

ANNUAL REPORT

2015



**Promoting the advancement and diffusion
of knowledge and understanding.**

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LETTER FROM THE PRESIDENT

Glass Pockets in Practice



More than 60 years ago, Carnegie Corporation of New York's Board Chairman, Russell Leffingwell, coined the term "glass pockets" at a congressional hearing, highlighting the Corporation's long-held belief in the fundamental importance of transparency. A few years later, the Corporation's ninth president, John Gardner, defined the policy: "A foundation should practice full disclosure. The larger it is, the more energetically it should disseminate full information on its activities." Throughout its history, the Corporation has applied this principle, and our annual reports are an important part of that practice—indeed, the Corporation was among the first foundations to publish an annual report, starting in 1921. As an institution whose mission is to harness private wealth for

the public good, we believe that in order to earn the public's confidence, we owe the American people transparency in all of our financial and programmatic activities.

In keeping with this core value, we also believe that knowledge is not to be shelved away, but shared broadly, with experts and the public alike, in order to foster an informed citizenry. As our founder, Andrew Carnegie, professed, an enlightened public is essential to the strength of our democracy. Accordingly, for more than 100 years the Corporation has supported education initiatives, from preschool to K–12 to higher education. Education, after all, should not be viewed simply as a necessity for each individual, but rather as an investment in the future of our democracy and our society.

We are not alone in this effort. For decades, many of America's major foundations have helped advance our nation's educational system and goals. They have done so in many other fields, of course, including those that Mr. Carnegie was most passionate about and which the Corporation continues to support: international peace and U.S. democracy. Together, American foundations help fund the nation's diverse independent sector, comprised of some 1.5 million nonprofit organizations, which account for 10 percent of all private sector employment nationwide. The robustness of the American independent sector is a key strength of our nation's civil society, and distinguishes the United States from many other countries around the world. We, along with the rest of American philanthropy, are proud of our collaborations with nonprofits, whether universities, think tanks, cultural institutions, community groups, or direct service agencies.

In partnering with these organizations, foundations serve as laboratories of experimentation and innovation for the nation. As Mr. Gardner put it, the independent sector is one "in which we are allowed to pursue truth, even if we are going in the wrong direction; allowed to experiment, even if we are bound to fail; to map unknown territory, even if we get lost." Not only do foundations complement nonprofits, but they also form public-private partnerships with business and with government, at the local, state, and federal levels.

Just as the nonprofit field boasts incredible breadth and diversity, so do American foundations. Philanthropy is a particularly American practice, for giving is embedded in our culture. Alexis de Tocqueville wrote in the early 1830s that Americans "willingly sacrifice a portion of their time and property" to improve the welfare of their fellow men and women. In 2014, Americans gave more than \$358 billion, not to mention nearly 7.7 billion volunteer hours, to educational, health, religious, cultural, environmental, and other causes, comprising a broad swath of institutions and ideological views.

To maintain this partnership between the American people and the independent sector, accountability and transparency are essential. Accordingly, over the past century the Corporation has continually analyzed the impact of our investments in institutions, causes, and movements, whether they have proven to be successes or not. We have also made sure to share our results. In this digital age, the Corporation reaches an even broader audience online, nationally and internationally. Indeed, we share not only the Corporation's work and writings, but we also promote those of our grantees. At our core, the Corporation seeks to ensure "the advancement and diffusion of knowledge and understanding." That is what we have always strived to do, through our own work and that of the many institutions we are proud to call our grantees and collaborators.

Vartan Gregorian

May 2016



REPORT ON **PROGRAM**

International Program

HIGHER EDUCATION AND RESEARCH IN AFRICA

African Women's Development Fund, Accra, Ghana

As a one-time grant for strengthening and supporting community-based responses to Ebola in West Africa. 12 Months, \$500,000.

The Ebola epidemic has devastated three West African countries. International funding to stem the epidemic is increasing, but the funds are dedicated largely to medical infrastructure and emergency healthcare provision and are channeled through governments and large international nongovernmental organizations. Very little is reaching the community level, where local organizations, especially women's organizations, have a comparative advantage in addressing prevention and encouraging the seeking of treatment. Through a special call for proposals, the African Women's Development Fund will award up to twenty-five grants to women's organizations in Guinea, Liberia, and Sierra Leone with strong community ties and track records in health and safety, peer education, and community mobilization. Articles documenting innovative responses will be commissioned and disseminated widely.

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

For a fund to support conference attendance by fellows and graduates of selected African postgraduate training programs. 24 Months, \$848,400.

Completing an advanced degree is only one step to becoming an academic. To hone research skills and rise in the ranks at universities, a scholar must also continue to conduct research, publish, and present research results to peers for critique. In the predominant African context, all three of these are difficult to accomplish. To help fill the latter gap, the Institute of International Education will establish a competitive conference attendance fund. The fund will be open to university-based researchers who have received, or are working towards, postgraduate degrees, or who have completed a postdoctoral project, with a fellowship from the corporation. Recipients must have a paper accepted for presentation, and priority will be given to conferences considered the most influential within an academic field. Up to 120 academics will benefit.

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

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

Global cooperation in higher education and research over the last decade has intensified including mobility and migration of academics, yet the role of academic migrants and diasporas in development has not been addressed in a systematic way. Between 2013 and 2015, 110 African diaspora fellows in the Carnegie African Diaspora Fellowship Program partnered with sixty-five African universities to strengthen teaching, research, cocurricular development, and postgraduate supervision. A high level of demand and interest was demonstrated by 71 percent of host institutions providing cost-share agreements, 100 percent reporting postproject collaboration, and 59 percent reporting postfellowship formal linkages between home and host institutions. This proposal recommends renewal of the program which aims to support 140 additional fellows over the next two years.

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

For improving university research administration in Africa and Eurasia. 24 Months, \$700,000.

Developing countries in Africa and Eurasia are increasingly focused on the production of PhDs and increasing their percentage of worldwide research to build their academic cores and address the challenges facing their regions. Aimed at developing midlevel university administrators, the International Research & Exchanges Board (IREX) University Administration Support Program (UASP) assists universities in developing countries to achieve their visions and missions by strengthening their foundations through

fellowship exchanges. The goal of the proposed 2016-2017 UASP program is to equip twenty-eight research administrators in Eurasia and at African universities in an African research university alliance to build their institutions as leading research universities, through six- to eight-week fellowships at U.S. universities.

National Council for Tertiary Education, Accra, Ghana

As a final grant for Senior Academic Leadership Training (SALT) in West Africa. 24 Months, \$545,600.

The tertiary education sector in Ghana has undergone a significant increase in the number of universities, which creates a need for orientation and training of newly-appointed university council members. The National Council for Tertiary Education (NCTE) in Ghana aims to contribute to more effective governance, increased local knowledge generation, and higher quality of public and private universities through its Senior Academic Leadership Training (SALT) program. In addition to university council members, heads of departments are also pivotal leaders tasked with admitting students, recruiting staff, and managing resources as the “pipeline” for future vice-chancellors. With this renewal proposal, NCTE seeks to provide SALT training to university council members and heads of departments in Ghana and Nigeria over two years to strengthen leadership and governance of the sector.

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

As a final grant for strengthening regional doctoral programs in African universities. 24 Months, \$1,505,400.

The Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) seeks, in part, to promote the development of internationally competitive doctoral training programs in African universities. It does this through partnering with its member universities to identify those with capacity in relevant fields, making them focal points for regional training programs. This grant will support seventy-five doctoral students, providing funding for research and dissertation completion. Forty-three faculty members—from the regional programs, other RUFORUM member institutions, and new partners in West Africa—will receive support for skills upgrading, conference attendance, and staff exchanges. The grant also will support skills training for students and a review of doctoral program curricula.

SciDev.Net, London, United Kingdom

As a final grant for a multimedia series on strengthening doctoral training and research in Africa. 15 Months, \$249,500.

A number of African governments have asserted that universities in their countries must produce more PhD holders to fuel knowledge-driven development. However, viable plans for increasing doctoral production, with due attention to quality and resources, are generally absent from such announcements. In practice, issues of expanding access to undergraduate training and improving the employability of graduates take precedence, pushing postgraduate training to the

background. Scidev.Net is a nonprofit media organization focused on generating support for the application of scientific discoveries to foster development. To raise awareness about issues that underpin large-scale strengthening of capacity for doctoral training that sustains both quantity and excellence, the organization will continue to produce its multimedia series and engage a range of stakeholders in debate and dialogue.

TrustAfrica, Dakar, Senegal

For a continental summit on African higher education. 12 Months, \$539,300.

An emerging consensus that higher education is one of the key drivers of socioeconomic development is beginning to take shape among African governments, the African union, business, higher education administrators, academic and nonacademic unions, academics and civil society organizations. Although access to higher education has expanded over the last decade, well-functioning and well-resourced public and private universities on the continent are few. Across the continent, a number of stakeholders have been demanding a platform for an Africa-wide dialogue that will help to reposition the higher education sector to serve the needs of the continent. This renewal proposal will support a continental summit entitled, “Revitalizing Higher Education for Africa’s Future,” hosted by eleven stakeholder partner organizations to take place March 10–12, 2015, in Dakar, Senegal.

**University of Cambridge, Cambridge,
United Kingdom**

As a final grant for collaboration with the University of Ghana and Makerere University to promote research excellence and retention of early- and mid-career scholars and scientists. 36 Months, \$1,010,000.

The “Cambridge Africa Partnership for Research Excellence” aims to improve international research competitiveness in selected fields at the University of Ghana and Makerere University through a mix of postdoctoral fellowships, workshops, and mentorship. Twenty-four early- and mid-career faculty members will spend up to six months at Cambridge, conducting research and engaging in a variety of skill-building activities. The project team expects the project to result in publications, collaborative research grants, and greater retention of scholars and scientists in the African universities, among other benefits. The Isaac Newton Trust and the Alborada Trust also contribute to the project.

INTERNATIONAL PEACE AND SECURITY

Alexandria Trust, London, United Kingdom

For support of the online publication, Al-Fanar. 24 Months, \$299,900.

A few years ago with Corporation support, the Alexandria Trust (the Trust) founded a new, independent publication called Al-Fanar Media, an online bilingual publication that covers higher education in the Arab region, and provides balanced, accurate, and insightful coverage of academic life in the Arab world. Al-Fanar Media seeks to be a watchdog for academic freedom and serves as a much-needed platform for public debate among higher education institutions within and beyond the Arab world. Al-Fanar Media has a rapidly growing number of contributors and a base of engaged readers who say that even a few short years after its launch, the publication is changing how they view education issues in the Arab region. Renewed funding would allow the publication to position itself for stronger future growth and influence.

Arms Control Association, Washington, DC

For a project to confront challenges to nuclear nonproliferation and disarmament. 24 Months, \$625,000.

In the past year, the arms control landscape has become more challenging. The souring of the U.S.-Russia relationship has endangered longstanding cooperative threat reduction programs and is a major setback to the Nuclear Security Summit process. The Iran negotiations are at a make-or-break moment and North Korea continues its nuclear provocations.

Faced with these challenges, policymakers and the public need authoritative analysis and a forum for debating different approaches. The Arms Control Association (ACA) will examine how U.S. and international leaders should respond to nuclear security and defense issues. It will also adapt its organizational model to improve its impact and reach, with a special focus on expanding its bipartisan outreach program on Capitol Hill.

Aspen Institute, Inc., Washington, DC

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

Although the U.S. Congress makes critical decisions, it provides neither the money nor the opportunity needed for issue education or professional development for its members. The Aspen Institute Congressional Program (the Aspen Program) is a nongovernmental, nonpartisan, educational program for members of the United States Congress. It was established in 1983 by former U.S. Senator Dick Clark, who realized there was a need to provide lawmakers with a stronger grasp of critical public policy issues. Since its establishment, the Aspen Program has provided one of the few safe places where members of Congress with differing views can have meaningful dialogue on the issues of the day. The Corporation has funded Aspen's work, be it focused on domestic or international issues, for three decades and helps determine which critical issue should serve as the focus of its annual meeting and yearlong breakfast discussion series.

Aspen Institute, Inc., Washington, DC

For a high-level dialogue on U.S.-China relations.
24 Months, \$250,100.

The Aspen Institute's U.S.-China Policy Dialogue seeks to promote a closer strategic relationship between the two countries through a broad network of leaders in both countries committed to a cooperative bilateral relationship. Its approach involves providing a reliable platform for a sustained, nonpartisan, and long-term Track II dialogue between high-level Chinese and American delegates, including those who are proven experts in Sino-U.S. relations and those who have served at the very highest level of the U.S. government. Aspen's Chinese counterpart in this dialogue is the influential Chinese Central Party School, the higher education institution that specifically trains officials for the Communist Party of China. The project is designed to inform the official, annual U.S.-China Strategic and Economic Dialogue through pre- and post-dialogue briefings of government officials.

Bipartisan Policy Center, Washington, DC

As a final grant for a project on taking action to address the nuclear waste challenge. 18 Months, \$425,500.

Despite decades of effort, the United States still lacks a comprehensive strategy for the long-term storage and disposal of its nuclear waste. Solving this problem is critical to our national security, nonproliferation policies, and public health, and without progress the United States will be unable to show credible and effective leadership on similar issues abroad. Renewal funding to the Bipartisan Policy Center (BPC) will build upon previous work convening policymakers, experts, and regional parties to find solutions. This will include producing policy options around

consent-based siting, governance, transportation, and regional equity. Many believe that the 114th Congress could move on nuclear waste legislation, and BPC will work with the Legislative and Executive branches to find a bipartisan solution to this problem that can address U.S. needs and potentially serve as a model for other countries.

Carnegie Endowment for International Peace, Washington, DC

For investigating how developments in non-nuclear technology could lower the nuclear threshold. 24 Months, \$500,000.

During the Cold War, nuclear weapons and their enabling capabilities could, with limited exceptions, only be threatened by other nuclear weapons. Technological developments now undermine this premise. Unlike related work, which has treated these technologies more or less in isolation, this study will analyze four emerging non-nuclear military technologies that could potentially preempt nuclear weapons: ballistic missile defenses, high-precision conventional arms, cyber, and anti-space capabilities. Both China and Russia have openly expressed concern about the vulnerability of their nuclear forces to U.S. conventional weapons. The Carnegie Endowment for International Peace (CEIP) will leverage its centers in Washington, Moscow, and Beijing to examine whether technological and geographical entanglement could exacerbate existing escalation risks.

Carnegie Endowment for International Peace, Washington, DC

For a study of governance in Arab countries in transition. 24 Months, \$750,000.

Following the Arab uprisings of 2011, Egypt, Tunisia, and Syria have taken divergent paths. The world has witnessed indicators of positive change in Tunisia; Egypt appears to be heading toward authoritarianism; and the state system in Syria has changed its relationship with citizens in ways that will have long-term implications. A key dynamic of change in all three countries has been governance and the political, security, economic, and social dynamics it implies. The Middle East Center of the Carnegie Endowment for International Peace (the Endowment) will break down how governance is practiced in the three countries into key components that are then pursued as research strands. The research will lead to an analysis of governance dynamics aimed at generating policy recommendations for both domestic actors and the international community. The project's main strands are focused on governance in Egypt; economic prerequisites for political stabilization in Egypt and Tunisia; the changing modes of governance in Syria, including Syria's institutions and social cohesion in context of rising localization; and reforming Libya's security sector.

Center for a New American Security, Washington, DC

For assessing the impact of disruptive technologies on strategic stability between the United States and Russia. 24 Months, \$500,000.

Through this project, scholars at the Center for a New American Security (CNAS) and Harvard University will examine the implications of new military

technologies on crisis stability and nuclear dynamics between the United States and Russia. The possibility of U.S.-Russia conflict is more tangible than it has been in decades, and one of the greatest risk vectors is the uncertainty created by the introduction of disruptive technologies across multiple domains. New cyber, space/anti-space, missile defense, conventional strike, autonomous, and nuclear systems create complex interactions and new pathways for escalation. Despite a growing recognition that the game is changing, there is little understanding of how these technologies may interact with one another, or with nuclear arsenals and their command and control architectures.

