform better during the pandemic. The study will culminate in a policy report and inform a measurement tool for family engagement practices. The second project will design and execute a campaign on the science of learning and human development. Learning Heroes and The Human Potential L.A.B. will develop and manage a public awareness campaign to offer practical tools for youth emotional well-being and learning. The campaign will translate the science of learning into accessible language, benefiting educators devoted to helping youth achieve their highest potential.

GreatSchools, Oakland, CA

For project support of the College Success Awards. 12 months, \$300,000

GreatSchools is the nation's largest education-focused parenting website serving 45 million American families annually with a track record of over 18 years. They have effectively engaged with parents, providing profiles of 200,000 K–12 schools that encompass performance metrics, detailed descriptions, and valuable feedback from over a million parents and students. The Corporation will continue to support the annual College Success Award presented by GreatSchools, which recognizes and celebrates public high schools that excel in preparing students for success in post-secondary education. The award's primary aim is to acknowledge and honor public high schools that effectively equip students to enroll and thrive in college. This information serves as a valuable tool for families in identifying schools that are best equipped to support their children in their journey toward postsecondary success, ultimately fostering enhanced economic and social mobility. Through this upcoming grant, GreatSchools will further enhance its services by offering college guidance to families utilizing their website.

Innovate Public Schools, Menlo Park, CA

As a final general support grant. 15 months, \$370,000

Parents have a unique and critical role in improving our public schools. In communities where parents are connected and deeply engaged, public schools tend to be more effective. Innovate Public Schools, a nonprofit whose mission is to build the power of parents and communities to demand and support the creation of world-class public schools, helps parents organize and advocate successfully for better schools in their communities and hold the system accountable to the needs of their children. Continued support from the Corporation will enable Innovate Public Schools to continue building their National Organizing program, through which they train and support other education organizations to build their capacity to organize parents. This includes a six-month Community Organizer Training Program (COTP) and three-day National Parent Leader Institutes (PLI). Through this renewal, Innovate will (1) continue the work of building the capacity of parents and families to organize, advocate, and demand high-quality schools for their children; and (2) refine and launch their new strategy for national parent power-building.

International Rescue Committee, Inc.,
New York, NY

For project support to expand reach and services through their English as a Second Language program in three selected regions. 15 months, \$500,000

Integrating into a new society makes English language proficiency critical for migrants and refugees settling in the U.S. However, the English as a Second Language (ESL) field only caters to a small fraction of individuals needing these services. This unmet demand leaves an estimated one in five of the 12 million non-English speaking adults without language instruction, hindering their socioeconomic and civic integration. To bridge this unmet need, the International Rescue Committee (IRC), a global humanitarian aid organization that offers emergency aid and long-term assistance to migrants and refugees, will implement the “English for Newcomers” program for adults. The IRC will employ proven ESL instructional models to prepare adults for labor-market integration and career progression to actively participate in civic life. This grant will offer 300 individuals the opportunity to unlock new channels for economic mobility and civic life in the U.S.

Internationals Network for Public Schools, Inc.,
Long Island City, NY

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

Multilingual Learners (MLLs) make up an increasingly large segment of the nation’s public school population, yet they continue to be underserved by schools and systems that were designed primarily for native English speakers. Internationals Network (Internationals) works with educators to design, develop, and support schools and programs for recently arrived immigrants and refugees. The network has a nearly 40-year history and now comprises 31 schools and academies serving 10,000 immigrant and refugee youth, who perform better than students in comparison schools and graduate at significantly higher rates than their peers. Prior Corporation support enabled Internationals to launch and support schools, develop professional and leadership development resources, improve schools’ capacity to strategically use data for continuous improvement, and influence policy and practice by disseminating resources. Continued support will allow Internationals to strengthen school practice, build the capacity of school staff to address the needs of MLLs in the postpandemic context, and share learning with the field.

JobsFirstNYC, New York, NY

As a final general support grant. 24 months, \$250,000

JobsFirstNYC was created as a neutral intermediary to address the workforce needs of out-of-school, out-of-work young adults in New York City. Its mission is to develop and advance new solutions that transform systems supporting young adults and communities in the pursuit of economic mobility. Many systems designed to support young adults are fragmented, antiquated, and ill-equipped to answer this urgent call for change and lack a cohesive strategy. With Corporation support, JobsFirstNYC focused on a collaborative systems approach to prepare rising generations for the postpandemic economy. This enabled them to develop and advance effective outcomes across all four of its solution areas (Community, Education, Work, and Policy). The creation of the “Systems Change to Prepare Young Adults for the Future” framework and its successful implementation increased the number of young people in educational and economic opportunities, and policy and system change improved outcomes. Further investment will allow for continued support of targeted systems change work improving education, policy, and employment for young people and advance already achieved successes.

Khan Academy, Mountain View, CA

For support of updating and improving AP and high school civics and history content. 36 months, \$550,000

Civics is critical in high school as this age group needs foundational knowledge to prepare them to actively participate in our democracy. Given the dynamic nature of U.S. history and government, there is a pressing need to expand and update high school U.S. history and U.S. government and civics courses and AP U.S. History and AP U.S. Government & Politics courses to ensure they are engaging, relevant, and high quality. As states and the College Board update their standards, and our legal and political landscape evolves with new landmark Supreme Court cases and societal shifts, these courses risk becoming obsolete if we do not invest in updating and enriching the material. With Corporation support, Khan Academy will update and improve this suite of courses, first assessing gaps and developing additional content to bring courses up to date, then continuing to build more robust content aligned with key state standards to increase adoption and marketing courses to increase usage and engagement.

The Knowledge House, Bronx, NY

For general support. 30 months, \$250,000

The Knowledge House's (TKH) mission is to empower and sustain a talent pipeline of technologists, entrepreneurs, and digital leaders who will uplift their communities out of poverty. Founded in 2014, TKH equips workers with the technology and skills that provide economic opportunity, living wages, and career mobility. TKH offers two innovative programs that train young people and job seekers with the skills necessary to enter the digital workforce. Since 2014, TKH has trained more than 2,000 young adults, with over 75 percent of participants successfully securing meaningful employment with salaries of more than \$50,000. Corporation support will allow TKH to bolster these existing programs, enhancing job prospects for historically underestimated youth, and will strengthen TKH's expansion efforts.

Kura Labs, New York, NY

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

Many industries are in the process of outsourcing their entire computing power to cloud computing platforms, reducing information technology costs significantly. This shift to cloud computing represents opportunities for companies and high-paying positions for individuals. However, there is a shortage of skilled workers to support the massive migration and maintenance to cloud computing. Kura Labs helps by training high-performing, under-resourced students and graduates from CUNY, private colleges, and community-based organizations (CBOs). Since its inception, Kura Labs has trained and placed nearly 100 engineers at Fortune 1000 companies and venture-backed startups, with most earning starting salaries of \$100K. Its efficacy stems from its vast network of employers and unique focus on deep exploration of the vast array of real-world problems and challenges facing businesses and enterprises, and developing optimal solutions based on various technological tools/applications. Continued Corporation support will allow Kura Labs to keep engaging employers and colleges to train and connect highly talented and diverse students to fill the need for a skilled workforce in cloud computing. Another major goal is to increase the number of people trained, resulting in immediate and significant mobility in underserved communities in New York City and the United States.

Latinos in Action, Sandy, UT

For project support to increase college access and completion for Latino students through Carnegie Scholarships in selected states. 15 months, \$250,000

The significant increase in Latino student enrollment in U.S. schools, more than doubling since 1995 and predicted to reach 30 percent of the public-school population by 2030, highlights the urgent educational challenges and barriers this demographic faces, including lower college enrollment rates compared to their white peers and limited access to quality bilingual education. Latinos in Action (LIA) partners with public schools nationwide to improve Latino youth's educational outcomes and social mobility through elective courses, which provide community leadership opportunities, college readiness services, and scholarships. With the support of the Corporation, LIA plans to expand its program into five districts in Utah and Florida to at least 400 students by fostering their academic identities, readiness for college, and leadership skills. The "Carnegie Talento Scholarships" will provide crucial financial assistance to 10 high school seniors, facilitating their pursuit of higher education and alleviating some of the financial challenges of college attendance.

Leading Educators, New Orleans, LA

As a final grant to support curriculum-based professional learning with a particular focus on science education. 19 months, \$500,000

Leading Educators works with school and district leaders to build and sustain the conditions, teaching, and leadership needed to improve student outcomes. They have partnered with over 30 medium- to large-size districts, supporting over 13,000 educators and impacting 196,000 students. A 2022 study of their work found significant results for students, showing a 28 percent increase in math proficiency and a 17 percent increase in English language arts proficiency in their partner school districts. Leading Educators aims to improve science education outcomes by developing an OpenSciEd-specific implementation framework to enhance student performance in selected districts and creating a professional learning resource hub to provide nationwide access to resources that can bolster science instruction.

Learning Forward, Richardson, TX

As a final grant to support the curriculum-based professional learning network and advance aligned policies. 15 months, \$600,000

Learning Forward builds the capacity of state, district, and school leaders to establish and sustain highly effective professional learning in their systems by disseminating evidence-based research, practical tools, and changes to professional learning policies. Through their current grant, they formed the Curriculum-Based Professional Learning (CBPL) Network with three large school districts to improve the implementation of the Illustrative Mathematics program through curriculum-based professional learning in Philadelphia, Pennsylvania; Montgomery County, Maryland; and Metro Nashville, Tennessee. Corporation support will allow Learning Forward to continue their work with these district teams in the CBPL Network and improve student outcomes in mathematics. Further funding will also support Learning Forward's efforts to create the conditions for high-quality professional learning experiences by advancing federal and state policies.

Learning Policy Institute, Palo Alto, CA

As a final general support grant. 18 months, \$800,000

The Learning Policy Institute (LPI), established in 2015, is driven by a mission to integrate high-quality evidence into educational policy and practice at all levels. With a team of over 60 researchers, educators, policy experts, and communicators, LPI focuses on connecting policymakers and education stakeholders with evidence-based strategies. The institute is nonpartisan and collaborates with various organizations across the education sector to drive progress. With support from the Corporation, LPI proposes to deepen its activities in response to emerging challenges, declining enrollment, chronic absenteeism, severe educator shortages, and school voucher plans all pose threats to the viability and quality of the education system. LPI will continue to inform education policy and practice on how to redesign schools to enable all students to learn and thrive in ways that enable them to fully participate in democratic life and the global economy — and how to prepare educators for this work.

Learning Policy Institute, Palo Alto, CA

As a final grant for a project to continue the development of a middle school science, curriculum-aligned assessment system for state use. 12 months, \$300,000

Federal assessments and accountability expectations have led to evaluations that do not measure or incentivize sophisticated disciplinary content knowledge and practices, deeper learning, and higher order thinking and problem-solving skills that are associated with college and career readiness. This is particularly true in science, where a growing number of states in the State Performance Assessment Learning Community, convened by the Learning Policy Institute (LPI), are seeking to establish performance assessment systems that are anchored in the Next Generation Science Standards and high-quality curriculum, such as OpenSciEd. Through this renewal grant, LPI will continue managing this state science assessment group and support states' work with districts to pilot prototypes for statewide curriculum-anchored assessment systems in science education and integrate it into their state policies.

Massachusetts Institute of Technology, Cambridge, MA

As a final core support grant of the Systems Awareness Lab. 24 months, \$500,000

MIT's Systems Awareness Lab is dedicated to increasing the capacity of educators and key stakeholders to design and implement interventions and policies aimed at improving students' academic outcomes, educational experiences, and future career success. Through a process focused on analyzing context, goal setting, continuous improvement, and leadership development, the Systems Awareness Lab partners with school districts to address problems of practice that stymie student progress. With continued support from the Corporation, the Systems Awareness Lab will expand capacity-building programs in Humboldt County, California, and Ventura County, California, districts the lab has worked closely with since its inception, as well as study the impact of this work on students and educators and document and disseminate effective strategies that have demonstrated impact on student outcomes.

National Academy of Sciences, Washington, DC

As one-time project support for the Board on Science Education to establish an Action Collaborative initiative to support science education across the country. 24 months, \$500,000

The Board on Science Education (BOSE) within the National Academies provides national leadership in science education across the lifespan both in and out of school through major synthesis studies, evidence-based guides for practitioners, public meetings, and outreach to leaders in science education and education policy. Through a five-day virtual summit they hosted, BOSE found that parties invested in science and engineering education needed the support of a neutral but dynamic coordinating body to develop evidence-supported strategies than can address the challenges and opportunities of implementing state-level science standards and sustain common policy and practice agendas in schools and districts. Through this grant, BOSE will establish a coordinating body that brings together a diverse cadre of stakeholders to develop a coherent strategy to support science standards, coordinate a community of practice, build evidence-based policies and tools, and develop a communication and engagement strategy to advance K–12 science education and improve outcomes for students.

National Association of System Heads, Adelphi, MD

As a final grant for project support of the Power of Systems. 24 months, \$400,000

The National Association of System Heads (NASH) consists of the chief executives of 43 college and university systems of public higher education in the United States, educating approximately three-quarters of the nation's students in public, four-year higher education, and students seeking two-year degrees. Via NASH's leadership, higher education system leaders adopted a transformation agenda for public higher education systems named the Power of Systems to collaborate in improvement cycles delivering an impact on student success, with emphases on the redress of inequities and the promotion of economic and social mobility for all. Previous support from the Corporation allowed NASH to support staff capacity and continue its expansion of outreach and impact. Ten additional member systems were added, deepening cornerstone programming to support institutions. This final Carnegie Corporation of New York support will allow NASH to focus on solidifying its strategic plan, identifying opportunities for growth and sustainability, and complement efforts by ensuring that NASH leadership can

attend to the organization's long-term sustainability during this period.

National Center for Civic Innovation, New York, NY

For core support of OpenSciEd. 12 months, \$2,250,000

Meaningful science learning for students occurs when teachers align their instruction to the Next Generation Science Standards, use standards-aligned instructional material, and are supported with curriculum-based professional learning. OpenSciEd is an initiative that brings together state science leaders, expert curriculum designers, learning scientists, science education leaders, and classroom teachers to develop and support a complete set of freely available, full-course, high-quality instructional materials and associated professional learning resources. Through this renewal grant, OpenSciEd will release three high school courses, continue the development and field test of an elementary science curriculum for grades K–5, develop professional learning resources to support curriculum implementation, and work with English Learners Success Forum to develop multilingual learner supports embedded in science curriculum.

National Center for Civic Innovation, New York, NY

As a final core support of Springpoint. 18 months, \$250,000

The New Designs portfolio promotes innovative school models that personalize student learning and seeks to build knowledge about those new approaches. Springpoint, seeded over a decade ago as part of Carnegie Corporation's Opportunity by Design initiative, partners with communities to transform student learning experiences so that they are personalized, mastery-based, student-driven, and integrate social-emotional development. Partnering with over 100 high schools and districts to date, Springpoint accomplishes its mission in part through its Transformative Learning Experiences (TLEs), rigorous, project-based curricular units focused on real-world problems and authentic learning experiences. TLEs are accompanied by implementation guidance designed to build educator capacity and reduce the time and energy educators need to create, use, and personalize project-based learning for their students. Support from the Corporation will allow Springpoint to gather data on current experiences of those using TLEs in order to measure the impact of the approach, which will in turn inform and improve model approach.

National College Attainment Network, Washington, DC

As a final general support grant. 24 months, \$500,000

The National College Attainment Network (NCAN) builds, strengthens, and empowers education communities and stakeholders to close gaps in postsecondary attainment for all students. The more than two million students served by 500+ NCAN members demonstrate significantly higher rates of postsecondary enrollment and graduation. NCAN provides professional development, networking, benchmarking, tools, and news so organizations can effectively deliver college access and success services. With Corporation support, NCAN membership grew by 24 percent over the last five years. Continued support will further strengthen member services, professional development, and capacity-building resources to help NCAN members keep first-generation college students, students of color, and low-income students on the pathway to postsecondary access and success.

National Congress of Parents and Teachers, Alexandria, VA

As a final grant for project support of the District Leader Family Engagement Clearinghouse. 18 months, \$325,000

Family engagement is a crucial instructional strategy that has been proven to improve student achievement. However, superintendents, chief academic officers, and school leaders often underestimate its importance. This grant will enable the National Parent Teacher Association (PTA) to finalize a comprehensive database of evidence-based family engagement interventions that improve student outcomes. This database will serve as a useful tool for superintendents, school leaders, and chief academic officers to select evidence-based interventions that can support student learning. The National PTA will partner with the American Association of Superintendents to launch a pilot, refine the database, and collect data. They will also execute marketing plans to raise awareness of the database and its uses.

National Parents Union, Malden, MA

As a final general support grant. 15 months, \$500,000

The National Parents Union (NPU) is a national nonprofit formed by parents, for parents. Their member organizations, representing all 50 states, D.C., and Puerto Rico, are vetted by volunteer leadership. NPU supports family advocates

in improving the quality of life for children. Their Parent Power Agenda outlines priorities for children and families, emphasizing family involvement in budget, policy, and decision-making, as well as equity in education recovery efforts. Through this final general support grant, NPU will implement its annual plan, including capacity-building and training programs such as parent advocacy workshops and mentorship programs.

National Science Teaching Association, Arlington, VA

As a final grant to complete the formative reviews of the remaining OpenSciEd elementary science units. 15 months, \$225,000

The National Science Teaching Association (NSTA) is committed to best practices in teaching science through professional learning, partnerships, and advocacy, with over 35,000 members and a reach that is up to 300,000 educators. NSTA is currently conducting external teacher-led reviews of OpenSciEd's elementary science instructional units to inform the development process and provide quality assurance. Corporation support will allow NSTA to complete these external reviews and disseminate reports on high-quality instructional materials to elementary science teachers.

New Profit, Inc., Boston, MA

As a final grant for youth mental health investments. 18 months, \$350,000

The Corporation invests in the creation of new schools and education programs through a select number of national partner organizations adept at sourcing, vetting, and scaling new ventures. Founded in 1998, New Profit is a leading venture philanthropy organization that has allocated over \$350 million and provided strategic advisory support to more than 200 organizations working to strengthen education, economic mobility, and democracy. In response to the challenges of the COVID-19 pandemic, along with heightened demand from educators, students, and families, Corporation support enabled New Profit to develop a portfolio of ventures, the Mental Health Equity Cohort, focused on supporting student and educator mental health. With Corporation support, New Profit provided extensive coaching to expand the reach and impact of the cohort, which includes 16 organizations working across 10 states and virtually on key issues such as access to mental health services and social connections to peers. This final grant will enable New Profit to capture learning from those investments and empower

entrepreneurs, funders, and policymakers to engage in the youth mental health sector.

New Venture Fund, Washington, DC

As a final grant for core support to the Research Partnership for Professional Learning. 15 months, \$500,000

Founded in 2021, the Research Partnership for Professional Learning (RPPL) brings together professional learning organizations, school districts, and education researchers who study teacher learning to identify specific features of curriculum-based professional learning to improve academic outcomes for students. With six professional learning organizations, over 70 affiliates serving more than 700 school systems, RPPL has been able to create a productive network of learning partnerships, conduct research on teacher professional learning, collect comparative data, and engage in meta-analyses across member organizations. Corporation support will allow them to partner with five school districts implementing high-quality math curricula to codesign and conduct targeted studies with teachers and district leaders focused on improving outcomes for students.

New Venture Fund, Washington, DC

As a final core support of Seek Common Ground's Action Accelerator. 15 months, \$350,000

Seek Common Ground (SCG) serves independent state- and community-facing education advocacy efforts to promote coalition building that honors the power of local, authentic agenda-setting to drive sustainable educational excellence and equity. SCG coalitions seek to empower those most impacted by education policies and practices — students, families, and educators — with support from allies across a broad range of interests and identities. Through this final core support grant from the Corporation, SCG will continue working with leaders and policymakers to ensure that all stakeholders' concerns and needs are centered in education decisions that affect them. SCG will also double the size of their Action Accelerator: Immigration Is American Collaboration Network, from 16 to 30 groups serving 50,000 immigrant and refugee students and families. This will deepen their support of organizations that focus on the needs of underserved immigrant and refugee students, families, educators, and communities.

New Venture Fund, Washington, DC

As a final core support grant of Collaborative for Student Success. 12 months, \$350,000

It has been over a decade since the Framework for K–12 Science Education and the Next Generation Science Standards were released. These documents have transformed science education, but there is significant progress to be made to increase students' access to high-quality instructional materials and curriculum-based professional learning for teachers. The Collaborative for Student Success (CSS) advocates for strong practices and policies driving improved outcomes for students through capacity-building efforts and promotion of fact-based public discourse. Through this renewal grant, CSS will continue promotion of high-quality science education through dissemination of research and case studies of states and policies. They plan to conduct science communication and advocacy sessions, as well as facilitate a science advocacy learning network with teachers and state leaders.