Center for a Secure Nuclear Future, Washington, DC

For a project in support of the Fissile Materials Working Group. 24 Months, \$381,400.

Five years ago, President Barack Obama announced the first Nuclear Security Summit to coordinate global efforts to secure all vulnerable fissile material, thereby reducing the threat of nuclear terrorism. In response, a group of nongovernmental organization experts formed the Fissile Materials Working Group (FMWG) to develop and advocate for policies to support this official process. The FMWG has become a go-to source of information for journalists and the informed public, and has played a key role behind the scenes urging stronger action by governments. The 2016 summit, to be held in the United States, will be the last gathering of heads of state on this issue. This raises the stakes for accomplishing more at this summit than at the first three meetings and, equally importantly, for creating processes through which progress can be maintained and future initiatives can be launched.

Center for National Policy, Washington, DC

For a project supporting 21st-century policy initiatives. 24 Months, \$700,000.

The Center for National Policy and its organizational partner, the Truman National Security Project, seek to ensure that rising U.S. leaders build skills that will allow them to better understand and manage changes in the global landscape. This year marks the tenth anniversary of Truman's leadership development programs, and this network of policy experts, veterans, and defense professionals has grown to over 1,300 individuals around the country, with more than 250 members holding policy-impact positions on Capitol Hill and in the administration. Each of these leadership development programs provide policy and communications training to help members amplify their voices and communicate effectively via op-eds, broadcast media, and social media.

Center for Policy Studies in Russia, Monterey, CA

As a final grant for a project to strengthen international security and nonproliferation with joint independent research and advanced training in Russia. 24 Months, \$450,000.

Russia and the United States face unprecedented international security challenges that require new levels of expertise and deeper bilateral and multilateral cooperation. The current volatility in the U.S.-Russia relationship could affect the dialogue between the two countries. A separate but key problem is a lack of interest in nuclear nonproliferation security problems among new generations of leaders, who have little context of the Cold War fears of nuclear attack. The Center for Policy Studies in Russia (CPSR), with a strong reputation in the field of nuclear security, will

help bridge academic and expert communities in Russia and the region with policymakers through training, publication, and conference activities; promote a new generation of youth leaders and experts concerned with the issues of nonproliferation and global security; and develop tools to sustain public and policy attention to the issues.

Center for Public Integrity, Washington, DC

For a journalistic investigation into nuclear programs and trafficking. 24 Months, \$493,200.

One of the best ways to get a senior policymaker's attention is with a major media story on an issue of public concern—especially one that highlights waste, mismanagement, or poor strategy. The Center for Public Integrity (the Center) has demonstrated a track record for rigorous and objective investigative journalism that gets at critical issues related to national security and nuclear policy. The center seeks to fill a void created by the decline of investigative journalism within the mainstream media, and provide the details that policymakers and the public need to make informed decisions. This grant will support continued reporting by the center to document illicit trafficking in weapons-usable materials and illuminate missed opportunities in nuclear policy.

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

For a project on security challenges in Russia and Eurasia and U.S.-Russia relations. 24 Months, \$500,000.

The relationship between Russia and the United States is at an all-time low but the demand for the expertise of scholarship on Russia and its

surrounding regions is at an all-time high. The Center for Strategic and International Studies (CSIS) is one of the best-known and most reputable institutions for analysis inside the beltway, and its Russia and Eurasia Program (REP) has emerged as well-known and highly regarded in the field both in the United States and around the world. REP's efforts have focused mostly on Eurasia. This renewal will allow it to refocus and strengthen the ties between the policy research communities in Russia and in the United States. REP will work with educational and institutional partners in Russia, who will co-lead the working group activities of the project.

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

For a project on measuring Chinese power. 24 Months, \$450,000.

This proposed grant is comprised of two distinct but related components. The first involves the aggregation and elucidation of data on Chinese power related to economic, military, technological, social stability, and soft power indices. The aim is to decipher the complexity of this subject by creating an interactive website aggregating information from multiple sources. The second proposes the creation of an off-the-record, semiannual dialogue bringing together leading Chinese and American experts to discuss global economic architecture, rules, and norms. Despite some notable instances of U.S.-China economic cooperation, there have also been some recent discord in the area of global and regional economic governance, with China proposing an Asian Infrastructure Investment Bank as a rival to the largely U.S.-developed, post-World War II Bretton Woods system.

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

For a U.S.-China dialogue on bilateral and global economic issues. 24 Months, \$350,000.

This proposed grant is comprised of two distinct but related components. The first involves the aggregation and elucidation of data on Chinese power related to economic, military, technological, social stability, and soft power indices. The aim is to decipher the complexity of this subject by creating an interactive web site aggregating information from multiple sources. The second proposes the creation of an off-the-record, semiannual dialogue bringing together leading Chinese and American experts to discuss global economic architecture, rules, and norms. Despite some notable instances of U.S.-China economic cooperation, there have also been some recent discord in the area of global and regional economic governance, with China proposing an Asian Infrastructure Investment Bank as a rival to the largely U.S.-developed, post-World War II Bretton Woods system.

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

As a final grant for the Building Nuclear Security in East Asia project. 18 Months, \$200,000.

This grant will provide eighteen-month funding to continue and conclude the Building Nuclear Security in East Asia project. The project is tied to the 2016 Nuclear Security Summit, which is the last in a series of four summits, and the final opportunity to focus the attention of national leaders on the challenge of nuclear terrorism. This project continues work started several years ago to track nuclear security summit implementation and improve transparency among several nascent nuclear security “Centers of

Excellence” in China, Japan, and South Korea. The project also seeks to push the regional conversation beyond fissile material security and toward potential fuel cycle collaboration. Progress in fuel cycle collaboration will be difficult to achieve, but could dramatically reduce the risk of both nuclear terrorism and nuclear proliferation.

Center for the National Interest, Washington, DC

For a U.S.-Russian dialogue on mutual interests and values. 24 Months, \$520,000.

The U.S.-Russia relationship is arguably at its lowest point in several decades. While neither government appears to be seeking a direct confrontation, a continued deterioration between the two governments could profoundly harm U.S. national interests. Finding an elusive exit strategy that the U.S. Administration seeks could require reexamining the U.S. post-Cold War perspective on Russia, its evolution, and its foreign policy. It would also require change in Russian perspectives toward the United States. The Center for the National Interest (the Center) proposed to contribute to such a reevaluation of U.S. and Russian attitudes toward one another through a combination of Washington-based programs, research, publications, and dialogues. This grant would allow the Center’s work to reacquaint policymakers with the risks of prolonged U.S.-Russia confrontation, mitigate misunderstandings between the two countries, and seek a new way forward.

Century Foundation, New York, NY

For a project to conduct research, dialogues, and policy outreach on drivers of conflict in the Arab region. 24 Months, \$600,000.

The Arab states of the Middle East and the broader region are experiencing unprecedented political turmoil and violence. Despite sustained efforts to redirect American focus toward East Asia, the United States remains disproportionately preoccupied with events in the region. While the Arab region political order, as a whole, is in critical need of reform, there is also a need to focus on individual political circumstances in key Arab countries since national dynamics affect regional dynamics and vice versa. To address this multifaceted challenge, The Century Foundation (TCF) will employ a two-tiered approach, creating new research on national and regional dynamics while also convening central actors shaping these domains. The project seeks to help shape innovative thinking for an Arab region mired in a stalemate, which hassled to political paralysis and driven armed conflict.

College of William and Mary, Williamsburg, VA

For strengthening the links between the academy and policymakers in the international relations field by providing more and better data relevant to both communities. 26 Months, \$501,400.

Over the past two years, there has been a considerable increase in demand from the media and scholars, as well as from policy practitioners, for systematic, quantitative data on scholars' and practitioners' views on contemporary international issues. To date, there has been limited knowledge about the types of information policymakers find most useful, whether they will change their minds on a particular matter

if informed about consensus among international relations scholars, or if scholarly opinion is more useful in some policy issue areas than in others. To address this challenge, the Teaching, Research, and International Policy (TRIP) project at the College of William and Mary will expand and deepen its surveys of both scholars and policymakers aimed at building increased linkages between the academic and policy worlds of international relations, while also serving as a resource for other corporation grantees.

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

For a project at the intersection of economics and security. 24 Months, \$398,500.

Misunderstanding the interactions between markets and the security landscape creates risks to peace and prosperity. The interrelation between economics and security is better appreciated today than in the past, but bureaucratic and disciplinary boundaries have meant that there is little interaction between the economics and security communities—both in academia and government. The Council on Foreign Relations (CFR) Maurice R. Greenberg Center for Geoeconomic Studies (CGS) narrows this divide by delivering quality research products and creating conversations between the economics and security communities. The project will build networks that cross disciplinary boundaries and bridge the gap between scholarship and policy. It will also build new training models so that the next generation of security studies scholars integrate serious thinking about economics into their work.

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

For a project to assess future conflict prevention challenges and priorities, and conduct timely and in-depth policy analysis of the Arab region, Russia's periphery, and sub-Saharan Africa. 24 Months, \$593,700.

Since its creation in 1994, the Council on Foreign Relations's (CFR) Center on Preventive Action's (CPA) mission has focused on helping to prevent, defuse, and resolve deadly conflicts around the world. CPA will build upon its complementary "inreach" and "outreach" strategies to assess conflict prevention challenges and priorities in three regions of concern (the Arab region, Russia's periphery, and sub-Saharan Africa), and enhance policy-level and public understanding of important threats to U.S. and international security. The inreach strategy involves efforts to develop relationships with senior U.S. policymakers by including them in not-for-attribution roundtable meetings and offering them opportunities to suggest topics that would be useful for their work. The outreach strategy entails leveraging CFR's convening and dissemination capabilities to reach out to the broader foreign policy community.

Dartmouth College, Hanover, NH

As a one-time grant for the U.S. Foreign Policy and International Security Postdoctoral Fellowship Program. 36 Months, \$1,200,000.

Today's security issues demand high-quality, unbiased, and objective analysis. Think tanks meet some of this demand, but they are not structured to develop foundational, in-depth research skills, which take years in the field or the archives to develop. This Dartmouth postdoctoral fellows program seeks to fill

this gap by providing a rare opportunity for early and mid-career scholars to produce policy-relevant scholarship. Through the program, a cohort of interdisciplinary fellows will receive training and mentorship with one of the nation's top international security faculties and join a network of scholars with policy interest and experience. This one-time grant builds on an existing fellowship program and creates a three-year onramp of funding to support the program while Dartmouth raises donations to permanently endow it.

European Leadership Network, London,
United Kingdom

For a project on Russia and the West. 24 Months, \$600,000.

Relations between Russia and the West are at a low point. With some on both sides proclaiming the return of a cold war, many are failing to ask the fundamental questions about why the relationship has deteriorated, why it even still matters, and what could be done about the current state of affairs. The European Leadership Network (ELN), a network of prominent politicians convened by former UK Defense Minister Lord Des Browne, together with the Russian International Affairs Council (RIAC), whose president is former Russian Foreign Minister Igor Ivanov, will engage experts and current, former, and emerging leaders to debate their positions. The project will pay special attention to cultivating a new generation of emerging leaders who can think beyond current difficulties and create a space for a distinct European-Russian conversation. If Europe is to continue to play a strong progressive role in meeting the challenges of the twenty-first century, then the diversity of the European voice needs to be heard in a relationship which is often dominated by U.S.-Russian bilateral concerns.

George Mason University, Fairfax, VA

For enhancing and promoting scholarship on and in the Arab region. 24 Months, \$500,000.

Academics and intellectuals in Arab countries don't enjoy the same access to research and distribution methods for their work as do those in the West. A project housed in George Mason University's Arab Studies Institute is devoted to raising the profile and enhancing the capacity of academics in those countries. Working with regional and international partners and the civil society communities, the project hopes to increase the quality, quantity, and accessibility of locally produced knowledge and build networks and capacity in the Arab world to make knowledge production effective and sustainable. The project will convene workshops and conferences in the Middle East, allow scholars to present their research to the public, and place research in reputable academic journals and edited volumes as well as innovative online publishing platforms. Regional partner universities will serve as incubators for growing these initial efforts into larger projects and initiatives at scale.

George Washington University, Washington, DC

For the project on U.S. Strategic Nuclear Policy toward China. 24 Months, \$450,000.

Two years ago, the Institute for Security and Conflict Studies (ISCS) at George Washington University (GWU) began a corporation-supported study of the implications of China's defense modernization on nuclear risk and stability in Northeast Asia. Since 2013 these concerns have deepened. China's defense spending continues to grow by 10 percent per year, with investments in mobile land-based ballistic missiles and a new generation of submarines that will

carry intercontinental range missiles; meanwhile, Beijing's conventional modernization has pushed the United States to adopt a new military strategy that could increase the risk of nuclear escalation. The project will continue to examine these challenges with rigorous research designed to elevate the policy discourse and reach a variety of influential audiences.

George Washington University, Washington, DC

For the program on New Approaches to Research and Security in Eurasia. 24 Months, \$800,000.

Foundations play a role in bringing critical analysis to foreign policy discussions and help strengthen the capacities of academics to take their scholarship to wider audiences. The Elliot School of the George Washington University (GWU) sponsors scholarship that advances an understanding of international problems and educates the next generation of national and international leaders. Continued support will help to further affirm the school as the foremost place to develop knowledge needed for the study and conduct of policy and connect analysis to the policymaking community. That support will advance four endeavors: the Project on Middle East Political Science (POMEPS), which provides a platform for Middle East experts to communicate their ideas and research to both a broad informed public and to a more specialized policy community; the Program on New Approaches to Research and Security in Eurasia (PONARS), a cohort of over one hundred international scholars whose purpose is to better understand post-Soviet affairs and make the understanding and knowledge accessible and useful to the policy community; a research project to look at U.S. strategic nuclear policy toward China run out of the Institute for Security and Conflict Studies (ISCS); and work to encourage bipartisan consensus on a challenging nuclear security agenda in the face of growing partisan divide in Washington, D.C., known as the Nuclear Security Working Group (NSWG).

George Washington University,
Washington, DC

For facilitating bipartisan nuclear consensus.
24 Months, \$530,000.

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George Washington University,
Washington, DC

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

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Georgetown University, Washington, DC

For investigating disruptive technologies, strategic vulnerability, and the future of deterrence. 24 Months, \$500,000.

Conventional wisdom holds that deterrence is robust and highly resistant to technological change. This core assumption was forged decades ago in an analog world, and does not account for dramatic advances in remote sensing, munitions accuracy, and the integration of intelligence, surveillance, and reconnaissance (ISR). Today's systems permit a much wider range of outcomes in a nuclear conflict, potentially including successful disarming strikes that cause few casualties. The gap between dominant assumptions about nuclear weapons and technological realities has never been greater, in part because the details of current capabilities are tightly held secrets. This project will provide technical and theoretical analysis of the changing landscape and suggest ways to mitigate it. The project will provide analytic tools for robust, unclassified debate.

Georgia Tech Research Corporation, Atlanta, GA

For a scenario-based project on the dynamics of command, control, and coordination in cyber-conflict escalation. 24 Months, \$485,000.

Cyber technology could be used to paralyze a country's nuclear command and control systems. The U.S. government increasingly pursues cybersecurity through an approach that draws on actors within civil, military, public, and private institutions. This raises questions about how the complex interdependencies between these systems interact, and whether they might exacerbate the risk of escalation during a national response to a major cyber attack. This

project, led by faculty at Georgia Tech's Sam Nunn School (Georgia Tech), will provide one of the first in-depth studies of this institutional patchwork and the challenges of command, control, and coordination at the "seams" of the U.S. cybersecurity. Using scenario-based exercises, the team will derive insights to create a policy discussion with stakeholders in and out of government.

Henry L. Stimson Center, Washington, DC

For a project on pragmatic solutions to international security issues. 24 Months, \$750,000.

The world faces an increasingly complex system of threats that require new and innovative thinking. From nuclear nonproliferation to the study of regional power dynamics that affect world peace and security, the research agenda of the Henry L. Stimson Center (the Center) has evolved and adapted to a changing global environment with a focus on generating new knowledge and smart, achievable policy responses. Since 1989, when it was founded with the encouragement and support of corporation leadership, the Center has maintained a track record of performing innovative research that injects new ideas into the policy conversation. This renewal would allow the Center's research agenda to continue to evolve and adapt to the changing international environment focusing on a sustained commitment to preventing nuclear war between India and Pakistan, approaching nonproliferation challenges through the lens of the private sector, exploring decision making under China's new leadership, and influencing the UN's 2015 strategic review of peace operations.

International Institute for Strategic Studies, London, United Kingdom

For dialogue and research on Iran, nuclear proliferation, and security in the Persian Gulf and the surrounding region. 24 Months, \$600,000.

This project has evolved into a unique and important venue for dialogue between Iran and its Gulf neighbors, unmatched by any other Track II effort. Given the immense suspicion among Gulf Arabs over the Iran nuclear negotiations and military conflicts in the region that variously involve Iran and Saudi Arabia and their proxy forces, there is a vital need for engagement between these foreign policy communities. Having won the trust of both sides, the International Institute for Strategic Studies (IISS) can facilitate this engagement. Even after a nuclear deal is concluded, its implementation will be fraught with potential for either breakdown or negative knock-on effects, such as regional nuclear proliferation. Given the global implications of these developments, the project will also continue its long-standing involvement of the major powers, including Russia and China, in addressing regional issues of global importance.

Johns Hopkins University, Washington, DC

For research, analysis, fellowships, and policy outreach on China's role in Africa. 24 Months, \$749,700.

China's rapid expansion is unprecedented in scale and complexity. Understanding these changes requires a more integrated approach than those traditionally adopted by academia and the policy community. Johns Hopkins University's School of Advanced International Studies (SAIS) combines a longstanding commitment to regional studies and functional expertise with proximity to the U.S. policy community in

Washington, D.C. Over the next two years SAIS plans to enhance its China-Africa Research Initiative (CARI) by enabling feedback from the policy and practitioner communities, and providing a forum for disseminating resulting analyses. Corporation support would allow CARI to create a broader cohort of experts on China's global engagement, and to solidify the foundation of an emergent think tank at SAIS focused on China-Africa relations.

King's College London, London, Greater London, United Kingdom

For understanding how missile defense will affect nuclear deterrence and stability in the new strategic environment. 24 Months, \$284,700.

The deployment of advanced ballistic missile defense (BMD) systems is a potentially disruptive change that could affect nuclear deterrence and strategic and regional stability in new and important ways. Today, BMD technology is spreading to more countries and is evolving in capability. The gap between perceived and actual effectiveness of BMD, combined with technological ambiguity, creates new nuclear risks. Using gaming methodology, the project takes a fresh look at the interplay between technological and human factors in specific geopolitical contexts. The focus is on better understanding factors that affect incentives for nuclear use. This project is the only of its kind to draw exclusively on open-source data, which means post-game analysis can be published and debated among a broad set of international experts and media.

Massachusetts Institute of Technology, Cambridge, MA

For a project in support of the Security Studies Program. 36 Months, \$1,000,000.

Massachusetts Institute of Technology (MIT) Security Studies Program (SSP) is a research group and graduate-level educational center, with a dual mission of improving public understanding of national security and training future scholars, teachers, and analysts. SSP's work is rigorous, policy-relevant, and interdisciplinary, combining political science, history, and other social sciences with the physical sciences. SSP's work focuses on four substantive areas, which are roughly organized around the notion that a diffusion of power has been the most predominant phenomenon in post-Cold War geopolitics. Each substantive area is supported by a working group: Asian Security; Nuclear Weapons; Domestic Political Instability and Violence in the Greater Middle East; and U.S. Grand Strategy.

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

For U.S.-based academic fellowships for Russian and Eurasian scholars. 24 Months, \$850,000.

The dramatic changes in the relationship between the United States and Russia, as well as between Russia and Ukraine, have brought this region and its many challenges to the international forefront. In this environment, and in a climate of dwindling official interactions, sustaining and expanding contacts between the academic and expert communities from the post-Soviet region and the United States, is an investment in building confidence, understanding, and appreciation of each other's cultures and interests. This program aims to foster engagements by awarding research fellowships to regional scholars in

the humanities and the social sciences for four-month stays at American universities. The competitively awarded Carnegie research fellowships provide opportunities for academic exchanges and result in publications, including in English-language journals.

National Public Radio, Inc., Washington, DC

As a one-time only grant for reporting on international affairs. 12 Months, \$400,000.

Despite the high degree to which foreign events intersect with the daily lives of people in the United States, U.S. citizens are getting less international news. This is especially true regarding overseas coverage of peace and security-related issues. Many mainstream news organizations have turned their backs on foreign news; newspapers and television networks are providing much less of it; many news outlets have shuttered their overseas bureaus. One of the few, if not the only, mainstream media organizations that delivers robust international reporting is National Public Radio (NPR). Established forty years ago, NPR remains committed to covering trends and challenges facing the nation by offering balanced reporting, analysis, and commentary to reach the largest audience of any U.S. noncommercial news outlet. This support would allow NPR to expand across the globe to better report the news and establish a bureau office in South Korea.

Natural Resources Defense Council, Inc., New York, NY

For managing new technologies and reaching new audiences to reduce nuclear risk. 24 Months, \$450,000.

This project by the Natural Resources Defense Council (NRDC) seeks to address two nuclear risk vectors, the threat of nuclear war and the threat of nuclear terrorism, through a set of activities designed to develop new tools and reach new audiences. The project's central focus is a tabletop exercise with U.S. and Russian experts to facilitate new insights into the risks of a launch-ready posture and build support for alternatives. This exercise will also be adapted for use by nonexpert audiences so they can better understand the risk of maintaining weapons on high alert. In addition to the tabletop exercise, NRDC will produce innovative tools for analysis and outreach, including an online map-based resource and a massive open online course on nuclear policy. Finally, NRDC will conduct outreach supportive of the 2016 Nuclear Security Summit.

New America Foundation, Washington, DC

For a fellows project on international peace and security. 24 Months, \$500,000.

New America is seeking support for two projects: 1) a Fellows Program that supports talented journalists, academics, and other public policy analysts who can offer fresh and often unpredictable perspectives on the major challenges facing the world. Corporation support would enable the program to sponsor four to six academic fellows over a two-year period, providing opportunities for individuals to research and write on major challenges facing the world. 2) A U.S.-Iran Initiative that combines policy dialogue, research, and

a series of public events and private roundtables with the aim of generating analyses and recommendation toward improving relations between the two countries. Corporation support would ensure the continuation of this project over the coming two years at a time when critical decisions will be made related to the future course of U.S.-Iran relations.

New America Foundation, Washington, DC

For support of a United States-Iran Track II dialogue. 24 Months, \$250,000.

New America is seeking support for two projects: 1) a Fellows program that supports talented journalists, academics, and other public policy analysts who can offer fresh and often unpredictable perspectives on the major challenges facing the world. Corporation support would enable the program to sponsor four to six academic fellows over a two-year period, providing opportunities for individuals to research and write on major challenges facing the world. 2) A U.S.-Iran Initiative that combines policy dialogue, research, and a series of public events and private roundtables with the aim of generating analyses and recommendation toward improving relations between the two countries. Corporation support would ensure the continuation of this project over the coming two years at a time when critical decisions will be made related to the future course of U.S.-Iran relations.

New York University, New York, NY

For a U.S.-China dialogue on Afghanistan and Pakistan. 24 Months, \$421,700.

With the draw-down in U.S. military forces from Afghanistan the end of last year; the resurgence of the Taliban; and continuing political, economic, environmental, social, and security challenges facing the country, many questions remain about the future of Afghanistan. Similarly, there are equal concerns about developments in neighboring Pakistan, whose many internal problems have important implications for Afghanistan and the region. In trying to address this complex set of regional issues, China could potentially play a major role. The Afghanistan Regional Project at New York University's Center on International Cooperation seeks continued support for its unofficial, high-level U.S.-China dialogue, which brings together Chinese and U.S. scholars and senior officials to discuss areas of common concern in Afghanistan and Pakistan and options for further cooperation.

Nonproliferation Policy Education Center, Arlington, VA

For a project on the role of intelligence in responding to proliferation threats. 24 Months, \$450,000.

One of the best ways to get a senior policymaker's attention is with a major media story on an issue of public concern—especially one that highlights waste, mismanagement, or poor strategy. The Center for Public Integrity (the Center) has demonstrated a track record for rigorous and objective investigative journalism that gets at critical issues related to national security and nuclear policy. The Center seeks to fill a void created by the decline of investigative journalism within the mainstream media, and provide the

details that policymakers and the public need to make informed decisions. This grant will support continued reporting by the Center to document illicit trafficking in weapons-usable materials and illuminate missed opportunities in nuclear policy.

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

For the Congressional Partnership Program to educate congressional staffers. 24 Months, \$400,000.

The Partnership for a Secure America (PSA) Congressional Partnership Program (CPP), together with the work of the Woodrow Wilson International Center for Scholars in this agenda, will help fill a gap in congressional education on international peace and security issues. Because of the complexity of those issues, a continuous influx of ideas, fresh approaches, and expertise is needed to help broaden the horizons of policymakers in the United States, including those in the legislative branch. However, while the U.S. Congress makes critical decisions concerning international security issues, it provides neither the money nor the opportunity needed for issue education or professional development for members or congressional staffers. PSA operates on the premise that progress within Congress on peace and security-related issues can be accomplished when bipartisan consensus exists in the lawmaking body. Its CPP is the first ever educational program that provides individuals who work for a member or in a committee office and who demonstrate interest in international peace and security issues with opportunities to engage leading experts and fellow staffers in bipartisan forums. With corporation support, the CPP has over 300 alumni, and will add at least 100 by the end of this next grant phase. CPP is distinguished by its aim to equip staffers with the skill set needed to build cross-party relationships.

Partnership for Global Security, Washington, DC

For a project to build partnerships to achieve a secure nuclear future. 24 Months, \$892,500.

Preventing nuclear and radiological terrorism requires ensuring effective oversight of sensitive materials spread across civil and military facilities in dozens of countries. In acknowledgement of major gaps within the system, President Obama initiated a series of Nuclear Security Summits (NSS) in 2010, which have raised the political profile of these issues but yielded mixed results. With the final summit on the horizon in 2016, the Partnership for Global Security (PGS) will pursue a two-track path to build partnerships toward a secure nuclear future. The first track is working with key governments to encourage NSS nations to accept more ambitious actions to strengthen the global nuclear security architecture. The second track will create partnerships with nuclear industry to consolidate gains made under the summit process and sustain private-sector attention to nuclear security.

President and Fellows of Harvard College, Cambridge, MA

For strengthening nuclear security and nonproliferation policies. 24 Months, \$670,000.

This grant provides the Managing the Atom Project (MTA) at Harvard's Belfer Center for Science and International Affairs with renewed support for research and outreach on nuclear security and nonproliferation. The project will focus on sustaining international cooperation on nuclear security even as U.S.-Russian bilateral work winds down and the Nuclear Security Summit process draws to a close. The grant also supports MTA's efforts to strengthen nuclear nonproliferation policies with regard to Iran and neighboring

countries, and to continue a long-term effort to help inform Beijing's choices on nuclear security policy. The proposed activities build upon MTA's expertise to provide rigorous and independent analysis to policy makers in key capitals.

Rand Corporation, Santa Monica, CA

For impeding the spread of hypersonic glide vehicles and cruise missiles. 27 Months, \$500,000.

Hypersonic missiles travel at more than 3,000 miles per hour and strike with such kinetic force that they can destroy some hardened targets. A hypersonic attack may arrive with less than ten minutes of warning, penetrate most known defenses, and threaten a broad range of targets. Because of these characteristics, in many cases the best defense against a hypersonic attack could be preemption—destroying the missiles before launch—which poses a challenge to strategic stability. These weapons might reach operation as soon as 2020 in the United States, Russia, and China; meanwhile, less-advanced military are already seeking to acquire them. Hypersonic technologies are hard to control because they have dual-use civilian applications in aviation. This project will assess the proliferation dangers and the potential to impede the spread of these systems.

Security Council Report, Inc., New York City, NY

For reporting, analysis, and outreach on the United Nation's Security Council and its subsidiary bodies. 24 Months, \$500,000.

Despite the UN Security Council's well-documented shortcomings, it remains the most important body of the international community for the maintenance of

international peace and security. Yet for all its putative power and influence, its decision making mostly occurs in the shadows or behind closed doors. Countering this development is the Security Council Report (SCR), an independent, not-for-profit organization established in 2005 that has built a unique capacity to cover the security council and add transparency to this largely opaque body. Corporation support would allow SCR to have improved and dedicated coverage of the thirty-three subsidiary bodies operating under the Council, which, in many ways, are even more opaque than the Council itself. All of this work would be published or shared free of charge for use by third parties with interest in UN operations and processes.

Social Science Research Council, Brooklyn, NY

For a project to help develop cooperative solutions to problems involving security on the Korean Peninsula and in Northeast Asia. 24 Months, \$400,000.

The premise of this request for continued support of this Track II effort is that North Korea's nuclear and other weapons programs pose a grave challenge to the global nonproliferation regime and the peace and security of Northeast Asia. If the North Korean regime is to be induced to change course, negotiation and engagement are essential. Furthermore, the project believes that cooperative resolution of the nuclear, missile, and other security disputes on the Korean Peninsula would help reduce the risk of further proliferation and reinforce the nonproliferation regime. It could also foster greater security cooperation and community in the region. Track II dialogue is especially important at a time when government-to-government talks are intermittent or have broken off entirely.

St Antony's College, Oxford, United Kingdom

For a University Consortium to address the relationship between Russia and the West. 24 Months, \$600,000.

Columbia and Harvard Universities, the University of Oxford (Oxford), Freie Universitat in Berlin, the Moscow State Institute for International Relations (MGIMO), and the Higher School of Economics in Moscow have formed a unique University Consortium (UC) that spans the Euro-Atlantic area, which will bring together graduate students and faculty through joint-teaching, conferences, issue-oriented workshops, and joint publications. The goal is to shed new light on the problems, misperceptions, and sources of mistrust that undermine the Euro-Atlantic community as well as suggest the possible means of overcoming these obstacles. By focusing on intensive educational exchange between the next generation of foreign policy-oriented thinkers across all three regions, the UC could play an intellectual part in efforts to rebuild relations between Russia, the United States, and Europe on more solid, constructive, and enduring foundations.

Union of Concerned Scientists, Cambridge, MA

For a project to expand professional opportunities for early and mid-career technical experts on international security. 36 Months, \$400,000.

Citizen scientists have played a critical role in nuclear risk reduction since the start of the nuclear age, offering independent assessments and new ideas. For twenty-six years, the annual summer symposium of the Union of Concerned Scientists (UCS) has served as an important on-ramp for technical experts looking to work on policy issues. Through these symposiums,

UCS has fostered a global cadre of technical analysts and developed a community that transcends disciplinary and national borders. New participants are identified and recruited from around the world, with a focus on countries like China, India, and Russia, where there are few independent researchers of this kind. This grant will allow UCS to organize three symposiums that include sessions on new and emerging issues, skill-building sessions, technical participant presentations, and interactive simulations.

University of Chicago, Chicago, IL

For research and outreach by the Chicago Project on Security and Terrorism. 24 Months, \$500,000.

In the fractious field of terrorism analysis, the Chicago Project on Security and Terrorism (CPOST), based at the University of Chicago, represents the use of applied social science and quantitative and qualitative methods of data analysis. CPOST investigates vital international security challenges that relate to terrorism and fosters innovative foreign and defense policy initiatives for government and the public. With initial corporation support in 2008, CPOST expanded the breadth and scope of its work, moving from a primary focus on suicide terrorism to additional components of terrorism and national security affairs. With continued support, it will further expand its research agenda, make public terrorism-related databases it has developed to date, and increase its outreach and dissemination efforts through specialized meetings and the use of both traditional and social media.

University of Georgia Research Foundation, Inc., Athens, GA

For a project to establish an integrated nuclear risk management culture in China. 24 Months, \$513,700.