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

As a final grant for a project to provide curriculum-based professional learning for New York City district leaders and high school biology teachers. 18 months, \$500,000

New York State adopted new science standards that were adapted from the Next Generation Science Standards and articulated a vision for science teaching and learning that radically shifts from prior state science standards. However, there have been limited state and local efforts to develop new science curriculum or to provide professional learning support to schools. For over three decades, New Visions for Public Schools has been a driving force for significant improvements in many of the high schools in New York City Public Schools. In this final grant, New Visions will build the capacity of high school science stakeholders — such as district science leads, superintendents, school leaders, and science teachers — across New York City districts to spread and sustain instructional change through the implementation of New Visions Biology curriculum.

New York Public Library, New York, NY

For project support of College Access and Civic Engagement Programs for Teens with an emphasis on Immigrant Youth and English as a Second Language (ESL) program for adult immigrants throughout New York City. 24 months, \$1,800,000

The New York Public Library (NYPL) is instrumental in realizing Andrew Carnegie’s vision of accessible knowledge. As part of the Corporation’s Library Initiative, including grants to the Brooklyn Public Library and Queens Public Library, this grant will address the lack of access to ESL programs for the 1.7 million non-English-speaking residents and the limited availability of extracurricular activities, leading to social isolation among low-income teenagers. The NYPL will enhance adult ESL skills, support integration and social mobility, and provide wraparound services, including civic and digital learning classes. The NYPL will also implement the Teens 360° Initiative, offering safe after-school learning environments, college and career resources, technology courses, paid internships, and community engagement activities through its 20 Teen Centers.

News Literacy Project, Washington, DC

For project support of the District Fellowship Program, an initiative working to expand the teaching of news literacy at the district level and creating models for scale in other locations. 18 months, \$350,000

The News Literacy Project (NLP), a nonpartisan education nonprofit founded in 2008, aims to equip all students with news literacy skills before they graduate high school, fostering well-informed critical thinkers. Currently, such education is mandated in only nine states. With support from the Corporation, NLP will expand its District Fellowship program, a two-year initiative designed for district leaders to enhance news literacy education by incorporating news literacy activities into various school subjects. The fellowship builds a network of administrators, curriculum directors, and educators to develop and implement district-wide news and media literacy plans, ensuring replicable practices. The program, which has integrated news literacy into various subjects across eight states (CO, IA, MI, NM, NY, OR, PA, UT), will now include a third cohort of district fellows, adding nine new districts in CA, FL, NE, OK, and NC. This expansion will involve 37,228 educators and 960,891 students, doubling the program’s size to 17 districts across 13 states.

NewSchools Venture Fund, Oakland, CA

As a one-time grant for project support of the priorities enumerated in the FY2024–2026 strategic plan. 36 months, \$3,500,000

To advance a vision in which all students are prepared for postsecondary success, the New Designs portfolio supports the creation of innovative schools that personalize student learning, as well as the capacity-building of adults and systems in support of these efforts. NewSchools Venture Fund (NewSchools) is an important partner in advancing this work. Founded in 1998, NewSchools has a strong reputation for sourcing, vetting, and supporting high-quality school models and education ventures as well as the leaders necessary to the success of those efforts. Since 2015, NewSchools has supported the creation of over 110 innovative schools that will collectively serve 82,000 at full enrollment, with 75 percent of schools achieving at or above average growth in math and reading each year, while investing in educational ventures that reach 28 million students. Continued support will enable NewSchools to invest in innovative school models and learning solutions, reimagine educator roles to address widespread staffing challenges, and share lessons learned with the education sector. This is a joint grant with the Public Understanding portfolio and will thus place a focus on family and community involvement in innovation.

OneGoal, Chicago, IL

For core support of OneGoal New York. 36 months, \$750,000

Although securing a postsecondary credential has become increasingly vital to an individual’s ability to secure employment and achieve economic mobility, resources to support college access and success remain insufficient. To address this gap, the Corporation supports a cohort of college access organizations working to meet the varied needs of New York City students. OneGoal equips school-based educators to facilitate a three-year college access and success program, in which high school students complete credit-bearing courses and receive coaching through the first day of sophomore year of college. Prior Corporation support enabled OneGoal New York to support 3,000 students, 62 percent of whom are first-generation college students, and boost their postsecondary outcomes. In the 2022–2023 school year, 100 percent of students graduated from high school, compared to the citywide average of 83 percent, and 84 percent of students enrolled in a postsecondary program following high school graduation, which outpaces the national average of 50 percent for students from comparable economic

backgrounds. Finally, their inaugural class earned a college degree at twice the national average. Renewal support will enable OneGoal to provide differentiated support and increase enrollment in high-quality postsecondary pathways for approximately 1,900 New York City students served annually.

Open Campus Media, Washington, DC

For general support and project support of the continued implementation and expansion of the “Life After High School” project, seeking to deliver trusted, accurate local news to more Americans. 18 months, \$350,000

Open Campus, a nonprofit news organization founded in 2019 by two former editors at the *Chronicle of Higher Education*, aims to improve the information Americans receive about college at national and local levels. Colleges play crucial roles in social mobility, but limited coverage of their performance creates a disconnect with employers and citizens. Many Americans lack key information about postsecondary options. Although some resources, like FAFSA guides, are available, few local, independent tools exist to help students begin their postsecondary journey. Trusted, independent local news outlets can disseminate this much-needed information to the public. Currently partnering with 14 newsrooms nationwide, Open Campus aims to expand to all 50 states. Support from the Corporation will fund two strands of work: expanding higher education and college readiness coverage in local newsrooms and advancing the Life After High School project.

Open Campus Media, Washington, DC

For project support of the “Life After High School” project and to continue support of the HBCU journalism fellowship. 12 months, \$225,000

The education journalism ecosystem has never been more essential. School as we know it — from teaching to testing to extracurriculars — has been profoundly disrupted over the last few years, with troubling consequences often falling hardest on communities of color. Education journalists need to be the public’s guide to an uncertain future, providing real-time information and analysis to stakeholders as we emerge from the pandemic and its aftermath. Open Campus, a nonprofit news organization founded in 2019 dedicated to investigating and elevating higher education, seeks to bridge this gap. Their aim is to transform local reporting on college by combining the sophistication of a national newsroom that knows a topic very deeply with the engagement of a

community newsroom that also knows local issues best. With support from the Corporation, Open Campus will launch a project to collaborate with local news outlets to assess how three local communities seek and attain information about life after high school, inclusive of higher education and career pathways. They will also continue to strengthen reporting on HBCUs and building a pipeline of Black journalists into the news industry.

PeerForward, Washington, DC

For core support of PeerForward New York. 36 months, \$750,000

Although securing a postsecondary credential has become increasingly vital to an individual’s ability to secure employment and achieve economic mobility, resources to support college access and success remain insufficient. To address this gap, the Corporation supports a cohort of college access organizations working to meet the varied needs of New York City students. PeerForward trains students to serve as Peer Leaders, who lead school-wide campaigns focused on key college access milestones, such as completing college and financial aid applications, to encourage postsecondary enrollment. Prior Corporation support enabled PeerForward’s NYC region to partner with 15 high schools that enroll 5,500 students annually, including 1,300 seniors who receive direct support from PeerForward and the trained Peer Leaders. This has resulted in improved outcomes for the Peer Leaders and their classmates: an independent evaluation found that NYC partner schools achieve 28 percent higher FAFSA completion rates and nationally partner schools show at least 60 percent higher four-year college enrollment rates compared to similar schools. Renewal support will enable PeerForward to equip Peer Leaders to support 1,300 high school seniors annually as they navigate their postsecondary transitions.

PENCIL, New York, NY

For general support. 30 months, \$300,000

While the nation has made impressive strides toward greater high school completion, college and career readiness have not kept pace. PENCIL brings together business leaders and educators to provide work-based learning (WBL) experiences that help prepare New York City students to succeed in today’s workforce. Prior Corporation support enabled PENCIL to develop and implement the Career Explorers Program, which provides WBL experiences designed to mirror real-world industry work decoupled from internship placements. The program has yielded strong student

outcomes and provided a blueprint for scaling summer youth employment. Corporation support also allowed PENCIL to conduct an evaluation of program strengths, opportunities for improvement, and gaps in the field, which PENCIL shared in a series of research briefs. Continued Corporation support will allow PENCIL to expand its programming in New York City schools, broker industry partnerships for schools, and deepen organizational impact through strategic partnerships with other community organizations and higher education institutions.

PIE Network, Minneapolis, MN

As a final general support grant. 15 months, \$250,000

The PIE Network serves as a unifying force, enhancing and energizing the efforts of education leaders and advocates from diverse communities and ideological backgrounds. Its goal is to drive the transformation of education, ensuring that every student in every community can attain a sustainable future. The network includes 98 state and local advocacy organizations and 28 national partners in 33 states and D.C. Continued support from the Corporation will enable the PIE Network to (1) help leaders take stock, adapt, innovate, and build skills; (2) advance efforts to build public understanding and community engagement through their networks; (3) focus on what's working; (4) paint new, compelling pictures of what's possible; and (5) scale up innovative and effective education programs, policy, and advocacy.

President and Fellows of Harvard College, Cambridge, MA

For core support of Opportunity Insights. 24 months, \$1,500,000

Opportunity Insights (OI), a nonpartisan research and policy institute focused on improving economic opportunity, utilizes big data to document both the decline of upward mobility and potential solutions to revive it. Their model is designed to produce foundational scientific research, translate this research to both scholars and nonacademic audiences, and ultimately inform policies that increase upward mobility. Since its founding in 2018, OI has released a series of studies that have made fundamental contributions to the science of economic opportunity, sparked significant policy changes in domains ranging from federal affordable housing to higher education to the design of economic stimulus programs, and trained a diverse new generation of scholars and practitioners focused on economic opportunity. With support from the Corporation, OI will undertake three

related projects focused on how postsecondary education can be an engine of mobility: exploring how to increase economic diversity in higher education access; understanding college value-add; and strengthening the evidence on workforce program impacts.

President and Fellows of Harvard College, Cambridge, MA

As a final grant for advancing EdRedesign's Success Planning Initiative. 24 months, \$500,000

Harvard Graduate School of Education's Education Redesign Lab (EdRedesign) was founded in 2014 with the belief that all children and youth, especially those affected by racism and poverty, should have clear and accessible pathways to well-being, educational attainment, upward mobility, and opportunities to succeed in school and in life. EdRedesign's Success Planning Initiative works with families to develop personalized plans that leverage the opportunities available in their communities. By articulating a path forward and providing families with direct and long-term support, EdRedesign aims to increase the likelihood that students will successfully complete their high school and postsecondary education, setting them on a positive career trajectory. With continued support from the Corporation, EdRedesign will provide coaching to 16 cross-sector community teams through its Community of Practice, build capacity around success planning through resources, tools, and training, and codify and disseminate tools and learnings related to the impact of success planning on students.

President and Fellows of Harvard College, Cambridge, MA

As a final grant in support of Deeper Learning Dozen: Developing a New Approach to Equitable and Humane Systems Change. 24 months, \$250,000

Founded in 2018, the Deeper Learning Dozen (DLD) supports superintendents and their teams, through a community of practice, to transform their school districts to support equitable access to deeper learning experiences and outcomes for all students and adults. "Deeper learning" is defined as learning that is purposeful, engaging, and helps students gain the necessary knowledge, skills, and critical capacities that will prepare them for college, careers, community, and citizenship. While a small number of students experience deeper learning, few if any districts are achieving this at scale, particularly districts serving large numbers of high poverty students and students of color.

DLD supports district improvement efforts to provide deeper learning for all by centering programming around changes in leadership approach, school and district systems, adult learning, and pedagogy. A grant from the Corporation will support DLD's community of practice, individual advising to participating districts, and completion and dissemination of their District Transformation Playbook.

President and Fellows of Harvard College, Cambridge, MA

For support of the Education Recovery Scorecard.
12 months, \$225,000

Launched in 2022 by the Center for Education Policy Research (CEPR) at Harvard University, the Education Recovery Scorecard (ERS) has served as a critical resource for assessing pandemic-related educational losses at the district and state levels. With Corporation support, the 2022 scorecard analyzed achievement changes as a result of the pandemic across nearly 8,000 districts in 41 states, and provided insights into additional factors within districts, such as annual instructional budgets, that impacted student learning during the pandemic. With additional Corporation support, the 2023 edition was the first national report on the pace of recovery in individual districts across the country. CEPR is seeking to expand the scorecard beyond its focus on pandemic recovery to make it a trusted annual source of local student outcome data, including student achievement and other outcomes such as chronic absenteeism. Continued support will allow CEPR to update and expand the ERS with new and broader data; conduct analysis and publish reports on the relationship between absenteeism and recovery and federal pandemic relief; and widely promote the scorecard and related analysis and reports in local and national media.

President and Fellows of Harvard College, Cambridge, MA

For the development of the 2023 Education Recovery Scorecard. 12 months, \$225,000

With support from the Corporation, researcher Tom Kane has released numerous reports exploring the ramifications of the pandemic on student learning loss. These reports examined learning loss due to missed instructional hours and the efficacy of specific interventions, such as tutoring, in facilitating academic recovery. In 2022 Kane, with support from the Corporation, developed the 2022 Education Recovery Scorecard (ERS), which provided district-level data that allowed the education sector, inclusive of USDOE,

states, districts, and researchers, the opportunity to understand further how remote instruction, federal dollars expenditure, and other factors impacted students during and after the COVID-19 pandemic. With continued support from the Corporation, Kane endeavors to develop the 2023 ERS, which will provide state- and district-level data on the first year of academic recovery post the pandemic, by analyzing state-level test scores relative to the 2022 National Assessment of Educational Progress (NAEP) scores. From this analysis, Kane aims to identify exemplars of districts that had losses and have made substantial improvements to combat inertia and identify promising paths forward.

Project Evident, Boston, MA

As a final general support grant. 24 months, \$650,000

While the demand for evidence-based educational programming continues to grow, a persistent gap remains between research and practice. As a result, school districts and states are too often unable to effectively identify and implement evidence-based solutions aligned to their specific needs and desired outcomes. With support from the Corporation, Project Evident (PE) was founded to increase the practice of continuous evidence-building and the supply of evidence-based solutions in the social sector. PE partners with state and local education leaders to use their data and evidence more effectively to continuously improve operational, financial, policy, and programmatic decisions in the pursuit of better student outcomes. With continued support from the Corporation, PE will continue its efforts to provide direct services to school districts and intermediaries, develop and share resources, and create an AI-enabled tool to reach more districts and nonprofits.

Queens Public Library Foundation, Inc., Jamaica, NY

For project support of English as a Second Language (ESL) programs for adult immigrants, and teen programming that supports economic and social mobility. 24 months, \$1,200,000

Founded in 1896, Queens Public Library (QPL) serves the most diverse county in the nation, Queens, New York, where 47.8 percent of its 2.4 million residents are foreign-born, and an estimated 180 languages are spoken. In 2023 QPL had over 5.6 million visitors, circulated over 7.7 million resources, and offered over 50,000 programs at its 66 library locations, including four Carnegie libraries (Astoria, Poppenhusen, Richmond Hill, and Woodhaven)

for newcomers, young adults, and teens. Prior Corporation support enabled QPL to expand the number of teens served through its college readiness programs. With Corporation support, QPL will scale its programming over two years to provide an estimated 1,000 newcomers with basic English as a Second Language classes, 560 newcomers with workforce training for industry certifications, 64 young adults with instruction for the high school equivalency exam, and 1,500 teens with college readiness programs.

Riverside Language Program, Inc., New York, NY

For project support of the English as a Second Language program. 12 months, \$300,000

Immigrants account for almost 40 percent of New York City's population and almost half its workforce. They contribute billions of dollars to the economy and create jobs by establishing new businesses. However, they face several challenges that prevent them from accessing employment and other opportunities, such as limited English proficiency and a lack of knowledge about American workplace norms. The Riverside Language Program, a nonprofit organization serving refugees and recent immigrants, implements a variety of ESL, citizenship, and workforce programs. With support from the Carnegie Corporation, their ESL program, recognized as one of the best programs in New York City, will enroll an additional 100 new individuals and provide them with 140 hours of immersive language instruction, job readiness, digital literacy, and community and civic engagement training. By the end of the program, all participants will have a plan to achieve their key priorities in employment, education, social services, and civic engagement, contributing to a better future for countless immigrants and their families.

Rockefeller Philanthropy Advisors, New York, NY

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

Since September 9, 2015, College Promise has promoted and led a nonpartisan, collaborative movement at the local and state levels to increase the quality and quantity of Promise programs across the nation. Today, College Promise supports 339 local Promise communities and 30 Promise states (including Washington, D.C.). College Promise's mission is to help all Americans benefit from education, training, and student supports to meet their full potential. College Promise delivers its mission by connecting students to College Promise programs that provide scholarships for tuition, fees, and other college costs and student supports; increasing the quality and quantity of College Promise programs across the nation; and

identifying, promoting, and scaling evidence-based research and policies that enable high-impact Promise practices, adoption, and replication in communities and states.

Shared Lane Consulting Service, New York, NY

As a final project support grant to provide Digital Careers tools and resources to educators, students, and families that allow for guidance on how to navigate postsecondary training pathways. 24 months, \$250,000

Shared Lane Consulting Services (Shared Lane) was founded in 2021 with a mission to promote diversity and equity of access to digitally enabled careers. Its work supports schools and organizations developing youth career pathways by building curriculum and teacher training around IT career opportunities within the high-demand tech-enabled economic sectors. With Corporation support, Shared Lane developed the Technology Career Exploration Program (TCEP) that prepares motivated adults who are unemployed or underemployed for successful careers as tech professionals and creates on-ramps for businesses that need their talents. Funding also allowed Shared Lane to develop a product road map creating free digital tools that support educators and high school learners. The web-based toolkits, "Digital Career Toolkit" and "Forging Allied Healthcare Careers," are unique in that they are student-facing while including robust facilitator guides for educators. To date, over 6,000 users have availed themselves of these resources. Continued general operating support will allow Shared Lane to scale its Expanding Pathways Collaborative, designed to bring together frontline staff from workforce training providers against a range of sections, and high school and intermediary representatives. Shared Lane will also promote its "Workforce Gateway Internships" (WGI), a pre-admission opportunity for high school seniors. This work includes facilitating a 30-hour micro-internship in which participants attend abridged training at a workforce site and participate in a mock admissions interview.

Springboard Collaborative, Philadelphia, PA

For general support. 18 months, \$600,000

Since its founding in 2011, Springboard Collaborative has coached educators and families to help students achieve grade-level reading by fourth grade. Their program is a 5–10-week intervention based on Science of Reading–aligned literacy instruction, professional development for teachers, and engaging family workshops designed to empower students to reach their reading goals. With support

from the Corporation, Springboard Collaborative aims to expand its reach by 20 percent and serve 36,000 students. This significant goal will be accomplished by fostering partnerships with large districts. The organization will remain committed to maintaining strong student reading outcomes and implementing its strategic plan to lay the foundation for future growth.

Squash and Education Alliance, New York, NY

For project support to launch the Carnegie Scholarship Program and Community Initiatives in selected regions. 12 months, \$650,000

In the United States, high school graduates from high-income backgrounds are two times more likely to enroll in postsecondary education than their low-income peers. To support low-income high school graduates in the enrollment process and to close this opportunity gap, college preparation opportunities and support networks are critical. Founded in 2005, the Squash and Education Alliance (SEA) leads a network of youth development organizations that work to tackle this enrollment gap, especially for low-income families. Since its inception in 2002, SEA's core program model addresses academic inequities by emphasizing long-term and consistent student engagement through high-quality academic and college-focused support by responsive and trusted staff. Since 2002, nearly 1,600 SEA participants have obtained a high school diploma, and 92 percent of these students have pursued a postsecondary education. The Corporation's support to SEA will make possible two initiatives: (1) the Carnegie Community Engagement Initiative, which will bring more than 2,000 new community members into SEA's network of community centers; and (2) the Carnegie Scholarships, which will also increase college guidance and access opportunities for SEA students, many of whom are immigrant and first-generation students, enabling SEA to double the amount of scholarship and financial aid funding distributed to college students.