China is aiming to become the world leader in nuclear power generation by 2020. Twenty-six reactors are now under construction, with more in the pipeline, and Beijing is emerging as a major importer and exporter of dual-use nuclear technology. Preventing diversion or sabotage will require developing an effective nuclear security culture. This project will allow the for International Trade and Security (CITS) at the University of Georgia Center to collaborate with the China State Nuclear Security Technology Center (SNSTC)—China’s official “Center of Excellence” established through the Nuclear Security Summit process—to develop and institute an approach to mitigating nuclear risks that integrates nuclear security with export controls.

University of Maryland Foundation, Inc., Adelphi, MD

For a project on U.S.-Russian relations. 24 Months, \$500,000.

A project of the University of Maryland’s Center for International and Security Studies (CISSM) will use the period of tense relations between Russia and the United States to develop cooperative security measures that could be considered once political conditions affecting the bilateral relationship improve. With Russia’s Institute of U.S.A. and Canada Studies (IKSRAN), the CISSM team will conduct research and outreach activities. To complement the joint activities, CISSM would bring an ISKRAN student to the university each fall and conduct a joint policy

exercise with ISKRAN every spring. Over the next two years the prospective grantee aims to develop reasons why the U.S.-Russian relationship has not evolved as was once predicted and hoped; recommend ways to improve future prospects for U.S.-Russia cooperation; and sustain constructive interactions between U.S. and Russian experts and U.S. and Russian students who are interested in cooperative security and nuclear risk reduction.

University of Notre Dame, South Bend, IN

For a project to help bridge the gap between scholarship and policy related to international peace and security. 24 Months, \$462,500.

This project seeks to further Corporation efforts at countering the growing “cult of the irrelevant”—the privileging of analytical technique over substantive findings—in academic political science and its subfield of international relations. Further support is requested for a project at the University of Notre Dame’s International Security Program that build on and refines previous work, as well as complements other International Peace and Security (IPS) program-funded work on this theme. The project is predicated on the belief that healthy scholarly community values skills “in methods” as well as in other areas; or, as reflected in the title of a recent IPS request for proposals, both “rigor and relevance.” One of the more interesting, timely, and novel elements of the next phase of the project is an effort to assess the reach and influence of the growing number of international affairs-related blogs.

University of Sydney, Sydney, NWS, Australia

For the work on the international security implications of quantum mechanics. 24 Months, \$400,000.

The essence of this project at the University of Sydney mimics Einstein’s famous lament, prompted by the first use of nuclear weapons that “the unleashed power of the atom has changed everything save our modes of thinking.” With the lessons of the atomic age as a guide, this forward-looking project, focused on the implications of quantum mechanics for international security, is based on the conviction that it is better to assess the risks and benefits of a potent new technology before it becomes fully operational. Much like the early prophecies around nuclear physics, current predictions about the applicability of quantum mechanics suggest innovations more positive than perilous. But whatever its application—from cracking the codes of genetic diseases to creating new command and control systems for a global battle space—quantum presents great risks as well as unimaginable benefits.

Woodrow Wilson International Center for Scholars, Washington, DC

For the foreign policy fellowship program to educate congressional staffers. 24 Months, \$400,000.

The Woodrow Wilson Foreign Policy Fellowship Program (Fellowship Program), together with the work of the Partnership for a Secure America in this agenda, will help fill a gap in congressional education on international peace and security issues. Because of the complexity of those issues, a continuous influx of ideas, fresh approaches, and expertise is needed to help broaden the horizons of policymakers in

the United States including those in the legislative branch. However, while the U.S. Congress makes critical decisions concerning international security issues, it provides neither the money nor the opportunity needed for issue education or professional development for members or congressional staffers. The Fellowship Program will nurture early-career congressional staffers and enhance their grasp of foreign and international security policies. The competitive program offers qualified staffers the opportunity for in-depth focus and engagement on foreign policy issues relevant to the congressional agenda. The brainchild of Woodrow Wilson International Center for Scholars President Jane Harmon, a former U.S. Congressperson and champion of educating lawmakers on international security issues, the Fellowship Program brings together Republicans and Democrats in a spirit of comity and bipartisanship on critical foreign policy issues. It is distinguished by its opportunity for foreign travel. Participants from the Fellowship Program may choose to go on a biannual capstone study trip to an emerging or postconflict country to see the Fellowship Program's lessons in action.

Woodrow Wilson International Center for Scholars, Washington, DC

For building and sustaining foundation for productive U.S.-Russian engagement. 24 Months, \$1,007,900.

The recent deterioration in official U.S.-Russian dialogue has constrained the potential for robust intellectual, commercial, and civic engagement between the two countries. Both sides require a more refined understanding of the other country's complex history, politics, and society to help develop adequate policy responses. In addition, there is a dwindling reservoir of knowledge and understanding of Russia on the U.S. side. The Kennan Institute (the Institute), a division of the Woodrow Wilson International Center for Scholars, has the opportunity to build and sustain the foundation for productive U.S.-Russian

engagement by promoting a new generation of intellectual and professional leaders. A corporation investment in the Institute would help it to equip a rising generation of experts with deep knowledge, international networks, and the refined skills needed to engage with policymakers and the general public to support future improved relations between the United States and Russia and surrounding states and form new networks that could bring a clearer view of the Russian perspective to today's foreign and security policy challenges.

Yale University, New Haven, CT

For a high-level U.S.-China Track II dialogue. 24 Months, \$500,000.

The relationship between the United States and China is one of the world's most crucial. Indeed, many would say it is the most important and complex bilateral relationship in the twenty-first century. Yale Law School's China Center (the Center), founded in 1999, has deep ties with key officials, academics, and civil society organizations in China, and serves as the preeminent U.S. conduit for legal exchange, study, and advice between the two countries. For three years, the Center has convened a high-level Track II dialogue on U.S.-China relations devoted to concrete, practical joint inputs to the policymaking processes in Washington, D.C. and Beijing. In addition to plenary sessions every six to nine months, the Center hosts two to three working group meetings each year on issues of specific interest. Corporation support would promote a continuation of this dialogue.

PEACEBUILDING IN AFRICA

African Leadership Centre, Nairobi, Kenya

For a mapping study and convening on peacebuilding and security in Africa. 12 Months, \$233,200.

The significant number of armed conflicts in Africa makes understanding the state of peace and security in the continent, and the roles and contributions of different actors, more salient than ever. The African Leadership Centre (ALC), established in 2010, is becoming well known for its intellectual production and growing convening power in the field of peacebuilding and security in Africa. Building upon prior work, the ALC will undertake an extended mapping study of current trends in peacebuilding in Africa. The study will analyze the regional spread of conflicts, develop a conceptual framework for analyzing the peace and security terrain, map different response systems and critical actors within them, and hold a convening of key scholarly and policy actors identified from the research. The mapping study will be disseminated widely through ALC's networks and on its website.

Alliance for Peacebuilding, Washington, DC

For support of an international consortium to advance peacebuilding evaluation. 24 Months, \$750,000.

During the past decade, the field of peacebuilding evaluation has significantly matured. However, much of the progress to date has been made within individual organizations, and as a result, substantial field-wide challenges still exist. In 2010, the Alliance for Peacebuilding (AfP) and the United States Institute of

Peace (USIP) founded the Peacebuilding Evaluation Consortium (PEC), which promotes innovative and improved practice in peace and security by integrating cutting-edge evaluation thinking and practice into the prevention, mitigation, and cessation of violent conflict and reconstruction in states in transition and postconflict societies. Corporation funds will support PEC's ability to foster a growing evidence base for peacebuilding and more effective peacebuilding practices by drawing on the experiences of AfP's 90 global partner organizations, especially those based in Africa.

CDA Collaborative Learning Projects, Cambridge, MA

For joint support with the Norwegian Ministry of Foreign Affairs of a project on the role of business in peacebuilding. 24 Months, \$500,000.

The proposed project involves a multinational partnership among the Norwegian Peace Research Institute; the Cambridge, MA-based Cooperative Development Action; and the South African-based, Africa Centre for Dispute Settlement (ACDS) at the University of Stellenbosch Business School. This partnership will focus on an issue of increasing importance in the peacebuilding field—the role of the business community in supporting peacebuilding efforts, or what has been labeled, “Business for Peace” (BfP). The project will identify effective practices in BfP and identify intersections and divergences between BfP and the related fields of business and human rights, conflict sensitivity of business operations, conflict risk mitigation, corporate social responsibility and conflict economies, and corporate profiting from war.

Independent Diplomat, New York, NY

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

There has been a recent, major push by stakeholders in Africa and elsewhere to take the lead in addressing continental conflicts and their aftermath. Traditional, state-centric peacebuilding models, dominated by elites from the major powers, have often failed to deliver lasting and sustainable solutions to conflict. New peacebuilding initiatives have emerged to fill the vacuum but are often ignored by the multilateral centers of power which make decisions about peace and security. Independent Diplomat's (ID) work helps multiple actors to participate in the discussions about their future in cooperation with researchers and experts who are promoting new, more inclusive methods of peacebuilding. By helping them to build their diplomatic capacity, ID makes an important contribution to the field of peacebuilding by translating knowledge and research into concrete outcomes.

International Peace Institute, Inc., New York, NY

For support of research, dialogue, and outreach on peacebuilding in Africa. 24 Months, \$342,400.

The decline in interstate conflict since the end of the Cold War and the rise in intrastate conflict is a frequently noted trend, especially in Africa. Closer analysis reveals that this violence is not only intrastate but intercommunal, often playing out beyond national capitals at the local level. Building on previous Corporation-supported work, the International Peace Institute (IPI) seeks to inform peacebuilding policy and practice in Africa both by facilitating shared learning among those involved in successful local peacebuilding efforts on the continent, and by connecting this learning to experts, practitioners, and policymakers

from the north, particularly at the UN. As it did in 2014 and is continuing to do in 2015, IPI is providing strategic advice and extensive research input to the UN High-Level Independent Panel on Peace Operations, at the request of the UN Secretariat.

King's College London, London, United Kingdom

For building a new generation of African peacebuilding scholars. 24 Months, \$1,999,300.

Between 2009 and 2015, the Corporation supported thirty-four students in the peace, security, and development master's program at King's College (King's). Also during this time, the Nairobi-based African Leadership Centre (ALC), now a joint project of King's and the University of Nairobi, emerged as a research leader in the field of peacebuilding and security in Africa. Building upon prior work, King's will continue building a pool of African scholars working on peacebuilding issues through five sets of activities: fellowships for ten master's and seven doctoral students; fellowships for three high-level and four mid- and senior-level policy practitioners; pilot country reports that will develop frameworks for studying conflicts and peacebuilding initiatives; and strengthening ALC's dissemination capacity through social media and internet radio platforms.

Social Science Research Council, Brooklyn, NY

For the African Peacebuilding Network. 24 Months, \$2,460,000.

The Social Science Research Council (SSRC) seeks renewal grant support for the African Peacebuilding Network (APN) to further its support of independent

African research on conflict-affected countries and neighboring regions of the continent, and the integration of African knowledge into global policy and scholarly communities. The APN responds to the critical need for policy-relevant research on peacebuilding in Africa that is generated by, and reflects the knowledge of, locally based scholars working on the continent by: 1) supporting new research and analytical capacities; 2) inserting evidence-based knowledge from Africa into regional and global debates and policies on peacebuilding, especially at the UN and African Union; and 3) facilitating the building of new networks among researchers, and between researchers and practitioners.

Social Science Research Council, Brooklyn, NY

For a fellowship program to promote doctoral research and writing on peacebuilding by African social scientists. 24 Months, \$2,133,700.

The Social Science Research Council's "Next Generation Social Sciences in Africa Fellowship Program" aims to increase the number of promising African university-based academics focusing on topics related to peacebuilding in Africa. The program provides competitively awarded fellowships for dissertation proposal development, dissertation research, and dissertation writing. Fellows must be based in universities in Ghana, Kenya, Nigeria, Tanzania, South Africa, or Uganda. The program also offers skill-building workshops and conference travel support, which contribute to expanding the fellows' regional and international scholarly networks. To date, ninety-two early-career scholars have benefited from 112 fellowships, and twenty-seven fellows have completed their doctoral degrees. This grant will support up to eighty-four additional fellowships.

University of Denver, Denver, CO

For joint support with the Norwegian Ministry of Foreign Affairs for a project on the relationship between international human rights norms and peacebuilding at the local level. 24 Months, \$500,000.

The proposed project involves a multinational consortium of four research and practitioner organizations: the University of Denver's Josef Korbel School of International Studies, a top-ranked graduate school in international studies; the Chr. Michelsen Institute, Norway's leading independent institute in applied development research; the Nepal Peacebuilding Initiative, focused on new and innovative approaches to peacebuilding at the local level; and the South African Center for the Study of Violence and Reconciliation, long a leading African research organization on issues of gender violence, xenophobia, service delivery protests, community participation, and conflict resilience. The project will investigate how international norms are adapted by local actors in conflict-affected countries to advance human rights-based approaches to postconflict peacebuilding at the local level.

DISCRETIONARY GRANTS

HIGHER EDUCATION AND RESEARCH IN AFRICA

African Population and Health Research Center, Inc., London, United Kingdom

8-month grant of \$100,000 for a study of the feasibility of developing and implementing a service to track career progression of graduates of education and training programs in Africa

Association of African Universities,
Accra-North, Ghana

9-month grant of \$50,000 for a conference of rectors, vice-chancellors, and presidents of African universities

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

7-month grant of \$100,000 for the 14th General Assembly and conferences on "Creating African Futures in an Era of Global Transformation: Challenges and Prospects"

Human Sciences Research Council,
Pretoria, South Africa

9-month grant of \$50,000 for the World Social Science Forum 2015, "Transforming Global Relations for a Just World"

International Foundation for Science,
Stockholm, Sweden

12-month grant of \$70,000 for a conference in Africa to share the results of a pilot project on fostering collaborative research

Partnership for African Social and Governance Research, Nairobi, Kenya

5-month grant of \$40,300 as a one-time grant for advising with the planning of the continental summit "Revitalizing Higher Education for Africa's Future"

University of Cape Town, Rondebosch, South Africa

19-month grant of \$49,900 for curation and dissemination of the Center of Innovation in Learning and Teaching's open educational resources

INTERNATIONAL PEACE AND SECURITY

Asia Society, New York, NY

12-month grant of \$195,200 for a task force on U.S.-China relations

Association for Slavic, East European, and Eurasian Studies, Pittsburgh, PA

12-month grant of \$49,200 for assessment of best practices and needs relative to the state of Russian studies and research at U.S. universities

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

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

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

12-month grant of \$200,000 for support of the U.S. Global Engagement Program on U.S.-Russia relations

Carnegie Endowment for International Peace, Washington, DC

18-month grant of \$200,000 for a project on cybersecurity

Center for the National Interest, Washington, DC

5-month grant of \$45,000 for expenses related to a workshop on the resource nexus and national security

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

24-month grant of \$200,000 as a final grant for a series of media guides on global challenges

Duke University, Durham, NC

24-month grant of \$200,000 for research and writing on Russia

George Washington University, Washington, DC

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

Georgetown University, Washington, DC

12-month grant of \$200,000 as a one-time grant for a project on U.S.-Russian threat reduction cooperation

Georgetown University, Washington, DC

3-month grant of \$79,000 for a project on new directions in Russian studies

Massachusetts Institute of Technology, Cambridge, MA

24-month grant of \$200,000 for a project to train interdisciplinary nuclear specialists

National Academy of Sciences, Washington, DC

7-month grant of \$35,000 for a new framework for U.S.-Russian Scientific Engagement

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

12-month grant of \$25,000 for a forum entitled "The Political Culture of Post-1991 Russia: Questioning the Legacy of the Past and the Sources of a Democratic Future"

Salzburg Global Seminar, Washington, DC

9-month grant of \$100,000 for the "Youth Economics and Violence" conference

Spitfire Strategies, Washington, DC

12-month grant of \$50,000 for tiered-communications training for a selection of Corporation grantees

St Antony's College, Oxford, United Kingdom

9-month grant of \$49,900 for the University Consortium's founding conference to address the relationship between Russia and the West

Tufts University, Medford, MA

12-month grant of \$100,000 as a final grant for the work of the Institute for Global Leadership to train a future generation of international security leaders

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

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

University of Amsterdam, Amsterdam, The Netherlands

12-month grant of \$50,000 for a project on international nuclear law approaches to sustaining nuclear security

University of Southern California, Los Angeles, CA

8-month grant of \$50,000 for a project on connecting scholars to practitioners

University of Vienna, Vienna, Austria

20-month grant of \$40,800 for an oral history of the International Atomic Energy Agency

University of Wisconsin, Madison, Madison, WI

8-month grant of \$50,000 for a joint project with William and Mary College to explore differences and similarities in foreign policy views among scholars and practitioners

Woodrow Wilson International Center for Scholars, Washington, DC

3-month grant of \$14,000 for rethinking the U.S. approach toward Russia

Yale University, New Haven, CT

13-month grant of \$200,000 for a project on new directions in Russian studies

PEACEBUILDING IN AFRICA

African Studies Association, Piscataway, NJ

6-month grant of \$50,000 for sessions on peace-building in Africa organized by African scholars at the association's 58th Annual Meeting

Dalhousie University, Halifax, Nova Scotia, Canada

12-month grant of \$50,000 for a project on training security sector personnel and advocating for policy change related to child soldiers in Africa

Desmond Tutu Peace Foundation, New York, NY

12-month grant of \$100,000 as a one-time grant to support Peace3, a program for American young people

Karuna Center for Peacebuilding, Amherst, MA

14-month grant of \$45,100 for a project to develop a new model of cross-gender partnerships toward violence prevention and gender equality

University of Pennsylvania, Philadelphia, PA

7-month grant of \$50,000 for a series of regional and global think tank summits

National Program

EDUCATION

Alliance for Excellent Education, Washington, DC

For general support. 24 Months, \$1,500,000.

The adoption of the Common Core State Standards and transition to more blended, personalized learning environments offer much promise for improving educational outcomes for students across the United States. At the same time, continued political pushback against the higher standards, uncertainty created by a shift in policymaking focus from federal to states, and challenges in ensuring successful, equitable implementation of the standards and new learning models present a heightened need for strong advocacy and policy development activities that will keep equity and high-quality teaching and learning at the center of education policy. Over the course of this two-year grant, the Alliance for Excellent Education proposes continuing to focus on federal policy and engaging more deeply with states and districts in order to achieve these goals.

Carnegie Foundation for the Advancement of Teaching, Stanford, CA

For the national expansion of the Community College Pathways programs. 24 Months, \$1,000,000.

In 2010, with partial support from the Corporation, the Carnegie Foundation for the Advancement of Teaching launched two programs, Statway and Quantway, designed to transform developmental mathematics in community colleges and enable significantly more students to achieve college completion and success. The programs, developed through a partnership between researchers and practitioners, enable underprepared students to fulfill their developmental math requirement and earn a college-level math credit in a single year. The Community College Pathways (CCP) programs have grown steadily since then and produced strong student outcomes. The Carnegie Foundation for the Advancement of Teaching is now prepared to embark on an expansion effort that will include creating “hubs” in New York and California and establishing CCP as an independent organization.

Center for Better Schools, Newport, RI

For developing of additional professional development programs and general support. 18 Months, \$650,000.

The National Academy of Advanced Teacher Education (NAATE) has developed a rigorous program that enables effective teachers in high-need schools to build the skills and strategies needed to advance as leaders within their profession. Geared to experienced, top-tier teachers who have demonstrated a capacity to contribute to their schools more broadly, NAATE's program fosters teacher leadership such that the nation's top classroom talent can help drive change for students who are most in need. At the urging of partner organizations and with support from the Corporation, NAATE has developed and recently piloted a new program for formal school leaders. NAATE is now positioned to offer an integrated suite of advanced learning programs for both teacher leaders and school leaders who can work together to achieve impact at the school level. The Corporation's funding will enable NAATE to build its core capacity in key areas related to program expansion and refinement, including business development, systems, and communications, and continue to develop content in three program areas.

Change the Equation, Washington, DC

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

Change the Equation (CTEq) was launched, with Corporation planning and implementation support, by leading corporate chief executive officers in Fall 2010 to align their companies' efforts, and those of the corporate sector more generally, behind a transformation of science, technology, engineering, and math

(STEM) education in the United States. CTEq works at the intersection of business and education to ensure that all students are STEM literate. It challenges its member companies to strengthen their corporate philanthropy and to raise their voices for important advances in STEM learning, while also developing tools and information that meet their needs.

Citizen Schools, Boston, MA

For the US2020 initiative and school-based science, technology, engineering, and math (STEM) apprenticeship programs. 15 Months, \$500,000.

The problem that Citizen Schools seeks to solve is simple: not enough young people are inspired to pursue education and careers in science, technology, engineering, and math (STEM). This is particularly true among groups that have been underrepresented in STEM fields, including African Americans, Latinos, women, and those from low-income families. Through its school-based apprenticeship model and its national US2020 initiative, Citizen Schools has begun to show the potential of STEM mentoring programs to engage STEM professionals as mentors, inspire their employers as partners, and contribute to increased interest in STEM among students who participate, particularly those from underrepresented communities. In this next phase of work, Citizen Schools would increase and study the effectiveness of its apprenticeship model for inspiring student interest in STEM, create an infrastructure to implement the model at greater scale, and build the foundation for a national movement to support effective STEM mentoring interventions across the country.

CityBridge Foundation, Washington, DC

For the development and implementation of innovative school models in the District of Columbia. 24 Months, \$500,000.

As we wrote in 2013's *Opportunity by Design* challenge paper, the Common Core State Standards and Next Generation Science Standards seek to raise the bar for vast numbers of students across the country, ensuring alignment between what our schools expect students to know and be able to do and what they will be asked to do in college and career. While standards can be a potent tool for improving our educational system, alone they will not be enough. School redesign is an ambitious response to the challenge of the Common Core, but nothing less will capitalize fully on this extraordinary opportunity, and produce the realignment of resources needed to provide all high school students, including those who are underprepared, with powerful, personalized learning. In the last two years, we have observed that while new elementary and middle school models have rapidly developed, innovation in the high school space in charters is scarce. Moreover, the knowledge development work required to accelerate model development at the secondary level is similar across charter and district contexts. This proposal from CityBridge Foundation presents an approach to stimulating growth in new models in both the district and charter sectors, with a focus on the emerging context in Washington, D.C.

Cleveland Metropolitan School District, Cleveland, OH

For deepening work to develop and support three new secondary schools under the Opportunity by Design initiative. 36 Months, \$3,000,000.

As program staff argued in the *Opportunity by Design*

challenge paper, nowhere is the need for redesign greater or more urgent than in American high schools. In the context of the Common Core State Standards, high schools have been charged with educating all students to achieve much higher levels of skill and knowledge. At the same time, high schools continue to be responsible for meeting the learning needs of large numbers of students who enter ninth grade performing significantly below grade level. This grant to Cleveland Metropolitan School District (CMSD) supports a realignment of system capacity to support innovative secondary school models and the creation of new high schools. School redesign is an ambitious response to the challenge of the Common Core, but nothing less will capitalize fully on this extraordinary opportunity and produce the realignment of resources needed to provide all high school students, including those who are underprepared, with powerful, personalized learning.

Columbia University, New York, NY

For an innovative program to prepare graduate school students for leadership in the education sector. 24 Months, \$500,000.

School systems and education support organizations have an immediate need for leaders with the skills, knowledge, and mindsets to promote institutional learning, which includes employing data-driven inquiry and cross-departmental collaboration, and developing broadly applicable practices and tools to tackle obstacles impeding organizational success. The demand for effective leadership and management, however, has not been met with equal supply. The Center for Public Research and Leadership (CPRL) at Columbia University seeks to address this leadership deficit through a three-pronged strategy that includes: 1) generating a pipeline of new managers and leaders who are dedicated institutional learners; 2) building the problem-solving and institutional-learning capacity of current education-sector managers and organizations through strategic consulting services

and professional development; and 3) altering the way institutions of higher education (IHE) prepare public and social sector leaders to address the nation's education problems. In pursuit of this strategy, CPRL trains graduate students in the knowledge and capabilities needed to help K–16 organizations reform, and leverages these students to provide in-demand services to education organizations, including delivering high-quality, low-cost consulting services, and implementing performance management frameworks and organizational learning tools. Through this proposal, CPRL will expand its services to reach a wider audience; launch an organizational learning institute for current education sector managers; and convene leaders in higher education to explore new strategies for how universities prepare graduates to improve public education.

Common Sense Media, San Francisco, CA

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

Even as more and more schools pursue personalized and blended learning strategies, and procurement policies across the country improve to help schools access a wider range of materials, there are few ways for teachers and students to differentiate between high and low quality resources without spending significant, valuable time investigating them thoroughly. Many teachers do not have the bandwidth to engage in such intensive research, especially when they are seeking instructionally appropriate materials for a wide range of skills and levels of knowledge. With hundreds of thousands of applications and resources available on the market, determining those that are of the highest quality is an insurmountable task for any individual. Recognizing the potential impact of the Next Generation Science Standards, and expanding on their work with the Common Core State Standards, Common Sense Media proposes to develop a learning ratings platform to help teachers and schools combine the power of technology resources for personalizing

learning with the next phase of implementation of the science standards. Their overall goal is to help propel student achievement in science across the United States and get students excited and prepared for the twenty-first-century careers that will be key drivers of future economic growth. Common Sense's Next Generation Science Standards Explorer will help teachers discover products that are aligned to the new science standards.

Denver Public Schools Foundation, Denver, CO

For the implementation of one Opportunity by Design school in Denver. 24 Months, \$500,000.

As program staff asserted in the *Opportunity by Design* challenge paper, nowhere is the need for redesign greater or more urgent than in American high schools. In the context of the Common Core State Standards, high schools have been charged with educating all students to achieve much higher levels of skill and knowledge. At the same time, high schools will continue to be responsible for meeting the learning needs of large numbers of students who enter ninth grade performing significantly below grade level. This grant to Denver Public Schools Foundation supports implementation of their high school design for the Denver School of Innovation and Sustainable Design (DSISD). This school design was supported by an *Opportunity by Design* planning grant, which also supported Denver Public Schools to develop more robust mastery systems to implement across the district. School redesign is an ambitious response to the challenge of the Common Core, but nothing less will capitalize fully on this extraordinary opportunity and produce the realignment of resources needed to provide all high school students, including those who are underprepared, with powerful, personalized learning. Denver is a promising district that has the capacity to implement an ambitious school model aligned with meaningful and thoughtful reform.

Digital Promise, Washington, DC

For development of Education Innovation Clusters and continued support of the Research@Work initiative. 24 Months, \$1,300,000.

The number of innovative educational technology tools and practices has increased significantly in the past decade. Yet, there are still a number of challenges that prevent schools from choosing the right technology and developers from leveraging the best learning research to inform the creation of their tools. In the proposed scope of work, Digital Promise seeks to address these challenges. Through its Research@Work initiative, Digital Promise will continue to develop its bibliometric research map aimed at making education research more readily available and easily digestible for practitioners and developers. They will also help to develop and sustain six Education Innovation Clusters (EICs), geographic areas where key stakeholders work together collaboratively to spur the development of research-based technologies and practices designed to improve teaching and learning. Through these proposed activities, Digital Promise seeks to create a national infrastructure that will bridge the gap between education researchers and those who can take action based on its findings—practitioners and education technology developers.

Education Pioneers, Inc., Oakland, CA

For general support and implementation of strategic plan activities. 18 Months, \$1,500,000.

The high demand for effective leadership and management in the educator sector has not been met with equal supply. Education Pioneers seeks to meet the needs of the field by developing a pipeline of education leaders and managers who can set direction, build teams and culture, deploy valuable resources,

and execute against goals. The organization recruits promising professionals from diverse personal and professional backgrounds to participate in its Graduate School and Analyst Fellowships. Fellows spend 10-weeks to a year working on a mission-critical initiative at one of Education Pioneers' partner organizations. Fellows receive professional development opportunities to develop the knowledge, skills, and network needed to launch a successful, impactful career in the education sector. This grant supports the implementation of Education Pioneers' strategic plan, allowing it to place more of the right people in the right places, launch new programs that continue to meet the needs of partners and the sector at large, and redesign its own organization so it can more effectively scale and expand operations.

Education Trust, Inc., Washington, DC

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

The Education Trust's (EdTrust) policy and advocacy work has been influential to ensuring that today's systemic reform efforts do not walk away from ensuring equity for all students. EdTrust's role remains vital as major deliberations continue at the federal level regarding the reauthorization of the Elementary and Secondary Education Act and as control of the major education policy levers devolves back to states. Over the course of this final general support grant, EdTrust will carry out equity-focused analyses of federal and state policy proposals, as well as produce equity-driven analyses at the national, state, district, and school levels. The proposed activities in this grant will help focus attention on persistent gaps in achievement and therefore help create the required pressures on the system to ensure that all students, particularly those with the most needs, are at the center of education reform in America.

Educators 4 Excellence, New York, NY

For general support. 15 Months, \$350,000.

Research confirms that improving teacher quality is the single most important factor for increasing student learning. The difference between being taught by a highly effective teacher and an ineffective one amounts to up to one full grade-level of additional progress a year, yet urban schools are far less likely to have great teachers. Educators 4 Excellence (E4E) works to foster and encourage teachers' voices in education reform by mobilizing a large network of teachers to influence a wide range of education issues, such as designing effective teacher evaluations and addressing issues related to teacher tenure and compensation. E4E does this by building a teacher-led constituency for change both within teachers' unions and in the wider education-policy conversation.

Foundation for Excellence in Education, Tallahassee, FL

For communications on standards and assessments and continued development of online courses for policymakers. 12 Months, \$530,000.

As work shifts from mobilization around Common Core State Standards adoption to the difficult work of implementation, and the challenges of enacting the standards becomes more real, the tone of the field has shifted. Implementation of the Common Core is about solving problems and doing the difficult work of realignment to ensure that all schools and districts are truly supporting students in meeting these standards. The difficulty is often reflected in conversations with parents, but also with elected officials and their staff, who may not have a strong context for why reforms were implemented in the first place. With this grant, Foundation for Excellence in Education (FEE) seeks

both to communicate directly with parents and teachers to help them understand the promise of the new standards and build public will and support, and to help policymakers understand the basis for reforms via their online courses, which ensure that those who are in charge of crafting policy can keep informed about new opportunities and trends in the field.

GreatSchools, Oakland, CA

For informational videos to help parents and students understand the Common Core State Standards. 12 Months, \$400,000.

GreatSchools, a leading source of preK–12 school and education information for American families, believes that the key to building parental support for the Common Core State Standards and other higher standards is to move the conversation from an abstract, political one to a concrete discussion of the skills and concepts children need to master to be on track for college and career, and the ways that parents can help put their children on track. Their primary approach to supporting Common Core thus far has centered on the production and distribution of Milestone videos that show parents what success looks like at each grade level. GreatSchools' theory is that when parents have a clear understanding of what their child needs to know to be successful at school, they will be able to assess whether or not their child is on track and better support their child to meet (or exceed) the standards. Thus, almost as important as the videos are the follow-on content and activities that GreatSchools is developing to help parents ensure their child is on track with the skills and concepts demonstrated in the videos. With renewed support from the Corporation, GreatSchools plans to develop the content and activities to help parents be prepared to meet the demands of higher standards for their high school children.

iMentor, New York, NY

For internal capacity building to expand school mentoring program. 24 Months, \$500,000.

As highlighted by the Corporation's design principles, personalizing supports based on students' needs is necessary to help build the academic and nonacademic knowledge and skills required to get students to and through high school and college. Yet, most schools do not provide comprehensive supports that effectively integrate positive youth development. iMentor teams up with schools and community members to ensure every student in a high school has a personal adult mentor, and then provides support through its innovative curriculum and online platform to help ensure that mentors can provide the targeted support students need. This grant will support iMentor in developing a local-national infrastructure that will further strengthen the scope and impact of the program model on a national scale.

InnovateEDU, Brooklyn, NY

For developing and supporting new secondary schools under the Opportunity by Design initiative. 36 Months, \$3,000,000.