StriveTogether, Cincinnati, OH

As a one-time grant for general support. 24 months, \$750,000

StriveTogether (Strive) is a national network operating in over 70 communities across 29 states that works to improve cradle-to-career outcomes and enact comprehensive agendas for economic mobility for low-income youth. Strive helps network members translate the growing research base on economic mobility into tangible change for students in their

communities. Strive's efforts to date have resulted in meaningful and measurable impacts for young people, with the Strive Network presently reaching 14 million young people nationally. By 2030, Strive aims to work through its network to put four million additional children on track to economic mobility. With continued support from the Corporation, Strive will strengthen and grow its network, resulting in improved outcomes for significantly more youth; drive policy change and resources at the local, state, and federal levels; and build capacity broadly through evidence-based virtual training for leaders.

Student Achievement Partners, Inc., New York, NY

As a final general support grant. 15 months, \$500,000

High-quality instructional materials alone cannot improve student learning and the need for curriculum-based professional learning is evident. District leaders need support in making decisions about materials selection and successful implementation through an evidence-based process that effectively plans for curriculum-based professional learning. Student Achievement Partners (SAP) is a nonprofit organization dedicated to improving student learning outcomes through standards-aligned, culturally relevant teaching. With Corporation funding, they have developed the Essential x Equitable (e²) Instructional Practice Framework to support the next phase of a sector-wide movement to improve education. Through this renewal general support grant, SAP will continue to design evidence-based tools, resources, and professional learning to support teachers and district leaders. They will also explore a new business model to diversify funding sources to contribute to the organization's sustainability.

Student Leadership Network, New York, NY

For core support of Student Leadership Network New York. 36 months, \$750,000

Although securing a postsecondary credential has become increasingly vital to an individual's ability to secure employment and achieve economic mobility, resources to support college access and success remain insufficient. To address this gap, the Corporation supports a cohort of college access organizations working to meet the varied needs of New York City students. Student Leadership Network's (SLN) CollegeBound Initiative (CBI) places full-time college counselors in schools with lessened caseloads to promote college awareness and access. Research shows that CBI participants are more likely to enroll in college in the fall after high school graduation than students from similar backgrounds who

did not (80 percent versus 58 percent) and are more likely to attain a bachelor's degree within six years (41 percent versus 13 percent). Prior Corporation support enabled SLN to engage over 18,000 students through their Girls' Education work, and CBI for students across 26 partner schools. Continued support for CBI will enable SLN to reach approximately 16,000 New York City students and alumni annually, including direct support for 2,100 seniors, 10,400 6th through 11th graders, and 3,500 CBI alumni.

Sutton Trust, London, UK

For support of research on the relationship between higher education and social mobility. 18 months, \$220,000

Since 1997, the Sutton Trust has worked to address the fact that the educational opportunities and life chances of a child born today are strongly linked to their parents' socio-economic background, regardless of talent or effort. Sutton Trust and the Corporation have a strong history of partnership, hosting summits on issues including higher education access and evidence-based teaching in schools. With support from the Corporation, Sutton Trust will commission a major piece of research exploring the role that higher education is playing in social mobility internationally, looking at examples of multiple countries with high and low social mobility and how their respective higher education systems are contributing to these outcomes. Building on this research, they will then host a joint summit in London in 2025 exploring three key themes: funding higher education sustainably, the value of higher education in the modern economy, and the future for widening higher education participation. The event will provide an opportunity for a constructive information exchange between policymakers, researchers, and other experts from both countries, focusing on significant questions the U.S. and U.K. are asking about the role of higher education in promoting increased social mobility.

TalkingPoints, San Francisco, CA

As a final general support grant. 24 months, \$800,000

TalkingPoints unlocks the potential of low-income, underserved families to support their children's learning so that these students can graduate from high school on time, go to college, and become part of an inclusive, diverse workforce in America. Through their multilingual engagement platform powered by two-way translated messages and personalized support, families and teachers are able to connect using human and artificial intelligence, eliminating language, time limitations, and know-how as barriers to the school and

family connection. This renewal grant will provide general operating support to (a) enable TalkingPoints to strengthen and scale their evidence-based solution to support 7M+ educators, families, and students annually; and (b) expand on their strategic growth campaign with key investments in growth, research & development, thought leadership, and organizational capacity.

Teachers College, Columbia University, New York, NY

For core support of the Hechinger Report. 24 months, \$400,000

The Hechinger Report is an independent, nonprofit, and nonpartisan organization based at Teachers College, Columbia University. As a newsroom focused on education, its mission is to inform the public about the challenges faced by students and educators in the United States and engage readers in the national debate on education improvement. They provide their work freely to readers, believing that reliable journalism is a public service that should be accessible to all. With Corporation support, they will produce high-quality journalism that focuses on major education themes through in-depth narratives, research, and data analysis.

Teachers College, Columbia University, New York, NY

For core support of the Hechinger Report. 12 months, \$225,000

The Hechinger Report is an independent, nonprofit, and nonpartisan organization based at Teachers College, Columbia University. As a nonprofit newsroom focused on inequality and innovation in education, its mission is to inform the public about the challenges faced by students and educators in the United States and engage readers in the national debate on education improvement. They provide their work freely to readers, believing that reliable journalism is a public service that should be accessible to all. They collaborate with partner news outlets to reach a diverse audience and provide critical information to those who can make a difference.

Teaching Lab, Washington, DC

As a final grant to support curriculum-based professional learning with a particular focus on science education. 12 months, \$500,000

Teaching Lab specializes in working with school, district, and state leaders around curriculum-based professional learning to improve students' math, English language arts (ELA), and science outcomes. Through their work, they have reached over 11,000 educators across 24 states, improving the learning of over 730,000 students. In one partner site example, student proficiency in math and ELA increased from 24 percent to 70 percent due to improvement in teacher instruction. In their current grant, Teaching Lab has grown their capacity to provide professional learning in science education. Corporation support will allow Teaching Lab to continue expanding their science education services with curriculum-based professional learning for teachers, school leaders, and district leaders. A key focus of this grant will be to amplify their science education work in Chicago Public Schools.

Throughline Learning, Providence, RI

As a final general support grant. 24 months, \$1,000,000

Students from historically marginalized communities face greater barriers to higher education and economic mobility and the schools that serve them often have the least capacity to bridge the gap, dual challenges that were exacerbated by the pandemic. As schools seek to address these challenges while also navigating teacher shortages, programs that personalize learning and reimagine the teacher role are needed more than ever. Throughline Learning (Throughline) has been focused on improving the educational experiences of underserved students for over 15 years, helping schools implement personalized, culturally relevant teaching practices at scale. Based in Rhode Island, Throughline has built extensive relationships across the state by collaborating with every local school district and established itself as a national leader in the field of student-centered practices. With Corporation support, Throughline developed a school model and instructional toolkit, which they have equipped 3,000 educators to implement, reaching approximately 40,000 students. Recent Corporation support seeded Throughline's Community Educator model, which is training a new generation of teachers to address staffing challenges and meet students' academic, social, and emotional needs. This final grant will enable Throughline to expand the number of schools implementing this approach by working with in-service and aspiring educators within the teacher pipeline.

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

As a one-time grant for the Profiles in Collective Leadership initiative. 15 months, \$600,000

Transcend is a national nonprofit that aims to ensure that all young people learn in ways that enable economic and social mobility. To achieve this vision, they work across the education sector, providing research-based community-driven design support to create student-centered learning environments that nurture both academic and socio-emotional development. As a partner with the Corporation for the Profiles in Collective Leadership (PiCL) initiative, Transcend helped shape the conceptual framework and selection criteria for potential awardees. With continued support from the Corporation, Transcend will commence the next phase of PiCL by launching a Community of Practice (CoP) focused on deepening awardees' capacity for impactful, student-centered change and conducting and disseminating research on the ways in which awardees effect change utilizing collective leadership approaches.

UnboundEd, Brooklyn, NY

As a final grant to complete science education pathways at the National Standards Institute. 13 months, \$300,000

UnboundEd provides professional learning for teachers to ensure students receive grade-level, affirming, and engaging classroom instruction in English language arts (ELA), mathematics, and science. For the past eight years, they have provided professional learning through their national Standards Institute, impacting over 15,000 educators across the country. Corporation support will allow UnboundEd to continue developing their science education pathways for elementary, middle, and high school grade bands, and work with science teachers to effectively teach using high-quality instructional materials in the classroom.

Valor Collegiate Academies, Nashville, TN

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

Valor Collegiate Academies (Valor) is a charter management organization operating three successful schools that meet the critical need to integrate foundational socio-emotional learning into the academic experience through a comprehensive model called Compass. Valor's schools have consistently ranked in the top five percent for overall student achievement and academic growth in the state since the network was

founded in 2014. Furthermore, Valor is a diverse-by-design institution and has produced consistent student achievement and academic growth scores for the diverse range of students they serve (including students from economically disadvantaged households, English language learners, and students with disabilities). With prior support from the Corporation, Valor launched its high school, which has already become a statewide leader in college matriculation, and built out the Compass model through 12th grade. Corporation support also enabled Valor to develop a training institute, Compass Camp, to spread its model to partner schools that to date has supported 80 schools serving over 45,000 students. This grant will allow Valor to further diffuse the Compass model, develop new coursework for high school students aligned to critical future-ready skills, and address barriers to attendance among low-income students.

YouthForce NOLA, New Orleans, LA

As a final general support grant. 24 months, \$250,000

YouthForce NOLA (YouthForce) is an education, business, and civic collaborative that prepares New Orleans public school students to succeed in the high-wage, high-demand STEM career pathways available in the Greater New Orleans region. Previous Corporation support allowed YouthForce to develop sustainable solutions addressing students' social and emotional needs in the face of the pandemic. Corporation support also assisted YouthForce in rebuilding the career awareness and exploration pipeline for students. It assisted training providers and schools to help high school students earn industry-recognized credentials aligned to careers. It provided rising seniors with meaningful work experience in internships aligned with employer needs while integrating soft skills into their programs. Continued Corporation support will allow YouthForce to focus on core system change priorities to increase the impact on students and ensure their long-term employment and economic success.

STRENGTHENING U.S. DEMOCRACY

Alliance for Justice, Washington, DC

For core support of the Bolder Advocacy program. 24 months, \$530,000

A nonprofit, field-wide survey conducted in 2022 found that nonprofits had a better understanding of the legal parameters of permissible policy and democratic participation two decades ago than they do today. Without a proper understanding of the government regulations on advocacy, nonprofits are faced with minimizing advocacy activities or not participating in advocacy at all, and this undercuts their ability to drive their mission forward. The Alliance for Justice and its Bolder Advocacy program educate nonprofits, foundations, and philanthropic partners by providing trainings and tools that support their advocacy efforts. With Corporation support, Alliance for Justice's Bolder Advocacy program will continue to educate nonprofits to engage in advocacy in accordance with state and federal regulations to maximize their impact.

American Business Immigration Coalition, Chicago, IL

For general support. 24 months, \$600,000

Immigrants play a critical and beneficial role in the American economy. They provide communities and industries with high-quality talent and field expertise, and they financially contribute to cities and states in critical need of investment. Founded in 2013, the American Business Immigration Coalition (ABIC) represents a growing and diverse set of businesses and business associations that are promoting pro-immigrant policies at the federal and state levels. ABIC has built a coalition of business, faith, education, and immigrant rights advocates, along with grassroots organizations, which engage directly with immigrants. With Corporation support, ABIC will expand and strengthen its network of business leaders from key industries and states who can communicate to policymakers the importance of implementing an immigrant integration agenda that will make the United States more prosperous and economically competitive.

America's Voice Education Fund, Washington, DC

As a final grant for general support. 24 months, \$900,000

Although it has been decades since the last major immigration policy reforms, the issue has historically enjoyed bipartisan support. However, with increasing global migration and anti-immigrant rhetoric, the topic has become increasingly polarized, blocking immigration reform policies from advancing. Founded in 2008 with Corporation support, America's Voice Education Fund (AVEF) is a communications hub working to build public and political support for pro-immigrant policies in the United States. It works closely with national, state, and local advocacy organizations to develop unified messaging that advances pro-immigrant narratives across media platforms. These messages are disseminated through rapid response communications, traditional media events, and social media, with the aim of educating journalists, policymakers, and the public about the benefits of pro-immigrant policies. With Corporation support, AVEF will continue to develop and disseminate positive, pro-immigrant narratives.

Ballot Initiative Strategy Center Foundation, Washington, DC

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

As the 2024 elections approach, issue campaigns and ballot measures offer the opportunity for direct participation on a range of matters, promoting more equitable and just governance structures. The ballot initiative process allows citizens to propose statutes or constitutional amendments, depending on the state, and collect signatures to place their proposals on the ballot for voters to decide. Twenty-six states allow for citizen-initiated ballot measures. Founded in 1999, the Ballot Initiative Strategy Center (BISC) is a primary source of research, information, expertise, and training on ballot measures and campaigns. In recent years, BISC has worked on initiatives on voting rights, election administration, immigrant integration, and economic inequality. In addition, BISC tracks legislation around referenda and ballot measures and conducts research on national and state-level trends. With Corporation support, BISC will educate the public on the power of ballot measures as effective tools to increase civic engagement and promote positive social and economic change.

Braver Angels, New York, NY

For support of a project to build bipartisan caucuses aimed at reducing polarization in Utah and Washington State. 18 months, \$350,000

Americans on opposite sides of the political spectrum do not only disagree on issues, they are increasingly losing trust in one another. America's political polarization challenge has been building for decades and is now deeply rooted in major institutions in the United States. Established in 2016, Braver Angels is one of the nation's leading grassroots political depolarization organizations whose mission is to bring Americans together to bridge the partisan divide. Its newest initiative, Braver Politics, fosters opportunities for elected officials, staff members, and constituents — at the national, state, county, and local levels — to develop the skills and commitment to work together across political differences. With Corporation support, Braver Angels will engage with Utah and Washington state legislatures to build constructive relationships across the political spectrum.

Campaign Legal Center, Inc., Washington, DC

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

Established in 2002, Campaign Legal Center (CLC) is a nonpartisan organization that employs litigation, policy advocacy, and strategic communications to protect and expand Americans' democratic participation rights. As politicians nationwide use unfounded claims of voter fraud to limit voting and disenfranchise voters, the center utilizes its legal proficiency to safeguard and broaden access to voting. The center equips state-based coalitions with legal insights, nonpartisan policy advice, and communications assistance to resist anti-democratic efforts and misinformation. CLC is spearheading legal proceedings in courts nationwide to combat voter suppression efforts as part of its strategic and nonpartisan response to these complex threats. With Corporation support, the CLC is committed to strengthening election procedures, mobilizing local "election crises" coalitions, and broadening access to voting and voter registration.

Center for American Progress, Washington, DC

As a final grant for core support of its immigration program. 24 months, \$600,000

Challenges at the southern border and the use of immigration as a wedge issue have led to an impasse on changing the federal immigration laws of the United States. For decades, the immigration laws of the United States have been outdated and unreflective of modern global and economic challenges. Since 2009, the Center for American Progress (CAP) has been using its research and policy expertise to educate policymakers on the need for federal reform of immigration policy and to help ground the national conversation in data. With Corporation support, CAP will continue its research and analyses. In particular, as the Supreme Court prepares to consider whether to terminate Deferred Action for Childhood Arrivals (DACA) — which provides work authorization for 700,000 individuals who came to the United States as undocumented youth — CAP will tailor its research on DACA to strengthen public support for the program in the face of legal challenges.

Columbia University, New York, NY

For support of the renewing democratic participation project of Columbia World Projects. 24 months, \$500,000

No successful democracy can thrive without a vibrant, legitimate, and effective party system. Successful political parties usually attract support from broad coalitions, which helps parties in office govern effectively by addressing both fundamental long-term challenges and more immediate issues voters view as urgent priorities. Increasingly, parties can be seen by the public to have fallen short, negatively impacting civic participation and civic culture. There is a critical need for interdisciplinary scholarship to examine particular features of the party system and to offer concrete ideas for overcoming this failure of contemporary politics. Founded in 2017, Columbia World Projects will convene an interdisciplinary network of political scientists, historians, legal scholars, political sociologists, and practitioners — both at Columbia University and from other leading universities in the United States — to examine particular features of the party system and other deficits of the U.S. electoral infrastructure, and to offer solutions.

Common Cause Education Fund, Washington, DC

For core support of its nonpartisan voting and elections program. 18 months, \$300,000

Founded by former Carnegie Corporation of New York president John W. Gardner more than 50 years ago, Common Cause Education Fund was established to help cultivate a fair, diverse, and vibrant democracy for all. It currently has 1.5 million members with advocates and organizers in 25 states. Common Cause Education Fund holds expertise in election policy, volunteer mobilization, communications, advocacy, and litigation. As the 2024 elections approach, Common Cause Education Fund will advance election policies to ease voting, provide voters with accurate information, and safeguard them against election disinformation. It will also continue to coordinate an election protection field program to offer rapid response voter assistance and troubleshoot during voting periods. With Corporation support, Common Cause Education Fund will aim to make a significant impact on nonpartisan voter participation in the 2024 elections and beyond.

Dartmouth College, Hanover, NH

For support of the state-level elected official rhetoric project. 36 months, \$500,000

A thriving democracy hinges on civil debates on policy issues rather than inflammatory language that worsens polarization. Research also suggests that the most divisive policymakers are generally the least productive when it comes to sponsoring, building support for, and passing legislation, which makes them not only destructive to the political climate, but also poor delegates for constituents and a bad investment for donors. A collaboration between Stanford University, Dartmouth College, and the University of Pennsylvania, the Polarization Research Lab (PRL) is a research group and resource hub dedicated to applying science to the study of polarization and democracy. With Corporation support, PRL will track and categorize the public statements of state-level elected officials to help the public, journalists, and donors distinguish between those who seek to perpetuate partisan discord from those dedicated to effective government.

Defending Democracy Together Institute, Washington, DC

For core support of the Democracy Innovation Fund.
24 months, \$750,000

Core pillars of the U.S. democratic system — abiding by election results, respecting the rule of law, civic responsibility — have declined significantly in recent years. Defending Democracy Together Institute (DDTI) was founded in 2018 to elevate and assemble pro-democracy conservative voices in an effort to educate the public about the essential functions and values of American democracy and to encourage innovative thinking about how to solve the emerging challenges facing long-standing democratic norms. Corporation support of its Democracy Innovation Fund (DIF) will help incubate and accelerate pro-democracy projects and nonprofit organizations on the center-right by providing resources, personnel, and administrative support.

iCivics Inc., Cambridge, MA

For core support for the CivXNow Coalition. 24 months,
\$1,500,000

According to the National Assessment of Educational Progress, student proficiency in civic knowledge has stagnated at 20 to 25 percent over the last 25 years. This is due to the decline in civic education that has been ongoing for decades. The 2021 Harvard Youth Poll found that the majority of youth from ages 18 to 29 believe that U.S. democracy is “failing” or “in trouble,” which has resulted in civic disengagement and a lack of trust in government. While decades of research confirm that civic education yields positive impacts on youth beyond the classroom, civic education reform is needed to ensure civics is taught in the classroom. Founded and led by iCivics, CivXNow is a coalition of over 310 cross-ideological partners throughout the country advancing civic education policies at state and federal levels. With Corporation support, CivXNow will advocate for expanded civic education in the K–12 school curricula.

International Rescue Committee, Inc., New York, NY

For support of its reception center for migrants in New York City. 24 months, \$1,500,000

Hardship and active conflict have forced many to seek asylum in the United States. Over 150,000 asylum seekers have arrived in New York City in the last year, a rise from approximately 35,000 cases filed in the New York Immigration Court in 2022. Despite government and private resources ramping up services, many asylum seekers remain unserved or misinformed about the process, their rights, and the services available to them. Founded in 1933, the International Rescue Committee (IRC) provides emergency relief and assistance to vulnerable populations affected by humanitarian crises, serving over 32.9 million people worldwide. With Corporation support, the IRC will develop an effective model of asylum reception in New York City to provide over 100,000 asylum seekers with accurate information, case management services, and legal assistance.

Johns Hopkins University, Washington, DC

For project support of the Stavros Niarchos Foundation (SNF) Agora Institute’s mapping project of U.S. civic infrastructure. 24 months, \$500,000

The decline in spaces of civic life has led to an era of polarization, distrust, disinformation, and societal fragmentation. These spaces provided people with the necessary experiences to cultivate the capacities for collective life in pluralistic societies. In 2017 the Stavros Niarchos Foundation (SNF) founded the Agora Institute, inspired by the Greek word for *assembly*, to integrate research, teaching, and practice to strengthen opportunities for people of all backgrounds to participate in civic engagement and informed, inclusive dialogue. With Corporation funding, the Agora Institute will undertake Mapping the Modern Agora (MMA), which will create the first comprehensive civic infrastructure map of the United States to better understand what kind of groups are cultivating a healthy democracy.