As program staff argued in the *Opportunity by Design* challenge paper, nowhere is the need for redesign greater or more urgent than in American high schools. In the context of the Common Core State Standards, high schools have been charged with educating all students to achieve much higher levels of skill and knowledge. At the same time, high schools continue to be responsible for meeting the learning needs of large numbers of students who enter ninth grade performing significantly below grade level. This grant to InnovateEDU supports a partnership with Brooklyn Laboratory Charter Schools (Brooklyn LAB), to design

innovative secondary schools that will recuperate and accelerate student learning to meet the demands of the Common Core. School redesign is an ambitious response to the challenge of the Common Core, but nothing less will capitalize fully on this extraordinary opportunity and produce the realignment of resources needed to provide all high school students, including those who are underprepared, with powerful, personalized learning.

Institute for Advanced Study, Princeton, NJ

For continued development of a project to transform postsecondary mathematics. 18 Months, \$500,000.

"Transforming Post-Secondary Education in Mathematics" (TPSE Math) is a voluntary effort by prominent mathematicians who believe that mathematics education in American colleges and universities is in need of significant reform. Through extensive discussions during its first year of work, funded jointly by the Corporation and the Alfred P. Sloan Foundation, TPSE Math uncovered a surprisingly strong appetite for change and developed an agenda encompassing curriculum reform; technology, teaching, and economic impacts; pathways to entry and advancement; the undergraduate experience; and graduate training. During this next phase of work, TPSE Math will work with a consultant to develop a strategic plan for an initiative to advance that agenda while also continuing to build momentum and support within the mathematics community.

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

For a World Smarts Science, Technology, Engineering, and Math (STEM) Challenge. 14 Months, \$499,900.

The World Smarts STEM Challenge is a unique multinational STEM competition proposed by International Research & Exchanges Board (IREX), an international nonprofit organization providing thought leadership and innovative programs to promote positive lasting change globally. IREX's World Smarts STEM Challenge will pair schools in the United States and Ghana together to collaboratively design and implement innovative solutions to contemporary global and local development problems. Bi-national, gender-balanced teams will develop twenty-first-century skills in STEM and showcase their solutions broadly through online video and, for a group of finalists, at a culminating competition in the United States. Developing both global citizenship skills—in students and in teachers—as well as skills in STEM fields and innovative problem-solving is crucial for success in the twenty-first century.

Learning Accelerator, Cupertino, CA

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

The Learning Accelerator (TLA) seeks to address the question first identified by program staff in the 2011 Next Generation Learning papers, “can you implement [Next Generation Learning]?” TLA engages in this question by specifically focusing on barriers to implementation of personalized learning across the United States. They are an ecosystem coordinator, which means that they help coordinate different elements and sectors of the system needed to fully implement blended learning in school. They accomplish this

by engaging in internet connectivity; procuring devices for students and software support for teachers; and developing open education resources for schools to access in addition to professional services and finance models required for districts to implement at scale. They work to identify steps in implementing personalized learning that are difficult for schools and districts across the country, and partner with or help seed organizations to move the field as a whole to address those challenges.

Museum of Science and Industry, Chicago, IL

For support of the Institute for Quality Science Teaching and Science Leadership Initiative. 24 Months, \$750,000.

Quality professional development for teachers is increasingly important given the change management and instructional shifts that will be required as states continue to implement the Common Core State Standards (Common Core) and Next Generation Science Standards (NGSS). The Museum of Science and Industry (MSI) in Chicago serves as a science resource for the local community, and has developed an innovative teacher professional development program for science, technology, and engineering subjects. The Institute for Quality Science Teaching (IQST) offers experiential, immersive professional development that provides teachers with science content knowledge linked to the NGSS, and with materials and tools to use in their classrooms. MSI is also beginning to develop a Science Leadership Initiative that will help schools and school leaders to ensure that they are adequately supporting teachers to provide quality science, technology, and engineering education to students.

National Academy of Sciences, Washington, DC

For a project to help science teachers with assessment during Next Generation Science Standards implementation. 18 Months, \$312,000.

Carnegie Corporation of New York has continuously been involved in evaluating the way that science is taught, learned, and assessed in our schools, and as part of this effort the Corporation has long been a partner in the creation and development of the Next Generation Science Standards (NGSS), which offer performance-based science and engineering content for grades K–12. The National Academy of Sciences (NAS) and the National Research Council (NRC) have been instrumental in supporting the design of the content, framework, and effective assessments for the NGSS, and with this grant, NRC will translate key ideas, lessons, and recommendations from its Developing Assessments for the NGSS report to create an accessible primer targeted at teachers, principals, district administrators, and teacher education and professional learning staff.

National Association of State Boards of Education, Arlington, VA

As a final grant for strengthening the support for and implementation of the Next Generation Science Standards across the country. 12 Months, \$150,000.

The Next Generation Science Standards (NGSS) were released in April 2013, and since then thirteen states have formally adopted, with many more to follow. To help build support and understanding nationally and within states, the Corporation has funded a significant strategic communications effort accompanying the development of the NGSS to many national

organizations like the National Association of State Boards of Education (NASBE) who deliver services to state boards of education to support and sustain evidence-based innovation through state policies and programs. NASBE has spent considerable time assessing and tailoring strategies to the situation for the NGSS in each state and at each state board of education. They have been working towards this by helping interested states advance toward adoption of the NGSS and supporting adopting states as they develop implementation plans that encompass all the other state policies and strategies that the NGSS affects. With renewed support, they will enable leading states to complete the adoption process with attention to supporting policies for implementation, while continuing broader messaging about the importance of the NGSS to students and their value for college and career readiness.

National Center for Civic Innovation, New York, NY

For the continued operations and development of Springpoint: Partners in School Design to support the full portfolio of grantees in the Opportunity by Design initiative. 48 Months, \$3,517,400.

The purpose of the *Opportunity by Design* initiative is to develop capacity in districts to design and create new schools as a core function of district operations, and to directly support district teams to develop innovative high schools aligned to the Corporation's design principles. In response to the significant capacity gaps that exist within districts to meet the challenge of this work, program staff and leadership recognized the need to create a new capacity-building organization specifically designed to support the vision and goals of the initiative. Springpoint: Partners in School Design leverages the existing range of expert organizations supported by the Corporation and other education funders by brokering their existing resources and creating new tools and resources where gaps exist in the field. They provide differentiated, intensive sup-

port to districts to help leadership and design teams understand the design principles and how they can be implemented in school designs. This grant to Spring-point includes activities to allow it to support the full range of grantees in the *Opportunity by Design* initiative.

National Center on Time and Learning, Boston, MA

For continued support of knowledge development, technical assistance, and communications to improve school practice and outcomes through expanding learning time. 24 Months, \$600,000.

The National Center on Time and Learning (NCTL) is leading the nation in thinking about how to use time differently to improve student performance. NCTL emphasizes that while expanded learning time (ELT) is an important first step, it is also essential to use time in schools differently to improve student performance. It is not about just expanding the number of hours or days schools function to do more of the same; instead NCTL works to redesign time in school to increase teacher collaboration, expand the curriculum, and provide opportunities to recuperate and accelerate learning to improve student achievement. In this current grant proposal, NCTL seeks support to expand and deepen their technical assistance in priority states; generate knowledge to foster replication and to share best practices for ELT; sustain and increase will for supportive policy conditions; and secure NCTL's sustainability.

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

For development of academic and partnership models for Teach to One: Math. 36 Months, \$1,500,000.

This proposal requests support for continuing the research and development of Teach to One, the first personalized learning model developed by New Classrooms Innovation Partners, an organization that seeks to redesign the classroom experience to meet the needs of students more effectively. Teach to One focuses on mathematics instruction for middle school students, has shown strong results in its first few years of full implementation, and is poised for substantial growth. By complementing live, teacher-led instruction with other instructional strategies, such as small group instruction, virtual tutoring, and applied projects, New Classrooms can help educators provide all students with personalized learning plans that meet them at their academic levels and help them accelerate to meet higher standards. They occupy a unique place in the field—both partnering with schools to implement an innovative model, and continuing to work towards improving the model and providing the best resources and supports for principals, teachers, and students. New Classrooms is a strong and innovative organization, dedicated to continual improvement, and a model that works for all students.

New Teacher Center, Santa Cruz, CA

For support in building a scalable, sustainable, and aligned School Leadership Development Model. 24 Months, \$1,500,000.

Research shows that school leadership is second only to teacher quality among all school-related factors that positively influence student achievement. But

despite the clear importance of strong principals, there are few systematized or effective pipelines into the profession, and the supply of candidates with the capacity to become effective leaders is severely limited. The New Teacher Center (NTC) is a national nonprofit organization dedicated to improving student learning by accelerating the effectiveness of new teachers and principals, and helping districts to build capacity for sustaining high-quality training and professional development. As the organization continues to grow, it will update its current school leadership programs and bring them to greater scale, as well as create more supports and programs for school leaders that integrate the full human-capital system in schools.

New Venture Fund, Washington, DC

For general operating support and a Common Core State Standards parent-engagement initiative. 12 Months, \$500,000.

The Parent Engagement Initiative housed at the Collaborative for Student Success and located at the New Venture Fund will provide parents and guardians with information and resources from trusted sources to support them in helping their children succeed in school. When parents are informed and empowered, they gain confidence in their children's teachers and schools, helping sustain the instructional shifts necessary to ensure all students graduate high school with the skills necessary to be successful in college and careers. The Initiative will execute a multipronged campaign to provide parents and caregivers with direct information about Common Core and the assessments, in schools and in communities. The initiative will have three components: face-to-face sessions through a collaboration with national and community partners; a direct mail effort to teachers and school leaders; and online reinforcement and support, through their Be a Learning Hero platform and many multiple national and local partners. They will also develop English and Spanish materials in collaboration with the National PTA, Council of the Great City Schools, and Scholastic.

New Venture Fund, Washington, DC

For the foundation collaboration on strategic communications efforts on the Common Core State Standards. 12 Months, \$250,000.

As a response to building public and political will and creating sustainable demand for the successful implementation of the Common Core State Standards and related assessments, a group of national and regional funders launched a collaborative multidonor fund, known as the Collaborative for Student Success in 2013. The Collaborative pools resources in support of strategic and targeted Common Core communications at the national, state, and local levels. The Corporation joined the Leona B. Helmsley Trust, Helios Foundation, Bill and Melinda Gates Foundation, William and Flora Hewlett Foundation, Lumina Foundation, and Shusterman Foundation to establish this Collaborative and with this grant will continue to support this nimble funding source to proactively address communications needs as they arise in critical states and districts and nationally.

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

For activities to develop teacher leaders and new principals and to create microcertification courses. 24 Months, \$1,300,000.

Teachers have the highest impact on student outcomes, accounting for 40 percent of school-based factors. However, New York City's high-poverty urban schools struggle to attract and retain strong educators, with recent reports estimating that 50 percent of teachers leave their first positions within three years. Unstable school environments and a weak approach to human capital and professional development at the district level continue to pose real obstacles to

combating high attrition. For 25 years, New Visions for Public Schools, with the support of the Carnegie Corporation, has been at the forefront of school and system improvement efforts in New York City, developing programs that improve schools and result in gains for students. Its strategies have spanned the spectrum of reform, including creating comprehensive tools around the use of student data and technology and supporting the development of teachers and principals through deeply clinical professional learning. This proposal provides support for core aspects of New Visions' talent development strategy, specifically deepening and expanding its work developing teacher leaders and new school leaders via its CLASS program and TALENT initiative, and providing seed funding for its new microcertification program.

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

For a matching grant to support teacher residents.
24 Months, \$700,000.

Teachers have the highest impact on student outcomes, accounting for 40 percent of school-based factors. However, many new teachers arrive in high-poverty schools insufficiently prepared for the challenges they will face, including high staff turnover, inefficient systems, and a wide diversity of student learning needs. For twenty-five years, New Visions for Public Schools, with support from the Corporation, has been at the forefront of incubating and implementing innovative human capital strategies in New York City, including developing programs that prepare pre-service teachers for the challenges of working in urban, high-needs schools. In 2010, New Visions launched in partnership with Hunter College and the New York City Department of Education its pre-service teacher development program, the Urban Teacher Residency (UTR)—an eighteen-month alternative certification program for aspiring teachers that includes a subsidized master's degree, a one-year clinical residency with a mentor teacher, and induction support after

the residency year. Based on UTR's success increasing teacher retention and improving student outcomes, New Visions was awarded an \$8.29 million TQP grant by the U.S. Department of Education in 2014 to extend and evolve the program, now called the Learning Partners New Teacher Preparation Partnership (LPNTPP). This proposal requests matching support for New Visions' TQP grant, specifically to cover residents' salaries for the next two years.

New York City Leadership Academy, Long Island City, NY

For general operating support and expanding and sustaining effective client engagements in school leadership. 24 Months, \$2,000,000.

Despite the clear importance of strong school leadership, the supply of principal candidates with the capacity to become effective leaders, or sitting principals with the resources to grow and improve, is severely limited. The New York City Leadership Academy (NYCLA) is a nonprofit leadership development organization that works to address the need for programs that can effectively identify, recruit, train, and support high-quality school leaders who are committed to effecting real change in schools. Over the past several years, NYCLA has significantly extended its programs and reach, and provides leadership consulting services to school districts, universities, and nonprofits in twenty-six states, as well as in Colombia and Brazil. These short- and long-term engagements help partners to build the capacity to implement effective leadership training and support models based on specific local contexts.

NewSchools Venture Fund, Oakland, CA

For development of new school models, tools, and services. 12 Months, \$1,000,000.

Schools must be strategically designed to facilitate student growth and success—particularly in the face of the Common Core State Standards, which raise the bar significantly for vast numbers of students across the country. The new standards, which are aligned to twenty-first-century expectations for college and career readiness, are an important leap forward for our education system. But they also increase demand for new ways of operating in schools throughout the United States. Few schools are as successful as they need to be with all of their students, especially given the rigor of the new standards. Moreover, even the schools that count themselves as successful now must be poised to develop the capacity to prepare students for new evolving demands in years to come. NewSchools Venture Fund, which has long been a leader in helping to replicate high-performing charter schools, has recently launched a new strategic plan dedicated to growing the number of innovative, strategically designed schools aligned with a next generation framework. Their plan, which ultimately aims to support innovative design in 150-200 schools over the next five years, also will focus on the necessary tools and services needed to build out successful school models for all students across the country.

North American Council for Online Learning, Vienna, VA

For enabling innovative, next generation learning models and policy. 24 Months, \$1,200,000.

The field deeply needs practitioners who can help create and iterate on innovative school models. However, the field as a whole also needs much more knowledge

about what these models are, how they work, and how to remove barriers to effective practice. This grant to the North American Council for Online Learning (iNACOL), continues to expand and strengthen their policy work, provides support for new publications that will surface and analyze some of the most pressing issues in the field, and offers additional support for a strand of work specifically around engaging practitioners on mastery-based instruction. iNACOL is a leading organization that is continually informed by forward-thinking practitioners in the field, and as they explore these areas of work we expect them to both achieve concrete results in terms of pushing practice and policy, and to continue to surface new issues and knowledge.

Smithsonian Center for Learning and Digital Access, Washington, DC

For advancing the use of digital museum assets in schools. 24 Months, \$500,000.

The mission of the Smithsonian Center for Learning and Digital Access (SCLDA) at the Smithsonian Institution is to empower learners to explore their own interests and collaborate with others to bring ideas to life. They do this by digitalizing and making available the Smithsonian Institution's vast holdings of resources to everyone, especially educators. Corporation funding will support SCLDA to implement the recommendations of the Digital Public Library of America (DPLA) report called, *Using Large Digital Collections in Education: Meeting the Needs of Teachers and Students* to the SCLDA's "Smithsonian Learning Lab" for educators. The report found that teachers encounter difficulties accessing relevant digital content. Museum digital resources are usually pre-packaged for teachers, assuming that one size fits all. As a result, these resources are underused by educators despite heightened demand for them as a result of the Common Core English Language Arts Standards. This grant will strengthen SCLDA's current

efforts by allowing the organization and its partners to design, make available to teachers, and evaluate the use of better resource sets and tools.

Summit Public Schools, Redwood City, CA

For the continued development of a fund that supports innovative Next Generation Learning strategies. 24 Months, \$750,000.

Innovative school design does not take place in a vacuum and those interested in school design do not always have to start from the very beginning in terms of creating a new model or adjusting a current model. In the *Opportunity by Design* challenge paper, program staff identified ten crucial design principles that provide a strong basis for developing high-performing secondary schools. There are schools across the country that move in the direction of the design principles by transforming themselves, and this work is essential to building knowledge and understanding in the field. One very advanced practitioner in the field, both in terms of developing a new school model and transforming its current models is Summit Public Schools (Summit), a rapidly growing Charter Management Organization that now operates seven schools in the Bay Area, serving approximately 2,100 students. This proposal supports a new iteration of Summit's Innovation Fund, the main tool that Summit uses to transform their model, piloting solutions proposed by Summit's faculty. The next version of the Fund will focus on tools and approaches to help the students who struggle most at Summit—students with identified disabilities and English Language Learners (ELLs), as well as students who enter secondary school performing far below grade level.

Teach For America, Inc., New York City, NY

For support of the School Systems Leaders Fellowship program. 15 Months, \$750,000.

Effective school systems that provide all students with an opportunity to achieve academic success and graduate well-prepared for college and career success require leaders and managers with the skills to enable thoughtful innovation and continuous improvement. Exceptional leaders that can inspire colleagues and communities, create environments that allow good teachers to do great work, and keep student needs at the center of decision making are critical to building and sustaining such high-performing systems. The demand for these leaders is urgent with a survey of our nation's superintendents anticipating that only 51 percent will remain in their roles until 2015. Teach For America (TFA) seeks to address the challenge of preparing a new generation of school system leaders through its new School Systems Leaders Fellowship (SSLF), a yearlong program designed to help propel its most exceptional alumni into cabinet- and superintendent-level leadership roles in school systems nationwide. Unique from other programs training aspiring school systems leaders, SSLF offers fellows an opportunity to assume a full-time, hired system position while building their skills and knowledge through tailored seminars and individualized coaching. Support from the Corporation will help TFA evolve and expand its program, including recruitment and selection of fellows; placement of fellows into senior roles in school systems; delivery of professional development and coaching; and alumni services to support fellows' careers in education leadership.

The Teaching Channel, Oakland, CA

For a dedicated Next Generation Science Standards/science, technology, engineering, and math (STEM) resource site on TeachingChannel.org. 12 Months, \$334,600.

Teaching Channel's mission is to create an environment where teachers can watch, share, and learn new techniques to help every student grow. They accomplish this by providing free, on-demand videos that model best teaching practices, as well as an interactive collaboration platform for professional learning where teachers become part of a community of learning—a space where they get better together. With support from the Corporation, Teaching Channel plans to create a new resource site related to the Next Generation Science Standards (NGSS) on TeachingChannel.org—their free open source website that reaches nearly one million educators a month. Along with NGSS and STEM video and video-related resources, the site will host NGSS-aligned “challenges” to engage teachers across the United States in working with the new standards, and will be accessible to all educators in the twelve NGSS states and beyond. An additional feature will include an in-depth but private collaboration site where teachers can try and practice new instructional strategies that are encouraged by the standards.

University of the State of New York, Albany, NY

For continued support of the Regents Research Fellows for Virtual Learning & Technology Initiatives. 18 Months, \$500,000.

When the New York State Department of Education (NYSED) won a \$700 million Race to the Top grant, its leadership realized that it needed to make serious changes in the way it carried out its work to be able

to deliver on its reform agenda. In order to build the internal capacity necessary to support its districts in implementing innovative reforms, the NYSED's leadership created the Regents Research Fellows Program. This innovative structure has enabled New York State to attract talented education leaders to help carry out its reforms. The Fellows have already enabled the state to make significant progress towards its reform objectives. The proposed scope of work will build upon these initial successes and continue to provide support for the Virtual Learning and Technology Fellows to deliver on the reform goals set by New York State.

University of Virginia, Charlottesville, VA

For a research paper on principal strategies to improve teacher effectiveness in the New York City Department of Education. 30 Months, \$500,000.

Numerous studies have demonstrated that the quality of the leadership provided by the school principal has a major influence on school effectiveness and student performance. This grant will enable a team at the University of Virginia to conduct research on principals' use of policy tools and resources to improve teacher effectiveness in their schools. The research will examine how New York City principals use New York City Department of Education (NYCDOE) policies in four areas to affect the composition of their workforce and build the capacity and instructional skills of staff: teacher tenure, teacher evaluation, professional learning opportunities, and teacher mentoring. A range of data-collection methods, including interviews, focus groups, surveys, and large-scale data analysis will be employed to conduct the study. The goal is to understand how and why principals vary in their use of these opportunities so as to better discern the forces inhibiting them from utilizing potentially productive talent management processes. The findings will provide direction for reducing obstacles and improving teaching, particularly in the most hard-to-staff schools.

WGBH Educational Foundation,
Boston, MA

For research and production of a documentary about the science of learning and schools of the future. 24 Months, \$600,000.

In order to increase awareness, understanding, and support of effective school designs and of school design as an important process in reforming schools, we are recommending a two-year grant to WGBH for a two-hour television special produced by NOVA. The documentary *Schools of the Future* will investigate the science of learning and take viewers on a search for evidence-based techniques that work, featuring innovative educational “redesigns” and exploring fundamental questions about how students learn, stay motivated, and get engaged. The driving question of the program will be simple: what would schools based on solid, up-to-date scientific research look like? NOVA is the highest-rated science series on television and most-watched documentary series on public television. This proposed scope of work will be an important step toward building the field’s knowledge of, and in turn demand for, innovative school designs.

STRENGTHENING U.S. DEMOCRACY

Center for Community Change,
Washington, DC

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

In 2014, only about 36 percent of eligible voters turned out to cast a vote in local, state, and national elections. Although voter participation always drops in midterm election years, the country has not expe-

rienced numbers this low in seventy years. As usual, a disproportionate number of those who did not vote are minorities, low-income people, and citizens from immigrant backgrounds. There are a number of reasons that these voters did not turnout, including an increasing lack of trust in elected officials and government. Given this growing voter disenchantment, community organizers must work year-round to engage citizens on the policies that matter most to them and use those issues to encourage participation on Election Day. With Corporation support, the Center for Community Change provides technical support, training, capacity building, and opportunities for collaboration among state and local groups throughout the country working to increase civic participation among those least likely to vote.

Immigrant Legal Resource Center,
San Francisco, CA

For a national citizenship initiative. 24 Months, \$3,000,000.

Naturalization is a foundational component of immigrant civic integration: it brings significant social, economic, and civic benefits to newcomers, their families, and to communities, states, and the country as a whole. To help large numbers of immigrants become U.S. citizens, the nation needs a stronger immigrant integration infrastructure, to include legal services, citizenship application assistance, and English language instruction. With renewed Corporation support, the New Americans Campaign, launched in 2011 and housed at the Immigrant Legal Resource Center, will continue a national citizenship initiative to assist large numbers of legal permanent residents in applying for naturalization and to build the capacity of local and national organizations nationwide to provide naturalization and legal services to immigrant constituencies.

Migration Policy Institute, Washington, DC

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

A growing under-investment by government agencies in research and data analysis to better understand and support policy development has created a dearth of information and ideas that can be used by policymakers to address significant policy challenges, including immigration. Because of this, think tanks play a critical role in filling this gap and introducing policy ideas into the decision-making process. The Migration Policy Institute (MPI) is a leading think tank in the United States and internationally dedicated to the study of migration. MPI attempts to build consensus by supplying ideas, analyses, and comparative perspectives to U.S. legislators and to the Executive branch, state and local officials, policymakers working on immigration and migration in many nations, opinion leaders, civil society writ large, the media, and the general public. With renewed Corporation support, MPI will continue its work devoted to building the foundations for enacting common-sense immigration policy solutions in the United States by providing an evidence base, revisiting the assumptions that have governed earlier reform efforts with fresh analyses, and promoting a more informed debate.

National Immigration Forum, Inc., Washington, DC

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

Advocates for comprehensive immigration reform have worked hard to establish deep alliances with a diverse group of partners inside the immigrant community and out. As the reform movement's leaders have learned, establishing a big tent that includes as many members of diverse communities as possible is crucial to the success of the movement.

Partnerships with faith communities, business, and law enforcement—groups that have strong credibility with conservative constituencies—are particularly necessary, especially to move policy in the South and other regions where new immigrants are settling. With Corporation support, the National Immigration Forum will continue to build these relationships and help leaders from the faith, business, and law enforcement communities educate their communities on the need for immigrant-friendly policies. In addition, the forum will also expand its efforts to involve employers in the naturalization process, making it easier for lawful permanent residents to naturalize and integrate as Americans into their communities.

National Immigration Law Center, Los Angeles, CA

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

Of the roughly 40 million immigrants in the United States, more than half are poor, and 11 million lack legal immigration status or work authorization. These individuals are most in need of social services, including legal, health, education, and housing services, but often they are not able to access them. For example, under the Affordable Care Act (ACA), immigrants' access to healthcare is significantly limited, and low-income workers who lack legal status or work authorization are particularly vulnerable to workplace exploitation. The National Immigration Law Center (NILC) is the primary legal advocacy organization in the United States exclusively dedicated to defending and advancing the rights and opportunities of low-income immigrants and their families. With Corporation support, NILC will work on a range of issues that affect immigrant communities, including access to health care and economic supports; access to education and training; workers' rights; and immigration policies that expand opportunities and minimize integration barriers.

Neo Philanthropy, New York, NY

For support of the State Infrastructure Fund, a donor collaborative that focuses on nonpartisan voter engagement. 24 Months, \$3,000,000.

The State Infrastructure Fund (SIF), based at NEO Philanthropy (formerly Public Interest Projects), is a donor collaborative that coordinates funders who support the sustainability of a nonpartisan voter engagement infrastructure in the United States. The goal of SIF is to support, enhance, and complement organizations that form a strong infrastructure that provides voting rights protection, nonpartisan voting information, public outreach about why voting is important, voter registration campaigns, and Get-Out-the-Vote (GOTV) drives on a continuous basis to promote habitual voting, including beyond the federal election cycle. With renewed Corporation support, SIF will support state and national groups engaged in two broad areas of work: 1) protection of voting rights and 2) nonpartisan voter engagement, all aimed at increasing habitual voter turnout in the United States, especially among those least likely to vote.

Neo Philanthropy, New York, NY

For support of the Four Freedoms Fund, a donor collaborative on immigrant civic integration at the state level. 12 Months, \$5,000,000.

The public conversation surrounding immigration reform generally focuses on the progress—or lack thereof—of federal policymakers to advance legislation. While action at the national level is no doubt essential to fixing the broken immigration system, action at the state and local level is no less important to securing the full integration of all immigrants. Work at the state level to build immigrant-friendly policies helps to create a critical mass of public opinion and

facts on the ground that make federal reform more likely. The development of strong state-based immigrant advocacy groups is also crucial for the effective implementation of federal immigration policies. Established in 2003 with Corporation support and housed at Public Interest Projects, the Four Freedoms Fund (FFF) is a donor collaborative that supports state-based and regional immigrant-serving coalitions across the country. FFF serves a hybrid role of convenor, grantmaker, and strategist, connecting grassroots organizations with national immigrant integration groups. With renewed Corporation support, FFF will continue to support state and regional groups across the country through grants that build institutional capacity, strategic collaboration among grantees, effective communications, and alliances with other constituencies.

Welcoming America, Decatur, GA

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

While immigrants continue to settle in the traditional gateways—such as New York and Chicago—that have received the foreign-born for generations, over the past twenty years, immigrants have begun to settle in suburbs, rural towns, and cities that have no tradition of receiving immigrants. The sudden arrival of newcomers—often from cultures the native residents have no experience with and speaking languages they have never heard—can lead to a tense atmosphere that leaves both newcomers and native residents isolated. While many immigrant advocates focus on building the infrastructure to help support immigrants in these new gateways, few focus on developing the relationship between immigrants and their U.S.-born neighbors. Established in 2009, Welcoming America is a national, grassroots-driven collaborative that builds mutual respect and cooperation between the foreign-born and U.S.-born, creating the conditions for long-term integration. With renewed Corporation support, Welcoming America will work with its countrywide network of member organizations and

partners to promote a welcoming atmosphere—community by community—in which immigrants and native-born residents can find common ground and shared prosperity.

DISCRETIONARY GRANTS

EDUCATION

Achieve, Inc., Washington, DC

12-month grant of \$200,000 for technical assistance and two case studies on supporting mastery-based education in states

Achievement Network, Boston, MA

12-month grant of \$200,000 for supporting America's educators in the era of higher standards

American Museum of Natural History, New York, NY

6-month grant of \$50,000 for a convening of science museums

Asia Society, New York, NY

12-month grant of \$200,000 for continued development of the Global Cities Education Network

Aspen Institute, Inc., Washington, DC

12-month grant of \$100,000 for the Aspen Presidential Fellowship for Community College Excellence program

Blue Engine, New York, NY

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

Boston College, Chestnut Hill, MA

9-month grant of \$85,000 for the ongoing development and implementation of a strategic plan to expand a school-leader-training program

Breakthrough Collaborative, San Francisco, CA

6-month grant of \$50,000 for a pilot program to improve recruitment, training, and support for instructional teaching fellows

California Science Teachers Association, Folsom, CA

9-month grant of \$50,000 for developing and implementing a California Next Generation Science Standards messaging campaign

Center for Teaching Quality, Inc.,
Carrboro, NC

12-month grant of \$200,000 for development of microcredentials for teacher leaders

Civic Nation, Washington, DC

18-month grant of \$200,000 for the College Promise Campaign

Committee for Economic Development of The Conference Board (CED), Arlington, VA

12-month grant of \$50,000 for a program engaging business leaders in support of college- and career-ready standards

Digilearn: Digital Learning Institute,
Raleigh, NC

18-month grant of \$200,000 for general support and convenings related to digital learning

EdBuild, Jersey City, NJ

6-month grant of \$50,000 for a project on school district finance

Education Writers Association,
Washington, DC

12-month grant of \$150,000 for a series on Common Core implementation around the country

edulInnovation, Federal Way, WA

8-month grant of \$50,000 for a series of Smart Summits to support the Smart Cities book

Envision Excellence in STEM Education,
Cleveland Heights, OH

6-month grant of \$175,000 for updating a science, technology, engineering and mathematics (STEM) school design toolkit

Envision Excellence in STEM Education,
Cleveland Heights, OH

12-month grant of \$25,000 for continued development of the science, technology, engineering, and math (STEM) Funders Network

Gooru, Redwood City, CA

9-month grant of \$50,000 for video messaging to increase awareness of the Next Generation Science Standards among teachers, parents, and students

Hillsborough County Public Schools,
Tampa, FL

12-month grant of \$50,000 for a messaging and communications project about Florida math standards

Institute for Advanced Study, Princeton, NJ

6-month grant of \$200,000 for supplementing the second phase of development of a project to transform postsecondary mathematics

Leading Educators, New Orleans, LA

6-month grant of \$200,000 for developing and launching an online learning initiative

Literacy Design Collaborative,
New York, NY

12-month grant of \$200,000 for an Investing in Innovation (i3) match to train teachers to plan and implement Common Core

Museum of Science, Boston, MA

12-month grant of \$5,000 for developing strategies to advance K–12 engineering design via the Next Generation Science Standards

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

8-month grant of \$200,000 for the Teaching & Learning 2015 Conference

National Commission on Teaching and America's Future, Arlington, VA

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

National Science Teachers Association,
Arlington, VA

12-month grant of \$50,000 for a video collaboration between the National Science Teachers Association and the Teaching Channel

New Leaders, Inc., New York, NY

10-month grant of \$25,000 for mini-case studies profiling school leaders who have successfully implemented the Common Core State Standards

New Teacher Project, Inc., Brooklyn, NY

12-month grant of \$200,000 for EdNavigator's strategic launch

New Venture Fund, Washington, DC

9-month grant of \$150,000 for production of videos to generate educators' support for Common Core