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

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

Voting rights experts anticipate obstacles for voting to intensify in the upcoming presidential election. Voters are at a heightened risk of receiving mis- and dis-information about voting and will face a range of restrictive voting measures in states across the country. Founded in 1963, the Lawyers' Committee for Civil Rights Under Law was created at the request of President John F. Kennedy to mobilize the nation's leading lawyers as agents for change in the civil rights movement. For more than 60 years, the organization has engaged in voting rights and civil rights litigation, advocacy, and nonpartisan voter education at the national, state, and local levels. With Corporation support, the Lawyers' Committee will continue protecting voting rights, fighting discriminatory practices, and ensuring civil rights protections.

League of Women Voters Education Fund, Washington, DC

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

Elections continue to be undermined as communities are systematically disenfranchised, disinformation and misinformation campaigns are misleading voters, and obstacles continue to prevent voters from accessing the polls. With the upcoming presidential election, it is important for voters to be engaged and informed on how to protect and exercise their voting rights. Founded in 1920, the League of Women Voters Education Fund (LWVEF) is a national leader in inclusive voter protection, registration, and education with the mission to empower voters and defend democracy. Through its VOTE411 program, the LWVEF provides nonpartisan and trusted election information to voters at every level of government. Through Google analytics, the LWVEF in 2022 found its combined outreach efforts resulted in more than 27 million contacts with voters through advertising and social media. With Corporation support, LWVEF will continue to expand its nonpartisan voter engagement work.

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

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

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

Migration Policy Institute, Washington, DC

For support of convenings to consider pragmatic policy solutions for immigration. 12 months, \$250,000

While immigration is a contentious issue in the United States and in many other countries around the world, it also remains as one of the most important sources of economic, social, and cultural vitality. Founded in 2001, the Migration Policy Institute (MPI) is the only independent policy institution in North America dedicated to the study of migration, refugee trends, and policies worldwide. In response to the inaction at the congressional level, most recently visible with the federal border bill focusing on the needs at the southern border, MPI is collaborating with Niskanen Center and the American Immigration Lawyers Association (AILA) to rebuild a solutions-driven nonprofit ecosystem that shapes immigration policymaking and advances border security imperatives, humane treatment, and legal norms. With Corporation support, MPI will coordinate partners from the center-right and center-left, including a number of current Corporation grantees and the corporate, labor, business, and faith sectors, to develop practical solutions grounded in border management and security and in legal immigration and competitiveness.

More in Common, New York, NY

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

According to the Pew Research Center, partisan divides on political issues have reached record levels in the United States. Partisan antipathy is high, with 44 percent of Democrats and 45 percent of Republicans viewing members of the opposing party unfavorably. The approach of a highly anticipated presidential election may result in further polarization and civil unrest. More in Common is a multinational organization applying public opinion research and communications expertise to explore the driving forces of increasing polarization and counter threats to democracy, including the erosion of trust in democratic institutions. With Corporation support, More in Common will produce new research, forge deep and meaningful partnerships that catalyze change, and help build up a more powerful ecosystem of people, organizations, and initiatives to confront polarization and promote social cohesion.

National Academy of Sciences, Washington, DC

For support of a consensus study on refugee and asylee resettlement and integration. 24 months, \$400,000

Abraham Lincoln established the National Academy of Sciences (NAS) in 1863 to provide independent advice on scientific matters. It houses the Committee on Population (CPOP), a multidisciplinary committee that serves as a unit to bring the knowledge and methods of the population sciences into major issues of research and public policy. The committee aims to address the need for a comprehensive, evidence-based understanding of forced migration trends, resettlement outcomes, and the impacts on various aspects of U.S. society. With Corporation support, the Committee on Population will conduct a comprehensive study on forced migration and U.S. resettlement, leveraging the expertise of the National Academies to provide evidence-based recommendations for more informed and coherent policies. The study will focus on addressing the challenges and consequences of forced migration in the United States, particularly in the context of refugee and asylum policies.

National Center for Civic Innovation, New York, NY

For core support of the Presidents' Alliance on Higher Education and Immigration. 24 months, \$400,000

International, refugee, and undocumented students in the United States face unique obstacles in pursuing higher education, launching careers, and building stable lives. The obstacles include an outdated federal immigration system and an uneven patchwork of state policies and institutional practices that systematically limit their ability to achieve education and career goals. Fiscally sponsored by the National Center for Civic Innovation, the Presidents' Alliance on Higher Education and Immigration is a national network of over 550 presidents and chancellors of public and private colleges and universities serving over 5 million students in 42 states, Washington, D.C., and Puerto Rico. It is the only national nonprofit organization exclusively focused on the intersection of higher education and immigration. With Corporation support, the Presidents' Alliance will continue to educate policymakers about the importance of advancing immigration reforms that will improve educational and economic outcomes for immigrant students and the country overall.

NEO Philanthropy, New York, NY

For core support of Four Freedoms Fund, a donor collaborative on immigrant civic integration at the state level. 24 months, \$5,200,000

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

New Venture Fund, Washington, DC

For core support of the Trusted Elections Fund. 15 months, \$500,000

In the aftermath of the unprecedented events surrounding the 2020 election, including widespread misinformation and the January 6 insurrection, it is evident there is a need for continuous and well-coordinated efforts to respond to unexpected issues that arise during elections. The Trusted Elections Fund (TEF), a pooled donor fund, was established in 2019 to confront emerging threats to U.S. elections, acknowledging the ever-evolving nature of these challenges by countering election sabotage, building resilience to political violence, and strengthening infrastructure to respond to election crises. As the United States approaches the 2024 elections, and with Corporation support, TEF will continue to play a vital role in providing rapid response funding to unforeseen challenges to election administration across the nation.

New_ Public, Oakland, CA

For support of a project to build local digital platforms that promote democracy and inclusion. 24 months, \$500,000

With the decades-long decline of local physical civic institutions and a global pandemic, American towns have turned to local digital forums as central information hubs. Depending on the leadership of these digital forums, they can either contribute to the decline of social trust by amplifying fears about crime and deepening divides or serve as engines of social trust. Founded in 2022, New_ Public strives to reimagine social media and build digital public spaces that connect people, promote civic engagement, and build community. Through its Local Lab, New_ Public provides technical support and skill building, and connects leaders to local digital public spaces throughout the United States. With Corporation support, New_ Public will build critical infrastructure for a civil society in the form of digital public spaces and support networks for the people who create and moderate these spaces.

Protect Democracy, Washington, DC

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

After 17 years of global democratic erosion, 2024 is a historic year of elections around the world that could dictate whether democracy is renewed, or if countries will continue to fall into democratic backsliding. Recognizing the threat of autocracies, Protect Democracy was founded in 2016 with the mission to prevent American democracy from declining into a more authoritarian form of government. The organization has helped prevent the rigging of election systems, held political actors accountable for their actions, and prevented the Executive Branch from abusing its power. Through a combination of legal, policy advocacy, media, and technological interventions, the organization aims to protect the 2024 election, strengthen institutions, and address long-term challenges. With Corporation support, Protect Democracy will continue its efforts to uphold the integrity of upcoming elections through litigation, strategic media coverage, and election monitoring.

Rockefeller Philanthropy Advisors, New York, NY

For support of Welcome.US communication and outreach efforts on private sponsorships for immigrants. 24 months, \$500,000

Launched in 2021, Welcome.US is a national initiative built to inspire, mobilize, and empower Americans to welcome and support those seeking refuge. In less than two years, about two million Americans have submitted applications to sponsor newcomers, which is more than the entire traditional refugee resettlement system has processed in the last 20 years combined. As Welcome.US describes it, sponsors provide a “bridge to safety and a path to opportunities” for families seeking refuge in the United States. In the past 20 months alone, over 460,000 people arrived in the United States through sponsorship pathways, welcomed by diaspora communities, veteran and faith communities, and many more. To maximize impact, Welcome.US has partnered with the U.S. government to open new pathways to the United States for people seeking safety through private sponsorship. With Corporation support, Welcome.US will focus on enhancing its communications campaigns to expand the diverse constituencies participating in and benefiting from sponsorship.

Russell Sage Foundation, New York, NY

As a final grant for research projects on U.S. immigration and immigrant integration into American society. 24 months, \$500,000

In 2015 the National Academies of Science, Engineering, and Medicine (NAS) panel on Immigrant Integration in the United States, cofunded by Carnegie Corporation and the Russell Sage Foundation (RSF), found that contemporary immigrants and their descendants are successfully integrating into U.S. society. At the same time, the NAS report identified three sources of persistent concern for immigrant integration: (1) the role of legal status; (2) the role of racial stratification in integration outcomes; and (3) low rates of naturalization. Beginning in 2016, RSF — in partnership with the Corporation — solicited research proposals to address these challenges to integration. With renewed Corporation support, RSF will support a new cohort of researchers who will tackle important questions about inter-generational mobility.

Syracuse University, Syracuse, NY

As a final grant for support of the Transactional Records Access Clearinghouse's immigration projects. 24 months, \$300,000

The immigration debate in the United States is mired in misinformation and misleading or false claims, and the public is often unable to access reliable sources and data from federal officials, who often erect barriers to block the free flow of information about their practices. Since 2005, Syracuse University's Transactional Records Access Clearinghouse (TRAC) has been using the Freedom of Information Act to collect, validate, analyze, and distribute immigration data from the federal government. With Corporation support, TRAC will continue to obtain and analyze records on immigration enforcement practices and their impact on individuals and communities and compile this data into understandable forms for widespread distribution to advocates, public interest lawyers, journalists, and other stakeholders in the immigration field.

United We Dream, Washington, DC

For core support of the Deferred Action for Childhood Arrivals (DACA) Defense Fund. 18 months, \$500,000

Deferred Action for Childhood Arrivals (DACA) is a policy established in 2012 via executive order to provide protection from deportation to eligible undocumented immigrants who were brought to the United States as children. The administrative relief also provides a work permit to those eligible and must be renewed every two years. DACA has been legally challenged in the courts since its inception and was most recently deemed unlawful by the Fifth Circuit Court of Appeals. Founded in 2008, United We Dream (UWD) is one of the leading organizations advocating for and defending DACA and immigrant rights. UWD launched the DACA Defense Fund to build the resources needed to prepare for the outcome of the court decision, which will most likely lead to a lengthy appeal to the United States Supreme Court. UWD's DACA Defense Fund is preparing to respond appropriately and strategically while also continuing to advocate proactively for permanent solutions. With Corporation support, UWD will invest in a two-year strategy that emphasizes nonpartisan voter engagement, alliance building, and support for members of the DACA community.

DISCRETIONARY GRANTS

Anaheim Union High School District, Anaheim, CA

For core support to the Anaheim Collaborative. 12 months, \$200,000

Andrew Goodman Foundation, New York, NY

For support of the nonpartisan Vote Everywhere program for youth. 15 months, \$150,000

Carnegie Foundation for the Advancement of Teaching, Stanford, CA

For support of the 2024 Summit on Improvement in Education. 6 months, \$25,000

CASA, Inc., Hyattsville, MD

For support of We Are CASA's Temporary Protected Status (TPS) initiative. 15 months, \$200,000

Chattanooga Chamber Foundation, Chattanooga, TN

For core support of BlueSky Tennessee Institute. 12 months \$200,000

Civic Nation, Washington, DC

For core support of its nonpartisan youth voter education and outreach program. 15 months, \$150,000

Collaborative for Academic, Social, and Emotional Learning, Chicago, IL

As a final grant for advancing policy and building public understanding in support of socio-emotional learning and development. 15 months, \$200,000

Collegiate Edu-Nation, Roscoe, TX

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

EducationCounsel, Washington, DC

As a final grant for the Adolescent Learning & Development Project. 15 months, \$200,000

Former Members of Congress, Washington, DC

For support of its bipartisan efforts to ensure electoral integrity in the upcoming election. 18 months, \$200,000

Fund for Educational Excellence, Baltimore, MD

For core support of Grads2Careers. 12 months, \$200,000

Future Focused Education, Albuquerque, NM

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

Heu Learning, New York, NY

For general support. 6 months, \$10,000

Horizon Education Alliance, Goshen, IN

For core support to CareerWise Elkhart County. 12 months, \$200,000

Indianapolis Public Schools Foundation, Indianapolis, IN

For core support of Indiana University Health Fellowship. 12 months, \$200,000

Inquilinos Boricuas en Acción, Inc., [Boston, MA](#)

For core support of the Latine College & Career Access Network. 12 months, \$200,000

James B. Hunt, Jr. Institute for Educational Leadership and Policy Foundation, Inc., [Cary, NC](#)

For support of the 2024 Regional Teacher Shortages & Diversity convenings. 4 months, \$20,000

Koahnic Broadcast Corporation, [Anchorage, AK](#)

For support of a nonpartisan media campaign to educate Native Americans nationally about voting rights barriers and voting. 15 months, \$150,000

National Disability Rights Network, [Washington, DC](#)

For core support of its voting access and engagement work. 12 months, \$75,000

National Governors Association Center for Best Practices, [Washington, DC](#)

For support of the Disagree Better Initiative. 15 months, \$200,000

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

For core support of InsideSchools. 12 months, \$100,000

OneFuture Coachella Valley, [Palm Desert, CA](#)

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

Rockefeller Philanthropy Advisors, [New York, NY](#)

For support of a project to expand and improve national service opportunities. 12 months, \$200,000

Social Impact Fund, [Los Angeles, CA](#)

For core support of the KW Foundation's work on civic engagement and social media. 12 months, \$100,000

Supermajority Education Fund, [Washington, DC](#)

For general support. 15 months, \$150,000

Vot-ER, [South Boston, MA](#)

For general support. 15 months, \$150,000

Voto Latino Foundation, [Washington, DC](#)

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

West AlabamaWorks, [Tuscaloosa, AL](#)

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

WestEd, [San Francisco, CA](#)

As a final grant for a project to support NextGenScience to review OpenSciEd high school instructional units. 9 months, \$100,000

We the Veterans and Military Families, [Denver, CO](#)

For core support of Vet the Vote. 12 months, \$75,000

Special Opportunities Fund

AIP Foundation, College Park, MD

In support of the American Institute of Physics TEAM-UP Together initiative. 12 months, \$250,000

Founded in 1931, the American Institute of Physics (AIP) has pursued its mission to advance, promote, and serve the physical sciences for the benefit of humanity. AIP operates the Society of Physics Students and the Sigma Pi Sigma honors society, helping to foster support for the students who are the future generations of physical sciences professionals. In 2022 AIP launched TEAM-UP Together, a groundbreaking, collective action initiative aimed at doubling by 2030 the number of physics and astronomy undergraduate degrees awarded annually to African Americans, and creating systemic change in undergraduate physics education. Corporation support of this initiative will be directed to two to three schools to increase technical support and professional development for faculty and administration, an effective communications and outreach plan, and program evaluation.

American Academy of Arts and Sciences, Cambridge, MA

In support of the Opportunities After High School Initiative. 24 months, \$500,000

This past June, the American Academy of Arts and Sciences (the Academy) launched a new Commission on Opportunities After High School, which will reimagine and strengthen pathways to help students succeed both in their careers and as participants in American democracy. The commission will draw on the convening power of the Academy to engage stakeholders from a broad array of fields to consider the various pathways between high school and career employment, including college, job training, military service, and other viable options. With Corporation support, the Academy will convene the full commission and smaller working groups, conduct stakeholder research, draft

commission recommendations, and produce a final report for a focused dissemination and outreach plan.

American Library Association, Chicago, IL

For the annual librarian awards program honoring exemplary performance by public, academic, and school librarians. 36 months, \$300,000

Founded in 1876, the American Library Association (ALA) is the largest and most respected membership association in the world for the library industry. Its mission is “to provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all.” In 2008 the Corporation partnered with the ALA and the *New York Times* to reinstate the I Love My Librarian Awards program. Since then, each year 10 exceptional public, academic, or school librarians have been recognized for improving the lives of the people in their communities. This award aims at drawing attention to the key roles librarians play in promoting literacy and education, creating lifelong learners, and developing an informed electorate to sustain democratic traditions. With Corporation support, the ALA will continue to award cash prizes to the winners, hold the popular annual awards ceremony, and increase support for libraries and librarians through national media outreach.

Asian University for Women Support Foundation, Cambridge, MA

In support of Scholarships for Women. 36 months, \$1,000,000

Founded in 2005, the Asian University for Women (AUW) is an international liberal arts and sciences university that recruits talented young women from countries across Asia and the Middle East, where women's education is often inaccessible and overlooked. It currently enrolls 1,600 students and has graduated over 1,400 women who have gone on to pursue graduate school opportunities and employment across the nonprofit, government, and private sectors, and served as role models for young girls in their home communities. AUW has increased its commitment to women who have been displaced as a result of violence, persecution, and gender-based discrimination, among other reasons. With Corporation support, the AUW will provide scholarships for pre-undergraduate and undergraduate studies to 22 women over three years.

Carnegie Hall Corporation, New York, NY

In support of the Early Childhood Program. 12 months, \$250,000

Since its opening in 1891, Carnegie Hall has welcomed the world's foremost musicians to its three stages, brought the transformative power of music to the widest possible audience, developed visionary education programs, and fostered the future of music through the cultivation of new works, artists, and audiences. Music is a powerful tool to foster family engagement, and Carnegie Hall's free and affordable early childhood programs are helping to strengthen connections and spark curiosity, growth, and lifelong learning between parents and their young children. With Corporation support, Carnegie Hall will continue to provide families from the most underserved and underrepresented communities musical education and programming through the Lullaby Project, the Big Note Little Note program, and its live performances for babies and toddlers.

Carnegie Hall Corporation, New York, NY

In support of the Music Education Program. 12 months, \$250,000

Since its opening in 1891, Carnegie Hall has set the international standard for musical excellence through extraordinary artistic experiences and innovative educational programs. Its mission is to present the world's foremost musicians on its three stages, to bring the transformative power of music to the widest possible audience, to develop visionary education programs, and to foster the future of music through the cultivation of new works, artists, and audiences. Moreover, it is their belief that every child deserves access to great music and that creative experiences at an early age can stimulate a child's curiosity and lead to a fulfilling lifelong relationship with music. With Corporation support, Carnegie Hall will continue to provide educational programming through their Musical Explorers, Link Up, Music Educators Workshop, and the B-Side initiatives to students and teachers throughout the 2024–2025 season.

Carnegie Mellon University, Pittsburgh, PA

In support of the Andrew Carnegie Prize in Mind and Brain Sciences. 36 months, \$240,000

In 1900 Andrew Carnegie established the Carnegie Technical Schools in Pittsburgh that would provide an education for the children of steel mill workers with practical skills in technology and arts. The school eventually became Carnegie Mellon University (CMU), now one of the world's major research institutions. CMU's Neuroscience Institute (NI) was launched to bring together faculty and students from across the university to conduct multidisciplinary work to advance the state of brain science. With Corporation support, the NI will continue to administer the Andrew Carnegie Prize in Mind and Brain Sciences (the Prize), which recognizes trailblazers whose research has helped advance the field and its applications. Each year, the winner is invited to Carnegie Mellon University's campus to deliver a scientific talk, and they are presented with an original piece of artwork commissioned from artist Greg Dunn. The prize also awards a one-year graduate fellowship to a CMU student, who will have an opportunity to visit the recipient's lab.

Carnegie United Kingdom Trust, Dunfermline, UK

In support of the 2025 Carnegie Medal of Philanthropy events in Scotland. 18 months, \$250,000

Andrew Carnegie endowed three institutions in Dunfermline, Scotland, where he was born in 1835: Carnegie Trust for the Universities of Scotland (1901); the Carnegie Dunfermline and Hero Fund Trusts (1903); and the Carnegie UK (1913). Since the establishment of the Carnegie Medal of Philanthropy (CMoP) in 2001, the three institutions have served as hosts of the ceremony in 2005 and 2013. CMoP, held biennially, seeks to inspire a culture of giving by recognizing outstanding philanthropists who reflect the values of Andrew Carnegie and his philosophy of giving — that the surplus wealth of the few should be administered “for the good of the people.” With Carnegie Corporation support, the Carnegies of Dunfermline, led by Carnegie UK, will host the medals ceremony, the business meeting of the Carnegie institutions, and a welcome reception on May 6–7, 2025.

Clinton Foundation, Little Rock, AR

Toward the expansion of the Student Presidential Leaders Series. 24 months, \$500,000

According to the 2023 Arkansas Civic Health Index, Arkansas has the lowest voter registration and turnout rates in the United States with voter turnout declining in the past two generations. In 2001 President Bill Clinton established the Clinton Foundation to create programs and partnerships to expand economic opportunity, improve civic health, confront the climate crisis, and inspire citizen engagement and service. Through the expansion of its Student Presidential Leaders Series, the program will help 50 high school students develop their leadership skills and explore the importance of inclusivity and civic participation. Additionally, in a pilot program, over 750 ninth graders throughout Arkansas will complete 75 hours of district or school approved community service with help from the Clinton Center, housed at the Clinton Foundation. With Corporation support, the Clinton Center will support high school students to engage in community service across the state.

Columbia University, New York, NY

For Columbia University’s SIPA Institute of Global Politics, Carnegie Distinguished Fellows. 12 months, \$1,000,000

The Institute of Global Politics (IGP), launched in October 2003, is the flagship initiative of Dean Keren Yarhi-Milo and SIPA’s primary impact platform. The institute will attempt to bridge the gap between academics and policymakers by convening leading scholars and practitioners to advance policy solutions to today’s pressing global challenges. To this end, the IGP hosts high-level practitioner fellows, which in 2023 were named the Inaugural Carnegie Distinguished Fellows. Their engagement includes generating policy reports; participating in public events, policy roundtables, and skills workshops; and working with Columbia students on op-eds and other research projects. With Corporation support, IGP will host, in its second year, a new cohort of fellows.

Eradicate Hate Global Summit, Pittsburgh, PA

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

In response to the October 2018 attack at Pittsburgh, Pennsylvania’s Tree of Life Synagogue, where an anti-Semitic attack led to the tragic shooting deaths of 11 people, the Eradicate Hate Global Summit was founded. Today it is the most significant anti-hate rule of law initiative in the world, bringing together multidisciplinary global experts and leaders who are committed to the eradication of all forms of hate speech and violent extremism. With Corporation support, the Eradicate Hate Global Summit will continue to bring experts together to work collaboratively across disciplines, institutions, and borders between each annual gathering, to deliver measurable change through its working groups and annual summit.

Gbowee Peace Foundation Africa, Domah’s Town, Margibi, Liberia

In support of the Sister’s Place safe house and education center. 24 months, \$500,000

The Gbowee Peace Foundation Africa (GPFA) was established in 2012 by Liberian peace activist, trained social worker, Nobel Peace Laureate, and Carnegie Corporation trustee Leymah Gbowee. GPFA aims to provide women and youth with outstanding education and leadership opportunities, empowering a population committed to a transformed, peaceful, and reconciled Africa. However, outside the

classroom, students do not always have access to the most basic needs, such as adequate food, health care, and shelter, along with protection from physical and sexual abuse, which has been on the rise in recent years. To meet these requirements, the GPFA purchased 12 acres of land on which to build two dormitories that will accommodate 40 students, an innovation and technology lab, conference rooms, a kitchen, a study hall, and library. Arable land has been set aside for scholars to practice and teach crop maintenance and animal husbandry. With Corporation support, the GPFA will finish the architectural and structural phase of the project. A brick-making machine has already been purchased and is being used to not only facilitate the construction project, but to sell the finished product to others who are in need of building materials.

Heritage and Arts Foundation, Salt Lake City, UT

For support of the inaugural Utah community service fellowship program. 12 months, \$1,100,000

Meaningful service opportunities for young adults where they help solve local issues not only prepare them for higher education and their careers, but they also create connections that strengthen communities and foster civic engagement. UServeUtah, Utah's state commission on service and volunteerism, is launching the One Utah Service Fellowship to provide meaningful service opportunities to young adults in the state. The One Utah Service Fellowship blends funding from the national AmeriCorps agency, state agencies — including the Governor's office — and the Utah System of Higher Education into one program to support youth service and overall promotion of volunteerism and community engagement in the state. With Corporation support, the inaugural Utah community service program will support 700 young adults in accessing service opportunities in Utah to help prepare them for education and career development and address high-priority needs in the state through service. Corporation funding signals external funding for the program and is expected to attract corporate and other philanthropic support.

Institute for Integrated Transitions, Barcelona, Spain

For core support of its global polarization work. 24 months, \$500,000

The Institute for Integrated Transitions (IFIT) is an international nongovernmental organization headquartered in Barcelona, Spain, comprising more than 330 experts

dedicated to achieving more effective and inclusive negotiations and sustainable transitions out of war, crisis, or authoritarianism. Through its Global Initiative on Polarization, IFIT seeks to advance global understanding of the diverse causes, consequences, and strategies for reducing severe polarization and that in turn can realistically strengthen peace, democracy, and human rights. With Corporation support, IFIT will convene experts to produce a globally informed polarization solutions toolkit and launch a diverse community of practitioners to reduce polarization.

International Crisis Group, New York, NY

In support of the Global Order and Conflict Project. 24 months, \$500,000

The International Crisis Group (ICG) was established in 1995. Its mission is to prevent, resolve, and mitigate deadly conflict around the world by informing and influencing the perceptions and actions of policymakers and conflict actors. Corporation support will further ICG's overall objective to produce analysis that contributes to understanding the shifting global order and its implications for peace and security, with specific reflections into how the context for international peacemaking, peacekeeping, and peacebuilding is evolving; how post-World War II and post-Cold War norms and mechanisms for advancing international justice and human rights are affected by the changing environment; and how mediators and other conflict prevention actors can best navigate changing these conditions. At the same time, this work will calibrate ICG's contributions to the prevention and resolution of deadly conflict in a new era.

International Panel on the Information Environment, Zurich, Switzerland

In support of digital literacy, policy fellowships, and an information integrity index. 24 months, \$500,000

The International Panel on the Information Environment (IPIE) is an independent global organization dedicated to providing actionable scientific knowledge on threats to our information landscape. Support from the Carnegie Corporation will (1) empower a Scientific Panel on Digital Literacy in Education to develop best practices in transforming high school curriculum to raise information skills and mitigate long term polarization; (2) fund an IPIE Policy Fellowship program of researchers to work on information integrity about human rights, the SDGs, and modern ESG values; and (3) advance work on an Information Integrity Index that can compare, in a global and comparative context, trends in technology diffusion and political polarization. The

panels' and fellows' outputs will put these critical issues in a scientific lens and ensure they are better understood from crosscutting and global perspectives.

Library of Congress, Washington, DC

In support of the Digital Outposts Project. 24 months, \$500,000

Under the leadership of Carla Hayden, the 14th Librarian of Congress, the Library of Congress (LC) has embraced a redefined and modernized mission, seeking to encourage and enhance the public's participation in this country's cultural and civic life. To this end, the LC is developing a new program, Digital Outposts, to reimagine public engagement with historical materials, which has the potential to inspire, inform, and engage people in meaningful new ways. The LC staff will design transformative digital experiences with collaborators in 10 public libraries across the country, combining emerging technologies such as virtual reality, library materials, and themes relevant to the local communities where the experiences will be offered. A Carnegie Corporation grant will support the development of partnerships with two libraries, one of which will be Carnegie library, as part of a two-year pilot phase for this program.

Maryland Department of Service and Civic Innovation, Annapolis, MD

Toward the research and learning components related to Maryland's Service Year Option and Maryland Corps. 24 months, \$1,250,000

Young people should have access to opportunities to serve their communities and build a foundation for a shared future. To promote service and volunteerism in the state of Maryland, the Department of Service and Civic Innovation was established by executive order and subsequently formalized by the SERVE Act of 2023 (Serving Every Region Through Vocational Exploration). The SERVE Act allows for a Service Year Option (a gap year opportunity for recent high school or General Education Diploma graduates) and Maryland Corps (for anyone over the age of 18). In its inaugural year, more than 250 young adults and more than 100 employers participated. With Corporation support, the Department of Service and Civic Innovation will strengthen these programs in two key areas: (1) program enhancements in service member development, success, and civic leadership; and (2) research, learning, continuous improvement, and documentation and promotion that will improve the

program and create the basis for replication in states and localities around the country.

Narrative 4, Inc., New York, NY

For a project to leverage Narrative 4's global ambassadors to enhance youth civic participation through storytelling, education, and leadership in select U.S. communities. 12 months, \$250,000

Narrative 4 (N4) was founded in 2013 to help young people harness the power of stories to drive change in their communities. N4 envisions a world where "every young person leads with compassion and where loneliness and isolation are replaced with connection, communication, and action." N4 established a new model for arts-based leadership and social engagement with the belief that stories, empathy, and connection can be used in innovative ways to cultivate the essential practices of curiosity, deep listening, imagination, and positive action. N4 has expanded to four continents, reaching more than 42 countries and 36 states in the United States. With Corporation support, Narrative 4 will seek to target 6–8 key diverse and geographical focus cities in the United States exhibiting programmatic success as well as strong community interest. Providing these local networks with the time, resources, and support needed will allow for dialogue and civic engagement as it explores key themes affecting these communities, including identity, faith, environment, violence, and immigration. Using storytelling, Narrative 4 hopes to create deep connections in the focus cities and facilitate dialogue around civic engagement and community change.

Silk Road Project, Boston, MA

In support of the America 250 Project. 24 months, \$500,000

Founded in 1998 by cellist Yo-Yo Ma, Silkroad is named after the historical Silk Road, which Ma recognized as a model for productive cultural collaboration, and for the exchange of ideas and traditions alongside commerce and innovation. Leading up to our nation's upcoming 250th anniversary in 2026, Silkroad is developing a new initiative under the auspices of America250 and the American Railroad project illuminating the impact of the transcontinental railroad and westward expansion on the communities it displaced and those who labored to build it. With Corporation support, the American Railroad project will curate new commissions of music, a multiyear touring program, deep community engagement, and educational programming for underserved

and underestimated middle school students. Programming will include artistic residencies, free-of-charge concerts, expansive broadcasting, and a series of song commissions, all culminating in a major concert on the National Mall on Juneteenth, June 19, 2026.

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

In support of the Ellis Island Museum Reimagined project.
24 months, \$1,000,000

Ellis Island began receiving immigrants, mainly from northern Europe, in 1892, eventually processing more than 12 million immigrants before closing its doors in 1954. The Statue of Liberty-Ellis Island Foundation (the Foundation), in collaboration with the National Park Service, oversees the Ellis Island National Museum of Immigration, accepting more than three million visitors each year who explore the museum's extensive collections of photographs, heirlooms, and the searchable database. Now, more than 30 years since the museum opened its doors in 1990, its exhibitions, programming, and infrastructure need substantial updating to stay relevant. With Corporation support, the Foundation, through its Ellis Island Museum Reimagined project, aims to modernize and expand the existing museum, through interactive exhibitry, immersive media experiences, and storytelling, resulting in a more inclusive and diverse portrayal of the immigrant experience.

University of Arkansas, Fayetteville, AR

In support of International Public Service Project Stipends at the Clinton School of Public Service. 12 months, \$250,000

Founded in 2004, the mission of the Clinton School of Public Service is to educate and prepare professionals in public service who understand, engage, and transform complex social, cultural, economic, and political systems to ensure equity, challenge oppression, and effect positive social change at home and across the globe. Students apply master's in public service course curricula to real-life situations that require empathy, effective communication, analytical thinking, and understanding of what public service leadership "looks like" in international settings; and grow academically, professionally, and personally. Partner organizations will have experienced increased capacity to serve more people; develop new programs and/or services; create better systems, programs, and services; obtain new funding; and increase their public profile. A Carnegie Corporation grant will support 45 students with \$5,000 stipends during

their 8–12-week project "on the ground" with an international organization, culminating in 240 hours of public service work each.

WGBH Educational Foundation, Boston, MA

For project support of the Democracy and Media Summit to inspire the development of new content that will bridge political divides to strengthen democracy. 12 months, \$250,000

Increased polarization within the United States presents challenges to our democracy and it is crucial that we continue to support efforts that help bridge this divide and inform all communities with reliable sources. While mis- and disinformation has been a major source for the growing polarization, studies show that public media consistently remains one of the most highly trusted sources of news and information. WGBH, an award-winning public media station and PBS's single largest producer of television and web content, has a mission to inform audiences about profound social topics through programming and services that educate, inspire, and entertain. With support from the Corporation, WGBH will host a one-day Democracy and Media Summit in February 2025 that will bring public media and other leading nonprofit media content creators together with experts on democracy, civil society, civic engagement, and communicating across differences from across the political spectrum. The summit aims to inspire the development of new content that will bridge political divides to strengthen democracy, especially among younger audiences, but also to establish relationships within the public media ecosystem among producers concerned with fostering common ground, and to begin to identify a cohort of experts who can readily advise such endeavors.

DISCRETIONARY GRANTS

American-Scottish Foundation, New York, NY

A final grant for general support. 36 months, \$45,000

Americans for Oxford, New York, NY

In support of Mansfield College's AfOx Scholarship Program. 36 months, \$200,000

Boys' Club of New York, Inc., New York, NY

As a one-time-only grant in support of educational programming. 24 months. \$100,000

Carnegie Museums of Pittsburgh, Pittsburgh, PA

In support of the Andy Warhol Museum's 30th Anniversary. 12 months, \$200,000

Children of Armenia Fund, New York, NY

For emergency relief efforts. 12 months, \$25,000

Close Up Foundation, Alexandria, VA

Toward a deliberative poll on youth voting. 12 months, \$100,000

Columbia University, New York, NY

As a final grant for support of an oral history project on Carnegie Corporation of New York. 18 months, \$200,000

Columbia University, New York, NY

For support of Carnegie Corporation of New York's archives of grantmaking materials and for responding to requests for information from Corporation staff and other researchers. 12 months, \$100,000

Drew University, Madison, NJ

For support of the Thomas H. Kean Theatre & Dance Internship Fund. 12 months, \$500,000

Eurasia Group, Ltd., New York, NY

In support of the Atlas of Impunity. 12 months, \$200,000

New York City Fire Museum, New York, NY

In support of curatorial and programming initiatives. 12 months, \$50,000

WNET, New York, NY

As a one-time grant for support of the Preserving Democracy Initiative. 12 months, \$200,000

Andrew Carnegie Fellows Program

Delia S. Baldassarri

As a 2024 Andrew Carnegie Fellow for the project “Party Misfits: The Social Bases of Partisanship in an Era of Polarized Politics.” 24 months, \$199,857

David Broockman

As a 2024 Andrew Carnegie Fellow for the project “The Nature and Origins of Political Polarization in America.” 24 months, \$200,000

Lisa A. Bryant

As a 2024 Andrew Carnegie Fellow for the project “Polarizing the Process: Partisan Effects on Election Officials and Trust in Elections.” 24 months, \$200,000

Joshua D. Clinton

As a 2024 Andrew Carnegie Fellow for the project “Divided We Vote: Exploring the Crisis of Election Legitimacy in a Polarized America.” 24 months, \$200,000

Johanna Dunaway

As a 2024 Andrew Carnegie Fellow for the project “Nationalized News Increases Polarization and Weakens Democratic Norms.” 24 months, \$200,000

Bernard L. Fraga

As a 2024 Andrew Carnegie Fellow for the project “Why We Won’t Vote: Polarization, Non-Voting, and the Future of American Democracy.” 24 months, \$200,000

D. Sunshine Hillygus

As a 2024 Andrew Carnegie Fellow for the project “Redesigning Social Media to Reduce Partisan Animosity.” 24 months, \$200,000

Taeku Lee

As a 2024 Andrew Carnegie Fellow for the project “Reimagining America: What the Asian American Experience Can Tell Us About the Health of Democracy in the United States.” 24 months, \$200,000

Brett L. M. Levy

As a 2024 Andrew Carnegie Fellow for the project “How Can Education Bridge Political Divides?: Reducing Political Polarization through the Youth Civic Connections Project.” 24 months, \$200,000

Neil Malhotra

As a 2024 Andrew Carnegie Fellow for the project “Does Social Media Increase Political Polarization?” 12 months, \$199,998

Lilliana Mason

As a 2024 Andrew Carnegie Fellow for the project "Addressing Polarization by Prioritizing Pluralistic Democracy." 24 months, \$200,000

Angie Maxwell

As a 2024 Andrew Carnegie Fellow for the project "The Polarization of White Women in American Politics." 24 months, \$200,000

Jennifer McCoy

As a 2024 Andrew Carnegie Fellow for the project "Mitigating Pernicious Polarization through Innovative Civic Educational Interventions." 24 months, \$200,000

Elizabeth McKenna

As a 2024 Andrew Carnegie Fellow for the project "Grassroots Organizing to Strengthen Multiracial Democracy." 24 months, \$200,000

Neil A. O'Brian

As a 2024 Andrew Carnegie Fellow for the project "Partisan Prescriptions: The Polarization of Health Outcomes." 24 months, \$200,000

Molly Offer-Westort

As a 2024 Andrew Carnegie Fellow for the project "Digital Dialogues: Understanding Political Polarization through Online Discourse." 24 months, \$200,000

Julianna Pacheco

As a 2024 Andrew Carnegie Fellow for the project "The Deadly Effects of Partisanship." 24 months, \$200,000

Natalia Mehlman Petrzela

As a 2024 Andrew Carnegie Fellow for the project "A Thinking American's Guide to the Classroom Culture Wars." 12 months, \$200,000

Markus Prior

As a 2024 Andrew Carnegie Fellow for the project "What Do They Want and When Do They Want It? Political Patience and Its Role in Partisan Polarization." 12 months, \$200,000

Brian F. Schaffner

As a 2024 Andrew Carnegie Fellow for the project "American Mosaic: The Social Identities That Define Our Politics and a Path to Bridge the Divide." 24 months, \$199,293

Ananya Sen

As a 2024 Andrew Carnegie Fellow for the project "Automation Technologies, Online Misinformation, and Echo Chambers." 24 months, \$200,000

Seema Sohi

As a 2024 Andrew Carnegie Fellow for the project "'We are Each Other's Magnitude and Bond': A History of Climate Justice from Warren County to the Sunrise Movement." 24 months, \$200,000

Mara Suttman-Lea

As a 2024 Andrew Carnegie Fellow for the project “Are You There, Voter? It’s Me, Your Election Official: Depolarizing Attitudes Toward Election Administration in the United States.” 24 months, \$200,000

Chris Tausanovitch

As a 2024 Andrew Carnegie Fellow for the project “Why Do Moderate Voters Elect Polarized Candidates?” 24 months, \$200,000

Dara M. Wald

As a 2024 Andrew Carnegie Fellow for the project “The Polarization of Science, Source Credibility, and the Public Good.” 24 months, \$200,000

Elise Wang

As a 2024 Andrew Carnegie Fellow for the project “That’s What They Want You to Think: Identifying Dangerous Conspiracy Theories.” 24 months, \$200,000

David N. Wasserman

As a 2024 Andrew Carnegie Fellow for the project “Road Map to the Middle Ground: Restoring Competitiveness in Congressional Elections.” 24 months, \$200,000

Hajar Yazdiha

As a 2024 Andrew Carnegie Fellow for the project “Reconciliation through Reckoning: Bridging Divides through Grassroots Memory Work.” 24 months, \$200,000

REPORT ON **FINANCES**

Financial Highlights

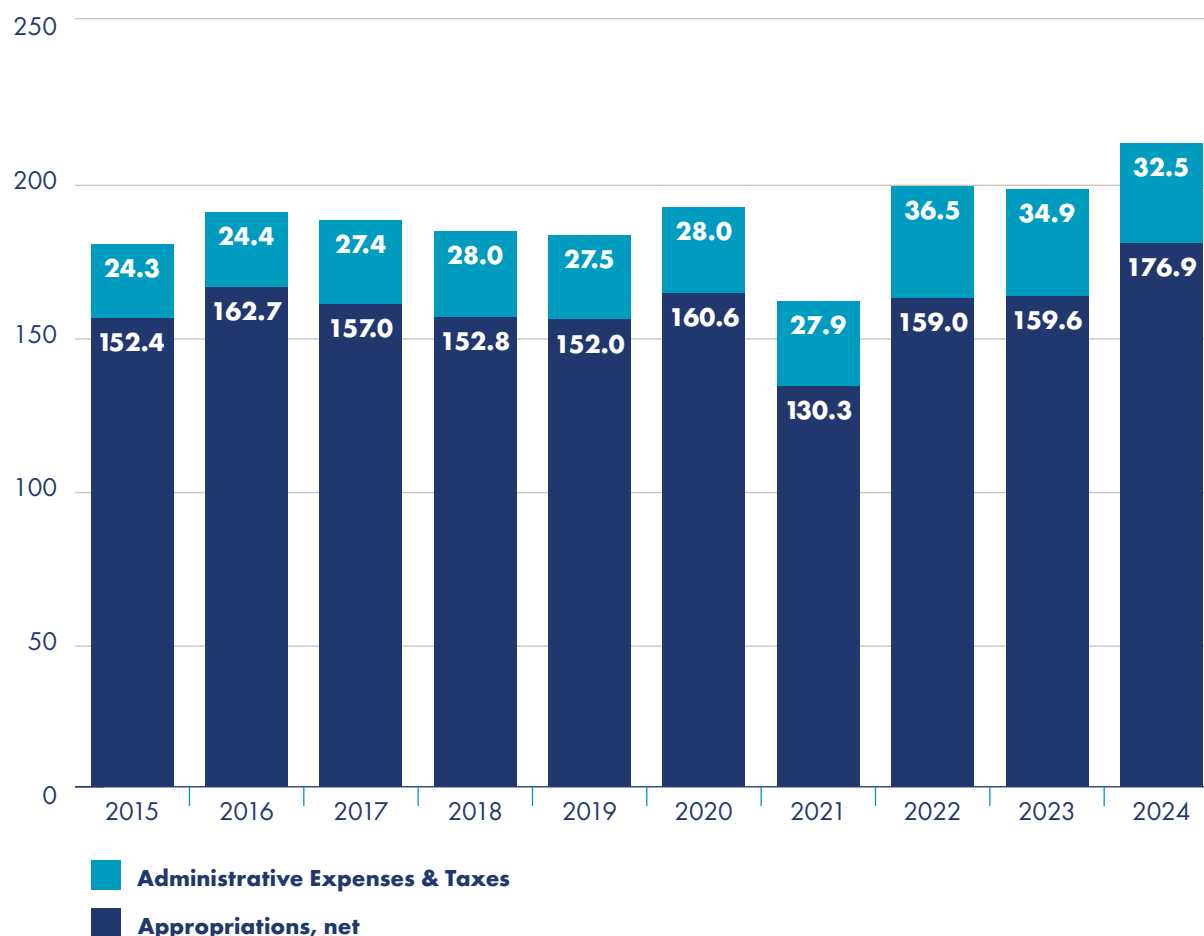
APPROPRIATIONS AND EXPENSES

For the 10 years ended September 30, 2024, the Corporation awarded 3,819 grants totaling \$1,563.3 million and incurred expenses of \$253.6 million for program management, direct charitable activities, and administrative expenses, excluding investment expenses, and \$37.8 million for taxes, for a total of \$1,854.7 million.

The graph below illustrates the changes in expenses by category over the 10-year period ended September 30, 2024.

Expenses by Category 2015–2024

(in \$ millions)



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, 2024, 46 percent of the appropriated funds were paid within the fiscal year. Appropriations, net of refunds, and cancellations totaled \$176.9 million, compared to \$159.6 million in the preceding year.

Program management and direct charitable activities expenses were \$19.5 million in the fiscal year ended September 30, 2024, compared to \$20.9 million in the previous fiscal year. Included in these amounts are direct charitable activities of \$6.0 million in 2024 and \$6.3 million in 2023. 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 \$9.0 million in 2024 and \$8.1 million in 2023.

The schedule below breaks down the total expenses, excluding appropriations and taxes, into categories for the year ended September 30, 2024, along with summarized comparative information for the year ended September 30, 2023.

(in \$000s)	Program Management and Direct Charitable Activities	Investment	General Administration	Total Expenses – Year Ended September 30, 2024	Summarized Information – Year Ended September 30, 2023
Salaries and Benefits	\$ 13,472.8	\$ 5,837.8	\$ 6,339.1	\$ 25,649.7	\$ 26,815.3
Investment Advisory and Custody Fees	–	17,002.9	–	17,002.9	17,326.5
Rent	1,987.4	340.6	977.1	3,305.1	3,110.6
Consultants and Other Professional Fees	624.5	1,740.5	605.6	2,970.6	2,379.3
Communications	834.7	–	–	834.7	1,001.5
Travel, Conferences, and Meetings	956.2	292.3	208.7	1,457.2	1,798.5
Office and IT Expenses	767.2	206.6	375.5	1,349.3	1,340.4
Amortization and Depreciation	502.7	75.1	247.1	824.9	877.6
Trustees' Honoraria and Expenses	121.7	30.4	54.3	206.4	278.5
Other	277.8	231.4	156.9	666.1	790.6
Total – 2024	\$ 19,545.0	\$ 25,757.6	\$ 8,964.3	\$ 54,266.9	
Summarized Information – 2023	\$ 20,956.9	\$ 26,648.4	\$ 8,113.5		\$ 55,718.8

TAXES

Under current laws, the Corporation is subject to federal excise taxes equivalent to 1.39 percent of net investment income as defined in the Internal Revenue Code. Accordingly, for each of the years ended September 30, 2024 and 2023, the Corporation reported current federal excise taxes at 1.39 percent of its net investment income (as defined in the Internal Revenue Code). The Corporation also incurred unrelated business income taxes at applicable corporate income tax rates for certain investment partnership activities, and recognized deferred excise taxes at 1.39 percent of net unrealized investment gains.

AUDIT BY INDEPENDENT ACCOUNTANTS

The bylaws provide that the Corporation's accounts are to be audited each year by an independent public accountant. RSM US LLP audited the Corporation's financial statements as of and for the year ended September 30, 2024. The Corporation's financial statements, together with the independent auditor's report, appear on the following pages.

Independent Auditor's Report

Audit Committee
Carnegie Corporation of New York

Opinion

We have audited the financial statements of Carnegie Corporation of New York, Inc. (the Corporation), which comprise the statement of financial position as of September 30, 2024 and 2023, the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as of September 30, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Corporation and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Corporation's ability to continue as a going concern within one year after the date that the financial statements are issued or available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

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In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Corporation's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Other Information Included in the Annual Report

Management is responsible for the other information included in the annual report. The other information comprises the information included in the annual report but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

RSM US LLP

New York, New York
March 6, 2025

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STATEMENTS OF FINANCIAL POSITION

As of September 30, 2024 and 2023

	2024	2023
ASSETS		
Cash	\$ 2,210,825	\$ 322,855
Investments (including redemptions receivable and prepaid subscriptions of \$103,135,062 and \$19,331,133 at September 30, 2024 and 2023, respectively)	4,517,211,308	4,074,609,737
Taxes Receivable	938,896	4,886,889
Prepaid Expenses and Other Assets	194,293	142,571
Right-of-Use Asset	12,639,023	14,627,054
Fixed Assets, Net	3,213,185	4,011,059
Total Assets	\$ 4,536,407,530	\$ 4,098,600,165
LIABILITIES AND NET ASSETS		
Liabilities		
Grants Payable	\$ 138,398,249	\$ 109,630,561
Accounts Payable and Other Liabilities	1,070,297	1,384,440
Swap Collateral Liabilities	5,629,865	6,500,000
Derivative Liabilities	4,931,761	16,957,128
Lease Liability	16,224,248	18,625,521
Deferred Taxes Payable	16,261,243	11,725,693
Total Liabilities	182,515,663	164,823,343
Net Assets		
Restricted by Donor		
Legacy	135,336,868	135,336,868
Accumulated Earnings	4,218,554,999	3,798,439,954
Total Net Assets	4,353,891,867	3,933,776,822
Total Liabilities and Net Assets	\$ 4,536,407,530	\$ 4,098,600,165

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN NET ASSETS

For the years ended September 30, 2024 and 2023

	2024	2023
Changes in Net Assets Restricted by Donor		
Net Investment Return	\$ 634,085,946	\$ 178,346,622
Provision for Taxes on Net Realized Investment Earnings	(4,015,505)	(5,804,040)
Deferred Tax (Expense) Benefit on Net Unrealized Investment Gains and Losses	(4,535,550)	3,138,905
Investment Income Released from Restriction – Appropriation for Expenditures	(205,419,846)	(188,655,434)
Change in Net Assets Restricted by Donor	420,115,045	(12,973,947)
Changes in Net Assets Without Restrictions		
Investment Income Released from Restriction – Appropriation for Expenditures	205,419,846	188,655,434
Expenses:		
Grant Appropriations	176,910,588	159,585,015
Program Management and Direct Charitable Activities	19,544,957	20,956,949
General Administration	8,964,301	8,113,470
Total Expenses	205,419,846	188,655,434
Change in Net Assets without Restrictions	–	–
Change in Total Net Assets	420,115,045	(12,973,947)
Net Assets, Beginning of Year	3,933,776,822	3,946,750,769
Net Assets, End of Year	\$ 4,353,891,867	\$ 3,933,776,822

See accompanying notes to financial statements.

STATEMENTS OF CASH FLOWS

For the years ended September 30, 2024 and 2023

	2024	2023
Cash Flows from Operating Activities		
Change in Net Assets	\$ 420,115,045	\$ (12,973,947)
Adjustments to Reconcile Change in Net Assets to Net Cash Used in Operating Activities		
Change in Unrealized Appreciation of Investments and Net Realized Gains	(633,224,455)	(148,399,059)
Swap Collateral Liability	(870,135)	6,500,000
Depreciation and Amortization	824,915	877,642
Right-of-Use Asset Amortization	1,988,031	1,895,674
Change in Deferred Taxes Payable	4,535,550	(3,138,905)
Total Adjustments	(626,746,094)	(142,264,648)
Change in Taxes Receivable and Prepaid Expenses and Other Assets	3,896,271	(4,326,675)
Change in Lease Liability	(2,401,273)	(2,308,917)
Change in Grants Payable and Accounts Payable and Other Liabilities	28,453,545	11,761,761
Net Cash Used in Operating Activities	(176,682,506)	(150,112,426)
Cash Flows from Investing Activities		
Proceeds from Sales or Redemptions of Investments	1,947,257,750	2,723,677,380
Purchases of Investments	(1,768,660,233)	(2,573,135,361)
Purchases of Fixed Assets	(27,041)	(290,040)
Net Cash Provided by Investing Activities	178,570,476	150,251,979
Change in Cash	1,887,970	139,553
Cash, Beginning of Year	322,855	183,302
Cash, End of Year	\$ 2,210,825	\$ 322,855
Supplemental Cash Flow Information		
Interest Paid	\$ 294,356	\$ 286,667
Securities Received as Distributions from Investment Funds, at Fair Value	\$ 25,545,924	\$ 87,444,018

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 in which to concentrate its grants.

(2) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting and financial statement presentation. The accompanying financial statements have been prepared on the accrual basis of accounting and conform to accounting principles generally accepted in the United States of America (“GAAP”) as applicable to not-for-profit entities.

The Corporation reports and discloses information about its net asset classification, liquidity, financial performance and flexibility pursuant to Accounting Standards Update (“ASU”) 2016-14, *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities*.

Endowment fund. 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. Accordingly, the Corporation reports its endowment funds as net assets restricted by donor because those remaining portion of the endowment fund that are not restricted in perpetuity by Andrew Carnegie are subject to donor-imposed restrictions. Donor-imposed restrictions are released when a restriction expires, that is when the stipulated time has elapsed or when the stated purpose restriction has been fulfilled, or both. 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 (Note 5).

Consistent with NYPMIFA, the Board, when determining the annual appropriations, considers the duration and preservation of the endowment, the purposes of the Corporation and the endowment, general economic conditions, the possible effect of inflation or deflation, the expected return from income and the appreciation of investments, other resources of the Corporation, alternatives to expenditure of the endowment giving due consideration to the effect that such alternatives may have on the Corporation, and the Corporation’s investment policy. The Corporation’s endowment return objectives, risk parameters and strategies are covered in its investment policy and are discussed in detail in Note 3.

Cash and cash equivalents. For purposes of the statements of cash flows, cash includes all cash held in bank accounts at September 30, 2024 and 2023. 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.

Fair value measurements. The fair value of investments has been determined as indicated in Note 3.

Redemptions receivable and prepaid subscriptions. Redemptions receivable represents deemed withdrawals from investment managers for which the cash has not yet been received. Prepaid subscriptions represent payments made in advance of the effective subscription date to certain investment funds.

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

Right-of-use asset, lease liability, and rent expense. On October 1, 2022, the Corporation adopted ASU 2016-02, *Leases (Topic 842)*, which requires lessees to recognize lease assets and lease liabilities on the statement of financial position for all leases with terms longer than 12 months. Leases will be classified as either finance or operating, with classification affecting the pattern of expense recognition in the income statement. The Corporation used the optional transition method

which eliminated the requirement to re-state the prior-period financial statements. The Corporation elected the “package of practical expedients” under the transition guidance within Topic 842, in which the Corporation does not reassess (1) historical lease classification; (2) whether any existing contracts at transition are, or contain, leases; or (3) the initial direct costs for any existing leases. The Corporation did not elect to adopt the “hindsight” practical expedient, and therefore measured the right-of-use (ROU) asset and lease liability using the remaining portion of the lease term upon adoption of Topic 842 on October 1, 2022. The lease liability is measured as the present value of the lease payments over the term of the lease, using a risk-free discount rate. The ROU asset is measured at the lease liability amount, adjusted for lease accruals. The Corporation elected not to recognize ROU assets and lease liabilities for leases with a term of 12 months or less. As a practical expedient, the Corporation elected to account for the non-lease components with the related lease components as a single lease unit.

The Corporation determines if an arrangement is, or contains, a lease at inception, which is the date on which the terms of the contract are agreed to, and the agreement creates enforceable rights and obligations. A contract is, or contains, a lease when (1) it explicitly or implicitly identified assets that have been deployed in the contract, and (2) the Corporation obtains substantially all of the economic benefits from the use of that underlying asset and directs how and for what purpose the asset is used during the term of the contract. The Corporation also considers whether its service arrangements include the right to control the use of an asset.

The adoption of Topic 842 resulted in the recording of ROU assets and lease liabilities related to the Corporation’s operating leases of approximately \$16,500,000 and \$20,900,000, respectively, at October 1, 2022. The adoption of the new lease standard did not materially impact the Corporation’s change in net assets or cash flows and did not result in a cumulative adjustment to the opening net assets balance at October 1, 2022.

Grants, contributions, and related party transactions. The Corporation applies FASB ASU 2018-08, *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*, in (1) evaluating whether transactions should be accounted for as contributions (nonreciprocal transactions) within the scope of Topic 958, *Not-for-Profit Entities*, or as exchange (reciprocal) transactions subject to other guidance; and (2) determining whether a contribution is conditional.

Unconditional grant appropriations, including multiyear grants, are recorded as an expense and a payable when grants are approved and communicated to the grantees. Conditional grants, which include matching grant agreements, are recognized when the condition or conditions on which a grant agreement depends have been substantially met by a grantee.

Some members of the Corporation’s board of trustees are related to certain grantees. Such trustees are required to abstain from voting on decisions affecting the grantees for which they are affiliated.

Taxes. The Corporation is a not-for-profit organization exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code (IRC) and is subject to federal excise taxes and taxes on unrelated business income. The Corporation follows the accounting standard on accounting for uncertainty in income taxes. Accordingly, the Corporation recognizes the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by taxing authorities, based on the technical merits of the position. The tax benefits recognized in the financial statements from such 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 2021.

Use of estimates. The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Reclassification. Certain reclassifications of amounts previously reported have been made to the accompanying financial statements to maintain consistency between periods presented. The reclassifications had no impact on previously reported net assets.

Subsequent events. 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 available to be issued, which is March 6, 2025, for these financial statements.

(3) INVESTMENTS

Investments, which include derivative instruments, are reported at fair value. Realized and unrealized gains and losses, as well as interest and dividends, are reflected as investment return, net of direct external and internal expenses, in the statements of changes in net assets.

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value hierarchy prioritizes inputs from most reliable to least reliable. Inputs are broadly defined under Accounting Standards Codification (ASC) 820, *Fair Value Measurement*, 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 and other marketable securities.

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.

There were no significant transfers between Levels 2 and 3 during 2024 and 2023.

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 (OTC) 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.

Total return swaps are traded on the OTC market. The fair value of total return swaps is recorded at the swap contract's net equity value. Net equity is calculated by determining the notional fair value of the assets or liabilities underlying the swap contracts, which are typically equity securities, and includes accrued dividends and interest. These contracts are generally categorized as Level 2 in the fair value hierarchy.

The fair value of futures contracts is based on the last reported sales price on the active market on which the futures contracts are traded, and are generally classified as Level 1 in the fair value hierarchy.

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

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

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

	2024 Fair Value Measurements Using			
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Assets				
Cash and Cash Equivalents	\$ 271,780,514	\$ 271,780,514	\$ —	\$ —
Investments in Securities:				
Common Stock	19,074,105	19,074,105	—	—
Investments in Derivative Instruments:				
Total Return Swaps – Interest Receivable	5,767,653	—	5,767,653	—
Futures Contracts	801,766	801,766	—	—
Investments Reported at NAV ⁽¹⁾ :				
Public Equity	1,112,615,248			
Private Equity	1,119,876,701			
Public Diversifiers	1,093,774,087			
Private Diversifiers	790,386,172			
Subtotal	4,414,076,246	\$ 291,656,385	\$ 5,767,653	\$ —
Redemptions Receivable and Prepaid Subscriptions	103,135,062			
TOTAL	\$ 4,517,211,308			
Liabilities				
Swap Collateral	\$ 5,629,865	\$ 5,629,865		
Total Return Swaps – Unrealized Depreciation	4,931,761		4,931,761	
TOTAL	\$ 10,561,626	\$ 5,629,865	\$ 4,931,761	\$ —

2023 Fair Value Measurements Using

	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Assets				
Cash and Cash Equivalents	\$ 364,895,094	\$ 364,895,094	\$ —	\$ —
Investments in Securities:				
Common Stock	32,092,950	32,092,950	—	—
Investments in Derivative Instruments:				
Total Return Swaps – Unrealized Appreciation	4,423,151	—	4,423,151	—
Investments Reported at NAV ⁽¹⁾ :				
Public Equity	949,967,179			
Private Equity	1,014,616,952			
Public Diversifiers	914,442,616			
Private Diversifiers	774,840,662			
Subtotal	4,055,278,604	\$ 396,988,044	\$ 4,423,151	\$ —
Redemptions Receivable and Prepaid Subscription	19,331,133			
TOTAL	\$ 4,074,609,737			
Liabilities				
Swap Collateral	\$ 6,500,000	\$ 6,500,000	\$ —	\$ —
Total Return Swaps – Unrealized Depreciation	6,758,415	—	6,758,415	—
Future Contracts – Unrealized Depreciation	10,198,713	10,198,713	—	—
TOTAL	\$ 23,457,128	\$ 16,698,713	\$ 6,758,415	\$ —

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

The following tables list the redemption terms and unfunded commitments for the investments in other funds:

	2024 Fair Value	Unfunded Commitments ⁽²⁾ (in millions)	Redemption Frequency ⁽³⁾	Redemption Notice Period
Investments in Other Funds:				
Public Equity	\$ 1,112,615,248	\$ 9.27	Various	2 days - n/a
Private Equity	1,119,876,701	390.84	Various	120 days - n/a
Public Diversifiers	1,093,774,087	—	Various	2 days - n/a
Private Diversifiers	790,386,172	278.95	Various	90 days - n/a
TOTAL	\$ 4,116,652,208	\$ 679.06		

⁽²⁾ Unfunded commitments entered subsequent to September 30, 2024, and not included above amounted to \$23 million.

⁽³⁾ Redemptions are permitted as follows:

Redemption Frequency	2024 Fair Value (in millions)				
	Public Equity	Private Equity	Public Diversifiers	Private Diversifiers	Total
Daily	\$ —	\$ —	\$ 130.19	\$ —	\$ 130.19
Monthly	456.40	—	448.61	—	905.01
Quarterly	312.39	—	514.97	—	827.36
Biannual	51.44	—	—	—	51.44
Annual	99.50	—	—	46.09	145.59
Multiyear/Rolling Lock-Ups	100.11	105.79	—	—	205.90
Illiquid	92.77	1,014.09	—	744.30	1,851.16
TOTAL	\$ 1,112.61	\$ 1,119.88	\$ 1,093.77	\$ 790.39	\$ 4,116.65

	2023 Fair Value	Unfunded Commitments ⁽⁴⁾ (in millions)	Redemption Frequency ⁽⁵⁾	Redemption Notice Period
Investments in Other Funds:				
Public Equity	\$ 949,967,179	\$ 28.76	Various	14 days - n/a
Private Equity	1,014,616,952	444.31	Various	120 days - n/a
Public Diversifiers	914,442,616	—	Various	3 days - n/a
Private Diversifiers	774,840,662	274.53	Various	90 days - n/a
TOTAL	\$ 3,653,867,409	\$ 747.60		

⁽⁴⁾ Unfunded commitments entered subsequent to September 30, 2023, and not included above amounted to \$27.50 million.

⁽⁵⁾ Redemptions are permitted as follows:

2023 Fair Value (in millions)						
Redemption Frequency	Public Equity	Private Equity	Public Diversifiers	Private Diversifiers	Total	
Daily	\$ —	\$ —	\$ 184.48	\$ —	\$ 184.48	
Monthly	351.40	—	292.28	—	643.68	
Quarterly	410.00	—	408.96	—	818.96	
Biannual	64.04	—	—	—	64.04	
Annual	87.51	—	28.72	14.60	130.83	
Multiyear/Rolling Lock-Ups	—	32.80	—	39.54	72.34	
Illiquid	37.02	981.82	—	720.70	1,739.54	
TOTAL	\$ 949.97	\$ 1,014.62	\$ 914.44	\$ 774.84	\$ 3,653.87	

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 were \$47,968,362 and \$38,295,329 as of September 30, 2024 and 2023, respectively.

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

Cash and Cash Equivalents

The Corporation holds cash and highly liquid securities to meet near-term obligations, including spending, unfunded commitments, and variation margin on derivative contracts.

Public Equity

The public equity portfolio seeks to capture the equity risk premium embedded in global public stock markets. This portfolio includes investments in long-only, long/short, and other externally managed strategies seeking to generate a total return net of fees in excess of the MSCI ACWI IMI Index. The portfolio may use derivatives to meet its target equity sensitivity and manage the unintended risks generated by active managers relative to the benchmark.

Private Equity

The private equity portfolio takes illiquidity risk in exchange for higher expected returns than public stocks while capturing the equity risk premium in private companies. It comprises investments in leveraged buyout/growth equity and venture capital managers, with the objective to outperform the Cambridge Associates’ Global Private Equity Index and the Cambridge Associates’ Venture Capital Index, respectively.

Public Diversifiers

The public diversifiers portfolio aims to generate high total returns with a low correlation to public equity markets. Investments can include market-neutral hedge funds, diversified beta, and other liquid alternative strategies. The Corporation’s public diversifiers portfolio is expected to generate annualized returns in excess of the Hedge Fund Research Inc. (“HFRI”) Fund of Fund Composite Index.

Private Diversifiers

The private diversifiers portfolio seeks high total returns through various illiquid investments with less equity sensitivity than the private equity portfolio. It is composed of investments in real estate, natural resources, and other illiquid strategies with the aim to outperform the NCREIF Property Index, the Cambridge Associates' Natural Resource Index, and the Cambridge Associates Private Credit Index, respectively.

Derivative Contracts

The Corporation utilizes derivative instruments as part of its investment strategy. These instruments are held in separately managed accounts and include total return swaps and futures contracts.

The Corporation enters into total return swap agreements to hedge against potential unfavorable changes in the value of portfolio securities and to manage its exposure to the market or certain sectors of the market, or to create exposure to certain equities to which it is otherwise not exposed. Total return swap contracts involve the exchange by the Corporation and a counterparty of their respective commitments to pay or receive a net amount based on the change in the fair value of a particular security or index and a specified notional amount. Total return swap contracts held at September 30, 2024, are scheduled to terminate in January 2025 and March 2025.

Futures contracts are used to hedge against declines in value of portfolio securities and to gain exposure to markets more efficiently or cost-effectively than buying securities. Variation margin payments are equal to the daily changes in contract value and are recognized as realized gains or losses. Risks of entering into futures contracts include the possibility that there may be an illiquid market and that changes in the value of the contract may not correlate with the value of the underlying securities.

The contract or notional amounts of derivative instruments are not recorded on the financial statements. Rather, derivative instruments are recognized in the statements of financial position as either an asset or a liability depending on the rights or obligations of the contract measured at fair value. Realized gains and losses, and changes in unrealized gains or losses on open positions are determined on specific identification basis and recognized in the statements of changes in net assets in the period in the contract is closed or the changes occur, respectively.

The tables below show the fair and notional values of total return swaps and futures contracts and their classification in the accompanying financial statements, as well as the effect of these derivative instruments in the statements of changes in net assets.

As of and for the year ended September 30, 2024				
Security Description	Reported on Statements of Financial Position As	Units/No. of Contracts	Fair Value	Notional Value
Asset Derivatives:				
Total Return Swaps	Investments	264,422	\$ 5,767,653	\$ 121,777,913
Futures Contracts	Investments	106	801,766	30,815,525
			\$ 6,569,419	\$ 152,593,438
Liability Derivatives:				
Total Return Swaps	Derivative Liabilities	258,755	\$ 4,931,761	\$ 36,160,096
Security Description	Reported on Statements of Changes in Net Assets As		Realized Gain (Loss)	Unrealized Gain (Loss)
Total Return Swaps	Net Investment Return		\$ 11,562,388	\$ 3,714,750
Futures Contracts	Net Investment Return		38,040,623	10,982,418
			\$ 49,603,011	\$ 14,697,168

As of and for the year ended September 30, 2023

Security Description	Reported on Statements of Financial Position As	Units/No. of Contracts	Fair Value	Notional Value
Asset Derivatives:				
Total Return Swaps	Investments	401,506	\$ 4,423,151	\$ 42,708,354
Liability Derivatives:				
Total Return Swaps	Derivative Liabilities	264,422	\$ 6,758,415	\$ 92,427,071
Futures Contracts	Derivative Liabilities	1,168	10,198,713	225,801,400
			\$ 16,957,128	\$ 318,228,471

Security Description	Reported on Statements of Changes in Net Assets As	Realized Gain (Loss)	Unrealized Gain (Loss)
Total Return Swaps	Net Investment Return	\$ 139,130	\$ (2,335,264)
Futures Contracts	Net Investment Return	29,271,314	(10,198,713)
		\$ 29,410,444	\$ (12,533,977)

A portion of the Corporation's cash and cash equivalents at September 30, 2024 and 2023 were required to be deposited as margin in support of these derivative contracts.

(4) NET INVESTMENT RETURN

Net investment return, as reported in the statements of changes in net assets, is comprised of the following:

	2024	2023
Interest and Dividends	\$ 38,644,452	\$ 39,638,901
Net Realized Gains	291,450,675	509,084,510
Net Unrealized Gains (Losses)	329,748,413	(343,728,323)
TOTAL	659,843,540	204,995,088
Less: Investment Expenses	(25,757,594)	(26,648,466)
Net Investment Return	\$ 634,085,946	\$ 178,346,622

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

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

	2024	2023
Cash	\$ 2,210,825	\$ 322,855
Investments	4,517,211,308	4,074,609,737
TOTAL	4,519,422,133	4,074,932,592
Less: Amounts Unavailable for Program and General Expenditures within One Year:		
Restricted to Investment in Perpetuity by Donor	(135,336,868)	(135,336,868)
Subject to Appropriation (inclusive of \$1,851.16 million and \$1,739.54 million of illiquid investments at September 30, 2024 and 2023, respectively)	(4,147,785,265)	(3,711,995,724)
Financial Assets Available for Program and General Expenditures within One Year	\$ 236,300,000	\$ 227,600,000

In order to plan and budget in an orderly manner and to meet the IRC-mandated 5% spending requirement, the Corporation maintains an annual spending rate policy of 5.5% of a 12-quarter rolling average of the fair value of the investment portfolio with the last quarter being March 31. This spending policy is reviewed periodically and may be amended at any time by the Board as circumstances warrant. As of September 30, 2024 and 2023, the Board appropriated \$236.3 million and \$227.6 million, respectively, of the Corporation's financial assets to be available for program and general expenditures within the next 12 months of the fiscal year end. Program and general expenditures include grant appropriations, salaries and employee benefits, other operating costs, and taxes. Program and general expenditures do not cover direct external and internal costs of investments.

As part of its liquidity management, the Corporation structures its investments to be available as its general expenditures, grants and other liabilities become due. In addition, the Corporation has \$140 million committed lines of credit, which it could draw upon to help manage unanticipated liquidity needs (Note 12). Although the Corporation does not intend to spend in excess of the amounts appropriated for program and general expenditures as part of its annual budget and appropriation process, the amounts above the original \$135.3 million gift from Andrew Carnegie could be made available by the Board, in accordance with the prudent measures required under NYPMIFA for any underwater funds. The Corporation's investment portfolio contains certain investment funds that have lock-up provisions which would reduce the total investments that could be made available (Note 3).

(6) FIXED ASSETS

Fixed assets are comprised of the following at September 30:

	2024	2023
Leasehold Improvements	\$ 9,272,743	\$ 9,272,743
Furniture and Equipment	3,989,557	3,962,516
	13,262,300	13,235,259
Less Accumulated Depreciation and Amortization	(10,049,115)	(9,224,200)
TOTAL	\$ 3,213,185	\$ 4,011,059

(7) GRANTS PAYABLE

Payments on grants payable are expected as follows:

	2024	2023
Within 1 Year	\$ 102,994,255	\$ 68,843,464
Within 2–3 Years	35,403,994	40,787,097
	\$ 138,398,249	\$ 109,630,561

At September 30, 2024 and 2023, the Corporation has conditional grants aggregating to \$200,000 and \$2,483,000, respectively, that have not been recognized in these financial statements as the conditions for which they depend have not yet been substantially met by the grantee.

(8) TAXES

Under current law, the Corporation is liable for federal excise taxes equivalent to 1.39% of its net investment income, as defined under the IRC, which includes net realized capital gains, for the year. The Corporation is also liable for Federal and states unrelated business income taxes, at applicable corporate income tax rates, from certain investment partnership activities. The Corporation had unrelated business income of approximately \$4,771,000 and \$7,252,000 during the years ended September 30, 2024 and 2023, respectively.

The Corporation also provides for deferred federal excise taxes at 1.39% of unrealized appreciation or depreciation of investments at September 30, 2024 and 2023. No deferred taxes are provided for unrelated business income on unrealized appreciation as such amount cannot be estimated.

Tax provisions and payments included in the accompanying financial statements are summarized below.

	2024	2023
Federal Excise Taxes on Net Investment Income (at 1.39%)	\$ 2,972,237	\$ 5,232,520
Federal and States Unrelated Business Income Taxes (at applicable corporate income tax rates, net of tax benefits from prior years' carry forward losses of \$329,300 and \$1,331,000, respectively)	1,043,268	571,520
Provision for Current Taxes on Net Investment Income	4,015,505	5,804,040
Total Excise and Unrelated Business Income Taxes Paid or Applied Against Prior Year Taxes Receivable	3,076,609	10,690,929
Taxes Receivable	\$ 938,896	\$ 4,886,889
Deferred Excise Tax Expense (Benefit) on Net Unrealized Investment Gains/Losses (at 1.39%)	\$ 4,535,550	\$ (3,138,905)

In addition, the Corporation paid \$189,000 of IRS Section 4960 excise taxes during the fiscal year ended September 30, 2024.

(9) BENEFIT PLANS

The Corporation purchases annuities for qualifying employees under the terms of a noncontributory, defined contribution retirement plan with Teachers Insurance and Annuity Association and College Retirement Equities Fund (“TIAA-CREF”). Retirement plan expenses for the years ended September 30, 2024 and 2023, were \$2,282,000 and \$2,268,000, respectively.

The Corporation also has a noncontributory defined benefit annuity plan to supplement the basic plan described above. This plan is also administered by TIAA-CREF. Contributions to this plan are based on actuarial calculations. No contribution was required in 2024 and 2023. At December 31, 2024 and 2023, the assets of the plan exceeded the actuarial present value of accumulated plan benefits by approximately \$145,000 and \$329,000, respectively. Accumulation of benefits under this plan has been frozen effective April 1, 2007.

The Corporation also provides certain medical benefits to its retirees. The cost of providing these benefits was \$1,212,000 in 2024 and \$1,107,000 in 2023.

(10) EXPENSES

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

	2024		
	Program Services	General Administration	Total Expenses
Grant Appropriations	\$ 176,910,588	\$ –	\$ 176,910,588
Salaries and Employee Benefits	13,472,840	6,339,121	19,811,961
Consultants and Other Professional Fees	624,525	605,583	1,230,108
Rent and Other Occupancy Costs	1,987,409	977,062	2,964,471
Travel, Conferences, and Meetings	1,077,810	262,963	1,340,773
Office and Other Expenses	2,382,373	779,572	3,161,945
TOTAL EXPENSES	\$ 196,455,545	\$ 8,964,301	\$ 205,419,846

	2023		
	Program Services	General Administration	Total Expenses
Grant Appropriations	\$ 159,585,015	\$ –	\$ 159,585,015
Salaries and Employee Benefits	13,422,209	5,937,244	19,359,453
Consultants and Other Professional Fees	1,065,550	293,469	1,359,019
Rent and Other Occupancy Costs	1,869,321	919,242	2,788,563
Travel, Conferences, and Meetings	1,742,379	83,396	1,825,775
Office and Other Expenses	2,857,490	880,119	3,737,609
TOTAL EXPENSES	\$ 180,541,964	\$ 8,113,470	\$ 188,655,434

The statements of changes in net assets include certain categories of expenses that are attributable to both program services and general administration and are therefore allocated on a reasonable basis. These expenses include rent and other occupancy costs, certain meetings, and office and other expenses such as depreciation and amortization, computer equipment, and services. Allocation of these expenses is based on staff full-time equivalents or square footage, as appropriate.

(11) LEASES

The Corporation occupies office space at 437 Madison Avenue under a lease agreement that expires on February 28, 2030. The lease is subject to customary escalation clauses for real estate taxes and certain building operating expenses. The total remaining commitment on the lease agreement at September 30, 2024, is approximately \$18,389,000. Future minimum lease payments, discounted at 4%, are as follows:

Fiscal year ending September 30	Amount
2025	\$ 3,319,000
2026	3,412,000
2027	3,412,000
2028	3,412,000
2029	3,412,000
Thereafter	1,422,000
Total Remaining Commitment	18,389,000
Discount to Present Value	(2,165,000)
Net Present Value of Remaining Commitment	\$ 16,224,000

The Corporation's ROU asset and lease liability, recognized pursuant to ASU 2016-02, approximated \$12,639,000 and \$16,224,000 as of September 30, 2024, respectively, and \$14,627,000 and \$18,626,000 as of September 30, 2023, respectively.

Rent expense for 2024 and 2023, including escalations, was \$3,295,000 and \$3,093,000, respectively.

(12) LINE OF CREDIT FACILITIES

The Corporation has \$80 million and \$60 million committed line of credit facilities with The Bank of New York Mellon and JP Morgan Chase, respectively, for grant funding and administrative expenses. The line of credit facilities at The Bank of New York Mellon and JP Morgan Chase will expire on July 5, 2025, and September 27, 2026, respectively.

There were no outstanding loans nor borrowings on either facility as of and during the years ended September 30, 2024 and 2023.

Total interest expense on undrawn capital was \$294,000 and \$287,000 for the years ended September 30, 2024 and 2023, respectively.

REPORT ON **ADMINISTRATION**

FY2023–2024: The Year in Review

BOARD AND COMMITTEES

Annual Election as of March 7, 2024

- **Janet L. Robinson** was elected chair of the board, effective immediately following the June 6, 2024, board meeting for the 2024–2025 term.
- **Kurt L. Schmoke** was elected vice chair of the board, effective immediately following the June 6, 2024, board meeting for the 2024–2025 term.

New Trustees

- None

Retired Trustees

- **Pedro Aspe** retired from the board after eight years of service as of the December 14, 2023, board meeting.
- **Lionel Barber** retired from the board after eight years of service as of the December 14, 2023, board meeting.
- **John J. DeGioia** retired from the board after eight years of service as of the December 14, 2023, board meeting.

Trustee Transition

- **Thomas H. Kean** retired from the board and transitioned to the position of *Honorary Trustee* at the June 6, 2024, board meeting.

Trustee Resignations

- None

Deceased Trustees

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

- **Jared L. Cohon** died on March 16, 2024; Cohon served on the board of trustees from 2013 to 2022.

The Corporation's standing committees were constituted as of the annual board meeting on March 7, 2024:

- Elected to serve on the **Audit Committee** were Edward P. Djerejian, chair (as of January 1, 2024); Kevin J. Conway; Maria Elena Lagomasino; Janet L. Robinson; and Ann Claire Williams.
- Elected to serve on the **Investment Management Committee** were Maria Elena Lagomasino, chair; Kevin J. Conway; Stephen A. Oxman; Tarek Rizk; Marcia McNutt, *ex officio*; and Dame Louise Richardson, *ex officio*.
- Elected to serve on the **Planning and Finance Committee** were Marcia McNutt, chair; Martin Baron; Kevin J. Conway; Leymah Gbowee; Martha Minow; Astrid S. Tuminez; and Dame Louise Richardson, *ex officio*.
- Elected to serve on the **Committee on Trustees** were Janet L. Robinson, chair; Jean-Marie Guéhenno; Michael Ignatieff; Maria Elena Lagomasino; Kurt L. Schmoke; and Dame Louise Richardson, *ex officio*.
- **Thomas H. Kean**, chair of the board (retired on June 6, 2024) and **Janet L. Robinson**, chair of the board effective June 6, 2024, serve *ex officio* on all standing committees, and **Dame Louise Richardson**, the president of the Corporation, serves on all standing committees but the Audit Committee.
- Membership on the ad hoc **Committee on Compensation** includes Thomas H. Kean, chair of the board (retired on June 6, 2024); Janet L. Robinson, chair of the board; and Dame Louise Richardson, president of the Corporation, *ex officio*.

BOARD ACTIONS

DECEMBER 14, 2023, BOARD MEETING

RESOLVED: That the trustees authorize the president to appropriate up to \$20,000 from the FY2023–2024 Special Opportunities Fund in support of a Corporation-sponsored staff volunteer day in FY24.

RESOLVED: That the trustees authorize an appropriation of up to \$3 million over two years from the FY2023–2024 Special Opportunities Fund toward support of state innovations in national service and volunteering. Release of the funds would be conditional upon approval of proposal(s) at the discretion of the president.

MARCH 7, 2024, BOARD MEETING APPOINTMENT OF HONORARY TRUSTEE RESOLUTION TO BE ADOPTED BY THE BOARD OF TRUSTEES AT A MEETING ON MARCH 7, 2024

WHEREAS, in recognition of his extraordinary efforts in service of the Carnegie Corporation of New York (the “Corporation”), the board of trustees wishes to distinguish Thomas H. Kean as one of three individuals in the Corporation’s history to be named an honorary trustee.

NOW, THEREFORE IT IS RESOLVED, that the board of trustees hereby ratify, approve, and confirm in all respects the appointment of Thomas H. Kean as an honorary trustee of the Corporation.

JUNE 6, 2024, BOARD MEETING

RESOLVED: That the trustees authorize the president to appropriate up to \$500,000 from the FY2023–2024 Special Opportunity Fund to Drew University in support of the Thomas H. Kean Theatre & Dance Internship Fund providing support to undergraduate theatre and dance department majors.

SEPTEMBER 12, 2024, BOARD MEETING

None

STAFF MILESTONES, FY2023–2024

During FY2023–2024, there were a number of staff changes as the Corporation recognized professional growth with promotions and welcomed new people to the foundation. Appreciation was also expressed to departing staff members.

The following individuals joined the Corporation:

- **Omotade Akin Aina** | Senior Program Director, Higher Education and Research in Africa (HERA), International Program | 09/16/2024
- **Nelson Avila** | Application Support Engineer, Information Technology | 10/04/2023
- **Wilfred Chan** | Senior Content Editor and Writer, Communications | 02/26/2024
- **Jack Duran** | Manager, Design and Multimedia, Communications | 02/12/2024
- **Kristina Harding** | Program Analyst, Education, National Program | 04/15/2024
- **Jaiya Lalla** | Program Assistant, International Peace and Security, International Program | 09/16/2024
- **James McKeon** | Program Officer, International Peace and Security, International Program | 09/03/2024
- **Shantelle Mitchell** | IT End-User Analyst, Information Technology | 12/18/2023

The titles of the following individuals were changed:

- **Jon-Michael Consalvo** | Vice President, Chief Investment Officer
- **Lorena Daley** | Senior Director, Investment Operations, Investments
- **Kelly Devine** | Principal Director, Content and Dissemination, Communications
- **Bob Liu** | Senior Analyst, Investments
- **Angely Montilla** | Program Communications Specialist, Communications

- **Trecia Nandakumar** | Operations Coordinator, Office of the Corporate Secretary
- **Kate Newburger** | Administrative Manager, Fellows Program, Office of the President
- **Sai Praturi** | Senior Analyst, Investments
- **Daniel Kitae Um** | Principal Director, Creative Services and Audience Engagement, Communications

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

- **Jeanne D’Onofrio** | 30 years
- **Nancy Neuberger** | 10 years
- **Pat Nicholas** | 40 years
- **LaVerne Evans Srinivasan** | 10 years
- **Daniel Kitae Um** | 10 years

The following individuals left the Corporation:

- **Nehal Amer** | 08/30/2024
- **Ayana Bartholomew** | 01/30/2024
- **Mark Baumgartner** | 10/06/2023
- **Mary Kate Boughton** | 11/30/2023
- **Sheila Enright** | 10/31/2023
- **Evie Schumann** | 05/31/2024
- **Samara Shaz** | 08/30/2024
- **Darleny Surriel** | 10/31/2023
- **Julia Weede** | 07/31/2024
- **Sharon K. Weiner** | 08/30/2024
- **Hillary S. Wiesner** | 08/30/2024

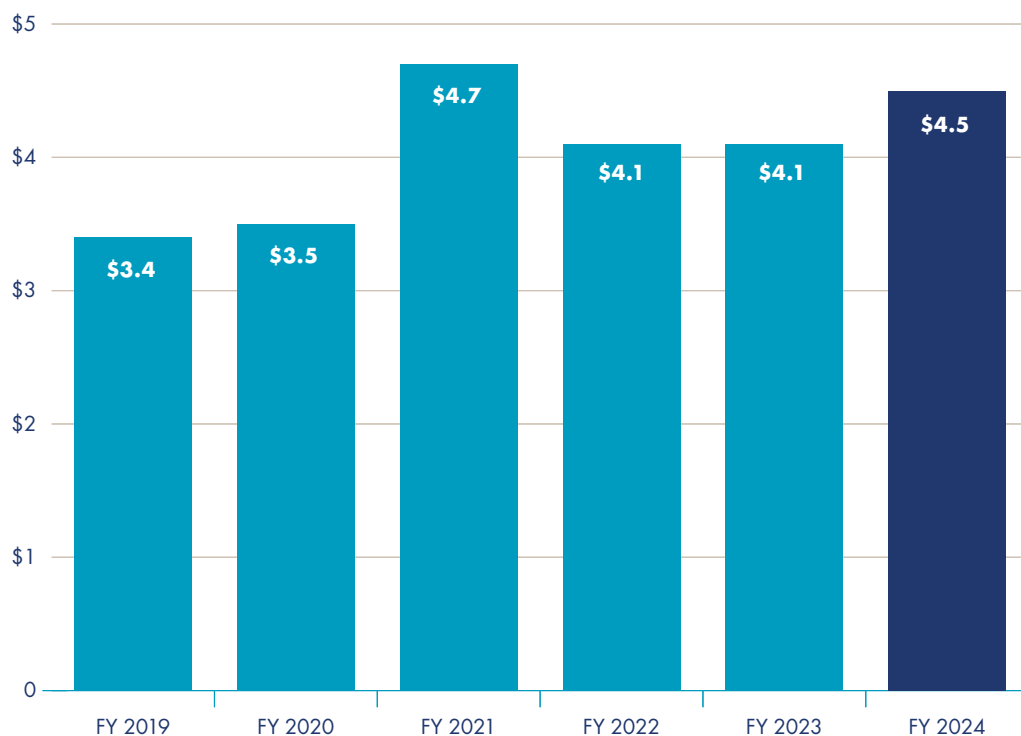
REPORT ON **INVESTMENTS**

Investment Office FY2023–2024 Summary

Carnegie Corporation of New York’s endowment returned +16.3% for the fiscal year ending September 30, 2024. Endowment assets rose to \$4.5 billion, with portfolio gains outpacing program spending.

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

Fiscal Years 2019–2024



INVESTMENT RESULTS AND ATTRIBUTION

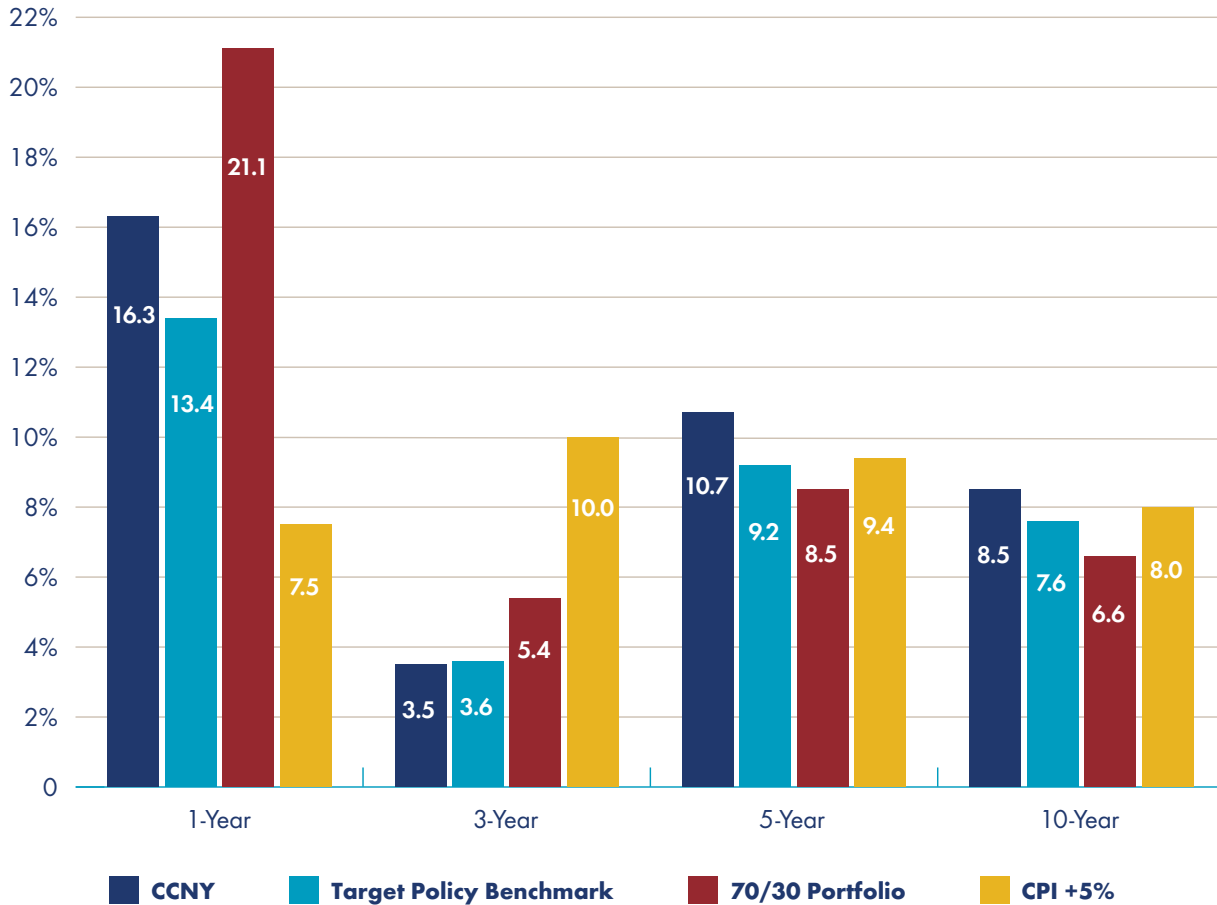
The endowment’s FY2023–2024 return of +16.3% outperformed its target policy benchmark by +2.9%, but underperformed a 70/30 stock/bond portfolio as public assets outgrew private assets during the period. Relative returns were positive across all asset classes and returns in FY2023–2024 were enough to offset inflation and program spending, roughly measured as CPI (+2.5%) plus 5%.

The illustration on the following page includes annualized returns over 1-year, 3-year, 5-year, and 10-year horizons.

The portfolio's return in FY2023–2024 recovered from a weak performance in the prior two years, as evident in the low 3-year return figure. Endowment performance is best evaluated over longer timeframes, and results have been strong over the long term. The portfolio beat each of the relevant benchmarks over 5- and 10-year periods.

Carnegie Corporation of New York Endowment Returns

Period Ending September 30, 2024



1-year portfolio returns were primarily driven by gains in public equity, where the MSCI ACWI Index was up +31% and Carnegie's portfolio gained +40% thanks to successful implementation across concentrated equity, index plus, and equity overlay strategies. Public diversifiers also contributed to a strong showing for FY2023–2024, generating +15% with equity market risk commensurate to that of the HFRI Fund of Fund Composite Index, which only returned +10% during the period. The private portfolio also had a positive year. Though it did not keep pace with public markets, the private portfolio generated an +8% return compared to +4% for its blended benchmark. High interest rates also allowed Carnegie to earn +5% on program cash during the period.

In accordance with the portfolio's long-term focus, it is worthwhile examining the environment that produced an +8.5% return over the past decade. The market backdrop changed meaningfully post the COVID-19 pandemic, as the low volatility and low-rate environment of the first half of the last decade gave way suddenly to a highly volatile market for risk assets and a rising rate environment in response to surprisingly high inflation. Though Carnegie's asset allocation and investment selection strategies have shifted slightly over the course of the decade, in the end, investment results matched what we might have anticipated at the beginning of the period. Our equity-centric, somewhat illiquid endowment-style portfolio delivered a return that outpaced CPI +5% by +50 basis points and outpaced a traditional 70/30 stock/bond portfolio by +1.9%. Outperformance over 70/30 of this magnitude translated to around \$715 million in additional value for the grantmaking activities of the Corporation over the decade.¹

¹ Calculated as the average market value of the endowment for the 10 years ending September 30, 2024, (\$3,761 million) multiplied by the annualized outperformance over 70/30 (+1.9%) multiplied by 10.

ASSET ALLOCATION AND THE ROAD AHEAD

While Carnegie's past results lend credence to the strategy, the investment staff are keenly aware that such results are not a given. Rather, we hope to position the portfolio in a way that best maximizes our probability of success, attempting to modestly grow the assets of the Corporation while, first and foremost, preserving the organization's ability to address its important mission in perpetuity.

In accordance with this objective, the investment staff, with support from the Corporation's Investment Management Committee, has developed an asset allocation that seeks to maintain the endowment's purchasing power net of spending over a long horizon. This portfolio carries an equity risk exposure similar to peers in the endowment and foundation space and also contains an adequate allocation to diversifying strategies to support the portfolio during times when equity markets disappoint. The asset allocation also allows the staff to invest capital in areas where investment selection, combined with active risk management, can further strengthen returns for the Corporation. This will allow the endowment to provide continued support for the Corporation's mission and grantmaking activities.

The table below shows the endowment's fiscal year-end asset allocation relative to policy target weights.

	Allocation as of September 30, 2024	Policy Target
Public Equity	28.6%	30.0%
Long-Only	11.1%	
Index Plus	8.0%	
Long-Short	6.2%	
Public Equity Overlay	3.4%	
Public Diversifiers	25.9%	25.0%
Market Neutral	20.0%	
Diversified Beta	5.9%	
Private Equity	24.1%	25.0%
Venture Capital	13.9%	
Buyout	10.2%	
Private Diversifiers	18.0%	15.0%
Natural Resources	7.6%	
Real Estate	7.4%	
Other Private Diversifiers	3.1%	
Cash	5.9%	5.0%
TOTAL	102.5%	100.0%

TRUSTEES AND STAFF

Trustees

Janet L. Robinson, Chair

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

Kurt L. Schmoke, Vice Chair

University of Baltimore, President
Baltimore, MD

Pedro Aspe*

Insignia Capital, Chairman
Mexico City, Mexico

Lionel Barber*

Financial Times, Former Editor
London, England

Martin Baron

The Washington Post, Former Executive Editor
Washington, DC

Jared L. Cohon (died March 16, 2024)

Carnegie Mellon University, President Emeritus
Pittsburgh, PA

Kevin J. Conway

CD&R, Senior Advisor
New York, NY

Mark Damazer

Former BBC Executive, and Chair of the Board, The Booker Foundation, Journalist
London, England

John J. DeGioia*

Georgetown University, President
Washington, DC

Edward P. Djerejian

Middle East Initiative, Belfer Center for Science and International Affairs, Harvard Kennedy School, Senior Fellow
Cambridge, MA

Leymah Gbowee

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

Jean-Marie Guéhenno

Kent Global Leadership Program on Conflict Resolution, Columbia University, Director
School of International and Public Affairs, Columbia University, Professor of Practice
New York, NY

Michael Ignatieff

Central European University, Professor of History and Former President and Rector
Vienna, Austria

Maria Elena Lagomasino

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

Margaret MacMillan

University of Oxford, Emeritus Professor of International History
University of Toronto, Emeritus Professor of History
Toronto, Canada

Marcia McNutt

National Academy of Sciences, President
Washington, DC

Martha Minow

Harvard University, 300th Anniversary University Professor
Cambridge, MA

Stephen A. Oxman

Morgan Stanley, Senior Advisor
New York, NY

Dame Louise Richardson (*ex officio*)

Carnegie Corporation of New York, President
New York, NY

Tarek Rizk

Balyasny Asset Management (BAM), Head of MENA
Dubai, United Arab Emirates

Astrid S. Tuminez

Utah Valley University, President
Orem, UT

Ann Claire Williams

Jones Day, Of Counsel
Chicago, IL

* Retired from the board December 14, 2023

HONORARY TRUSTEES

Thomas H. Kean

THK Consulting, LLC, Chairman
Far Hills, NJ

Staff

The following individuals were on staff at the Corporation in FY2023–2024:

- Omotade Akin Aina**, Senior Program Director, Higher Education and Research in Africa (HERA), International Program
- Nehal Amer**, Program Analyst, Arab Region Research and Scholarship, International Program
- Ashley Arana**, Program Analyst, Public Understanding, Education, National Program
- Deana Arsenian**, Vice President, International Program, and Program Director, Russia and Eurasia
- Farhad Asghar**, Program Officer, Pathways to Postsecondary Success, Education, National Program
- Nelson Avila**, Application Support Engineer, Information Technology
- Ayana Bartholomew**, Program Analyst, Education, National Program
- Mark Baumgartner**, Vice President and Chief Investment Officer
- Kenneth Benson**, Editorial Manager, Communications
- Mary Kate Boughton**, Director, Digital Engagement Strategies, Communications
- Nicole Howe Buggs**, Chief Administrative Officer and Corporate Secretary
- Aranza Caballero**, Program Assistant, Strengthening U.S. Democracy, National Program
- Trish Callahan**, Chief Human Resources Officer
- Wilfred Chan**, Senior Content Editor and Writer, Communications
- Preet Chawla**, Managing Director, Investments
- Cecelia Chen**, Director, Investments
- Jon-Michael Consalvo**, Vice President, Chief Investment Officer
- Daniel Correia**, Operations Analyst, Investments
- Khafra Crooks**, Communications Officer, Communications
- Lorena Daley**, Senior Director, Investment Operations, Investments
- Natasha Davids**, Executive Assistant to the President, Office of the President
- Stephen J. Del Rosso**, Senior Program Director, International Peace and Security, International Program
- Kelly Devine**, Principal Director, Content and Dissemination, Communications
- Jeanne D’Onofrio**, Chief of Staff, Office of the President
- Paula Douglas**, Operations Coordinator, Human Resources and Office of the Corporate Secretary
- Jack Duran**, Manager, Design and Multimedia, Communications
- Sheila Enright**, Communications Coordinator, Communications
- Celeste Ford**, Chief Communications Officer, Communications
- Margaret Gach**, Program Assistant, International Peace and Security, International Program
- Jackson Garske**, Administrative Assistant, Higher Education and Research in Africa (HERA), International Program
- Andrew Geraghty**, Program Officer, Strengthening U.S. Democracy, National Program
- Kristina Harding**, Program Analyst, Education, National Program
- Sandra Hernandez**, Program Assistant, Strengthening U.S. Democracy, National Program
- Christina Hong**, Administrative Assistant, Finance
- Margaret Jimenez**, Program Assistant, Pathways to Postsecondary Success, Education, National Program
- Sean Chiyong Kang**, Infrastructure and End-User Technology Specialist, Information Technology
- Ambika Kapur**, Program Director, Public Understanding, Education, National Program
- Bradley Kay**, Senior Director of Analytics, Investments
- Roland Kennedy Jr.**, Director, Grants Management
- Rex Kim**, Manager of Data Strategy and Governance, Grants Management
- Sohyun Kim**, Operations Coordinator, Strengthening U.S. Democracy and the Special Opportunities Fund, National Program
- Constanza Lafuente**, Program Analyst, Public Understanding, Education, National Program
- Jaiya Lalla**, Program Assistant, International Peace and Security, International Program
- Martin Lang**, Office Services Coordinator/Mailroom

Bob Runfeng Liu, Senior Analyst, Investments

Andy Lopez, Grants Associate, Grants Management

Enna Mangual, Payroll Supervisor, Human Resources

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

James Marsden, Manager, Special Projects, Office of the President

James McKeon, Program Officer, International Peace and Security, International Program

Gladys McQueen, Records Manager, Human Resources

Zachary Mees, Senior Director, Portfolio Management, Investments

Shantelle Mitchell, IT End-User Analyst, Information Technology

Angely Montilla, Program Communications Specialist, Communications

William Moon, Vice President, Chief Financial Officer

Deborah Moore, Operations Coordinator, Communications

Isabel Morinaga, Executive Assistant, Investments

Trecia Nandakumar, Operations Coordinator, Office of the Corporate Secretary

Michelle Napoli, Director, Human Resources

Nancy Neuberger, Operations Coordinator, International Program

Kate Newburger, Administrative Manager, Fellows Program, Office of the President

Pat Nicholas, Program Officer, International Peace and Security, International Program

Swexya Panta, Senior Investment Analyst, Investments

Marie Panton, Operations Coordinator, Education, National Program

Claudia Peng, Investment Analyst, Investments

Junia Perez, Controller, Finance

Noelle Pourrat, Learning and Development Specialist, Human Resources

Sai Praturi, Senior Analyst, Investments

Dame Louise Richardson, President

Jose Rivera, Coordinator, Office Services

Robert Rosenthal, Director, Information Technology and Office Services

Damon Roundtree, Executive Assistant, Office of the President

Hiba Said, Program Assistant, Higher Education and Research in Africa (HERA), International Program

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

Evie Schumann, Program Assistant, International Peace and Security, International Program

Ronald Sexton, Librarian/Online Researcher, Communications

Samara Shaz, Program Assistant, International Peace and Security, International Program

Lana Shenker, Accounts Payable Coordinator, Finance

Yotaro Sherman, Associate Director, Information Technology

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

Anisha Sinha, Investment Analyst, Investments

Shana Sorhaindo, Grants Manager, Grants Management

LaVerne Evans Srinivasan, Vice President, National Program, and Program Director, Education

Darleny Suriel, Program Assistant, New Designs to Advance Student Learning, Education, National Program

Saskia Levy Thompson, Program Director, New Designs to Advance Student Learning, Education, National Program

Mwangi Thuita, Program Assistant, International Peace and Security, International Program

Daniel Kitae Um, Principal Director, Creative Services and Audience Engagement, Communications

Samantha Vargas, Program Analyst, Leadership and Teaching to Advance Learning, Education, National Program

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

Julia Weede, Senior Consultant

Sharon K. Weiner, Senior Resident Fellow, International Peace and Security, International Program

Catriona Whalley, Social Media Strategy Lead, Communications

Hillary S. Wiesner, Program Director, Arab Region Research and Scholarship, International Program

Andrew Yu, Accounting Manager, Finance

Credits

Chief Communications Officer

Celeste Ford

Principal Director, Content and Dissemination

Kelly Devine

Senior Content Editor and Writer

Wilfred Chan

Principal Director, Creative Services and Audience Engagement

Daniel Kitae Um

Design

James McKibben, McKibben Design

John Bellacosa

Copy Editor

Carol Balistreri



Carnegie Corporation of New York was established by Andrew Carnegie in 1911 to promote the advancement and diffusion of knowledge and understanding. Today the foundation works to reduce political polarization through philanthropic support for the issues that Carnegie considered most important: education, democracy, and peace.

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