New World Foundation, New York, NY

5-month grant of \$15,000 for an annual conference to explore how anchor institutions engage in communities

NewSchools Venture Fund, Oakland, CA

4-month grant of \$100,000 for sponsorship of school design, teacher design, and next generation learning-related activities at the NewSchools Venture Fund Annual Summit

North Carolina New Schools Project, Inc., Raleigh, NC

12-month grant of \$50,000 for support for the Investing in Innovation (i3) project scaling early college strategies

PBS Foundation, Arlington, VA

12-month grant of \$50,000 for the PBS LearningMedia CoreLearning project

Public Impact, LLC, Carrboro, NC

9-month grant of \$200,000 for implementation and scaling of the Opportunity Culture initiative focused on science, technology, engineering, and math (STEM) teachers

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

12-month grant of \$50,000 for communicating about school designs and enabling policy conditions to support them

Rider University, Lawrenceville, NJ

9-month grant of \$50,000 for a recruitment strategy for prospective teacher candidates and in-service teachers using standards messaging research

Students for Education Reform, New York, NY

5-month grant of \$50,000 for the Student Voices Program

Sutton Trust, London, United Kingdom

18-month grant of \$200,000 for two international convenings on social mobility and education

Teach For All, New York, NY

12-month grant of \$50,000 for convening a roundtable on how to best grow great teachers

Valor Collegiate Academies, Nashville, TN

24-month grant of \$200,000 for development of a next-generation high school model

WestEd, San Francisco, CA

12-month grant of \$50,000 for support for the Investing in Innovation (i3) match for Making Sense of Science and Literacy: Improving Teacher Effectiveness and Building Capacity

WestEd, San Francisco, CA

36-month grant of \$200,000 for improving teacher effectiveness and building capacity

WNET, New York, NY

12-month grant of \$50,000 for extending the reach of American Graduate Day 2015

STRENGTHENING U.S. DEMOCRACY

Alliance For Justice, Washington, DC

12-month grant of \$50,000 for a public education campaign on proposed changes to rules regulating nonprofit advocacy and civic engagement activities

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

12-month grant of \$50,000 for a national convening of immigrant advocates to plan for the implementation of executive action on immigration policy

Cato Institute, Washington, DC

5-month grant of \$25,000 for a convening to explore the impact of the 1965 Immigration Act and implications for future immigration reform

Center for Investigative Reporting, Inc., Emeryville, CA

12-month grant of \$50,000 for investigative reporting on issues related to immigration

Center for the Study of the American Electorate, Lovettsville, VA

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

Colorado Christian University, Lakewood, CO

12-month grant of \$100,000 for a conservative outreach project on immigration

Faith in Public Life, Inc., Washington, DC

12-month grant of \$50,000 for the messaging and public education on immigration and other policy issues related to Pope Francis's 2015 visit to the United States

Immigrant Justice Corps, New York, NY

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

Justice at Stake, Washington, DC

11-month grant of \$15,000 for the development and implementation of a strategic plan

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

12-month grant of \$50,000 for research and dissemination of a report on English-language instruction programs

National Academy of Sciences, Washington, DC

12-month grant of \$200,000 for the dissemination of a report examining the integration of immigrants into American society

National Institute on Money in State Politics, Helena, MT

5-month grant of \$35,000 for its 2015 convening on money in politics issues in the states

Neo Philanthropy, New York, NY

12-month grant of \$25,000 for support of the Funders' Committee for Civic Participation

Neo Philanthropy, New York, NY

6-month grant of \$50,000 for dissemination and public education related to a film about the experience of undocumented immigrants

Televisa Foundation, Miami, FL

12-month grant of \$50,000 for a public education campaign on Spanish-language television

University of Florida, Gainesville, FL

18-month grant of \$50,000 for a project to develop a guide to help faith communities engage in immigrant-integration issues

University of Maryland College Park Foundation, Inc., College Park, MD

6-month grant of \$50,000 for a convening to explore lessons learned from procedural reforms of the 94th Congress

Special Opportunities Fund

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

For support of its work to protect speech and privacy rights. 24 Months, \$250,000.

The First Amendment protects freedom of speech, of the press, of association, of assembly and petition, and, in some cases, access to government—a set of guarantees that comprise what is referred to as freedom of expression. Technological change has enormous implications for freedom of expression. To be sure, new technologies carry the potential to expand, as well as undermine, democratic freedom. The internet provides unmatched opportunities for free expression and the exercise of other rights—even as it has become an instrument of mass surveillance for governments and corporations. The American Civil Liberties Union (ACLU) has championed free expression since its founding in 1920. With Corporation support, the ACLU will continue its work to protect the freedom of expression and to expand the right to privacy in light of the opportunities and challenges posed by new technology.

Carnegie Endowment for International Peace, *Washington, DC*

For research, publications, and associated activities on the history of American philanthropy in the Near East, 1915–1930. 24 Months, \$150,000.

Between 1915 and 1923, an estimated 1.5 million Armenians died due to starvation, exhaustion, disease, or outright slaughter at the hands of the Ottoman Empire, in what became known as the Armenian Genocide. At the time, this crisis sparked a vast and unprecedented philanthropic response in the United States, spearheaded by the Near East Relief (NER) movement. Today, however, this remarkable history is largely forgotten among the American public. Under the auspices of the Carnegie Endowment for International Peace and with Corporation support, historian Susan Harper will research the philanthropic legacy of NER: its successes, its failures, and how those lessons might inform American policy in the region now. Ultimately, Dr. Harper will produce a manuscript for publication, conduct a lecture, and publish an article in a popular journal regarding her findings.

Climate Research Foundation,
Reykjavik, Iceland

For the development of new avenues of cooperation in the Arctic and the Himalayas, in the interest of international peace and security. 24 Months, \$500,000.

Melting glaciers in the Arctic and the Himalayas create new opportunities and challenges and have a high potential to exacerbate cross-border tensions and conflicts. In the Arctic, shifting circumstances, including new northern sea lanes through formerly ice-packed oceans, raise policy concerns in areas such as international security and economic development. In the Himalayas, there is a looming water crisis among the nations surrounding the Himalaya-Hindu-Kush mountain range and the Tibetan plateau, an area known as the Third Pole. The Climate Research Foundation (CRF), an Iceland-based nonprofit, addresses fundamental challenges societies face owing to changes in the natural environment. With Corporation support, CRF will coordinate meetings with key politicians, researchers, and grassroots leaders to promote cross-border cooperation on issues both directly and indirectly related to changing global environment.

International Rescue Committee, Inc.,
New York, NY

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

The International Rescue Committee (IRC) provides emergency relief and sustainable development assistance for vulnerable populations affected by humanitarian crises. As one of the world's leading international relief agencies, IRC is currently operating in over forty countries and organizing refugee resettlement programs in twenty-two American cities. IRC conducts programs addressing emergency response,

governance and rights, children and youth, health care, protecting and empowering women and girls, and U.S. programming. General operating support would provide IRC the flexibility to deploy resources quickly, wherever and whenever they are needed most, enhancing its ability to respond to emergencies. Funding will help those whose lives and livelihoods are shattered by conflict and disaster to survive, recover, and gain control of their future.

Mayor's Fund to Advance New York City,
New York, NY

For a program to offer naturalization assistance through the New York City public library system. 24 Months, \$300,000.

Naturalization is a foundational component of immigrant civic integration: it brings significant social, economic, and civic benefits not only to newcomers and their families but also to communities, states, and the country as a whole. In New York City, there are more than 700,000 legal permanent residents (LPRs) eligible to naturalize who have not taken the final step of applying. Like LPRs in other cities around the country, there are many obstacles that prevent them from taking that final step: the \$680 application fee, access to affordable English and civics classes, and information on the naturalization process, among others. With Corporation support, the Mayor's Office of Immigrant Affairs will provide naturalization services, including weekly citizenship preparation workshops, legal assistance, and English and civics classes, all through New York City's public libraries.

President and Fellows of Harvard College, Cambridge, MA

For meetings of the Carnegie-Knight Journalism Deans and for Journalist's Resource. 36 Months, \$500,000.

In light of the technological and economic challenges facing journalism, in 2005 Carnegie Corporation of New York and the Knight Foundation partnered to establish the Carnegie-Knight Initiative on the Future of Journalism Education. The program's stated aim was to "advance the U.S. news business by helping revitalize schools of journalism," and over the past decade, the nation's top journalism schools have made significant progress in reinventing themselves, thanks in no small part to the initiative's efforts. The Shorenstein Center at Harvard University can be credited with playing a central organizing role in ensuring the initiative's success. With renewed Corporation support, the Center will continue to help lead the nation's top journalism schools in reform and innovation, and will also continue to embody and model the reform movement through Journalist'sResource.org, one of the initiative's key outputs.

Social Science Research Council, Brooklyn, NY

For a Digital Culture Program. 12 Months, \$250,000.

Recent technological advances provide a wide range of opportunities to enhance the craft and impact of the social sciences. An unprecedented number of digital tools and sources of information are available, yet with these new opportunities come new threats, such as the privatization and commercialization of data and the frequent absence of gatekeeping and guardianship of standards. The Social Science Research Council

(SSRC) will use its convening power, prestige, and strong record in producing digital projects to help the social sciences take full advantage of the opportunities presented by the digital age, while safely navigating the potential hazards. The SSRC is proposing to launch a three-pronged approach: forums on democratic access to information, experimentation with a range of practices that may yield catalysts for future scholarship, and research on the ways in which digital transformations have been shaping the creation, communication, and uses of knowledge. With Corporation support, the SSRC will be able to begin to address digital transformation in the social sciences in accordance with its core goals of deepening and democratizing knowledge.

University of Rhode Island, Kingston, RI

As a one-time grant for the President's 21st-Century Fund for Excellence. 24 Months, \$400,000.

Founded in 1888, the University of Rhode Island (URI) is the state's public learner-center research university, serving 15,670 undergraduate and graduate students from over 50 different countries. One of the essential roles as the state's flagship university is to work with the public and private sectors to create a vibrant and sustainable Rhode Island economy. Embracing Rhode Island's heritage of independent thought, URI values: creativity and scholarship; diversity, fairness, and respect; engaged learning and civic involvement; and intellectual and ethical leadership. President Gregorian will recommend to the Carnegie Corporation Board of Trustees a \$400,000 grant in support of President Dooley's "Transformational Goals for the 21st Century" targeting high-priority programs within the University of Rhode Island.

DISCRETIONARY GRANTS

American Agora Foundation Inc., New York, NY

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

American Associates of the STS forum, New York, NY

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

American Federation of Arts, New York, NY

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

American Friends of Forum 2000, New York, NY

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

American Indian College Fund, Denver, CO

12-month grant of \$50,000 for general support during its 25th anniversary

American Library Association, Chicago, IL

36-month grant of \$150,000 As a final grant for the Andrew Carnegie Medals for Excellence in Fiction and Nonfiction, Revised Shortlist Winner Calendar

American Library Association, Chicago, IL

36-month grant of \$200,000 for the annual Carnegie Corporation/New York Times "I Love My Librarian" awards program honoring exemplary performance by public and academic librarians

American Society for Engineering Education, Washington, DC

12-month grant of \$50,000 for an engineering education disruption summit

Baruch College Fund, New York, NY

12-month grant of \$100,000 for preserving the Archives of the Bureau of Municipal Research and Institute of Public Administration

Bipartisan Policy Center, Washington, DC

12-month grant of \$200,000 for its National Security Program/Homeland Security Project

Boston College, Chestnut Hill, MA

12-month grant of \$35,000 for a forum on philanthropy and the public good

Brown University, Providence, RI

12-month grant of \$50,000 for a project to catalogue the Igbo language and make it publicly available through an online dictionary

Citizen Film, Inc., San Francisco, CA

6-month grant of \$100,000 for the postproduction of a documentary film exploring the continuum of principles and beliefs that define the American identity

City Lore, Inc., New York, NY

12-month grant of \$50,000 for the documentary film, "American Visionary: The Life of Daniel Patrick Moynihan"

**City University of New York,
New York, NY**

12-month grant of \$200,000 for support of its Journalism School with an emphasis on the Center for Community and Ethnic Media

Columbia University, New York, NY

24-month grant of \$150,000 for the Pulitzer Prizes Centennial Campfires Initiative for Arts, Letters and Journalism

**Foreign Policy Association, Inc.,
New York, NY**

12-month grant of \$50,000 for support of the John C. Whitehead Fellows Program

**Foreign Policy Association, Inc.,
New York, NY**

12-month grant of \$25,000 As a one-time grant for the "Great Decisions" in the public libraries program

Foundation Center, New York, NY

7-month grant of \$25,000 for support of the Foundation Center's relocation activities

Frick Collection, New York, NY

12-month grant of \$100,000 for the digitization of the Henry Clay Frick Art Files: 1881–1925

**Friends of Ikamva Labantu,
New Rochelle, NY**

12-month grant of \$75,000 for support of the Ikamva Labantu Charitable Trust

**Friends of St. Vincent's Center, Inc.,
West Hartford, CT**

12-month grant of \$10,000 for relief efforts and support of an orphanage in Haiti

**George C. Marshall Research
Foundation, Lexington, VA**

6-month grant of \$50,000 for the Marshall Papers Project

George Washington University,
Washington, DC

12-month grant of \$50,000 for support of the project entitled "Inequality Educational Opportunity: Global Perspectives"

Grants Managers Network,
Washington, DC

7-month grant of \$50,000 for a project to help foundations share and improve their grantmaking processes

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

12-month grant of \$200,000 for support for Next Generation Journalism: PBS NewsHour News Assistant Program

Jazz at Lincoln Center, Inc., New York, NY

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

Meedan, San Francisco, CA

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

Network 20/20, Inc., New York, NY

12-month grant of \$25,000 for a project on entrepreneurial diplomacy in the Balkans

New Venture Fund, Washington, DC

19-month grant of \$200,000 as a one-time only grant for support of the Pluribus Project

New York Hall of Science, Queens, NY

12-month grant of \$25,000 for an exhibition related to the environment, climate change, and sustainability

New York University, New York, NY

12-month grant of \$50,000 for support of the Center for Health and Human Rights at the New York University, School of Medicine

Philanthropy New York, New York, NY

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

President and Fellows of Harvard College, Cambridge, MA

12-month grant of \$50,000 for a research project related to liberal arts and sciences in the 21st Century

Project Pericles, Inc., New York, NY

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

Reach Out and Read, Inc., Boston, MA

12-month grant of \$75,000 for the Reach Out and Read National Leadership Conference and general support

Science Friday Initiative, New York, NY

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

Silk Road Project, Boston, MA

12-month grant of \$200,000 for the Passion-Driven Learning Initiative, an arts education program

Tides Foundation, San Francisco, CA

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

University of Notre Dame, South Bend, IN

3-month grant of \$50,000 for a project on learning the lessons of the Vietnam War

University of Southern California, Los Angeles, CA

8-month grant of \$135,000 for a research project related to understanding Islamic extremism

White House Fellows Foundation, Washington, DC

36-month grant of \$50,000 for a project to increase recruitment of underrepresented groups to the White House Fellows Program

WNET, New York, NY

12-month grant of \$25,000 as a final grant for production of "The Open Mind"

Woodrow Wilson Presidential Library Foundation, Staunton, VA

18-month grant of \$69,000 for the digitization and publication of the "Papers of Woodrow Wilson Digital Edition"

Leadership Initiative

Johns Hopkins University, Washington, DC

Academic Leadership Award in recognition of Johns Hopkins University President Ronald J. Daniels outstanding academic and institutional leadership. 12 Months, \$500,000.

Trinity Washington University, Washington, DC

Academic Leadership Award in recognition of Trinity Washington University President Patricia McGuire's outstanding academic and institutional leadership. 12 Months, \$500,000.

University of Southern California, Los Angeles, CA

Academic Leadership Award in recognition of Southern California University President Chrysostomos L. Nikias's outstanding academic and institutional leadership. 12 Months, \$500,000.

University of Texas at El Paso, El Paso, TX

Academic Leadership Award in recognition of University of Texas at El Paso President Diana Natalicio's outstanding academic and institutional leadership. 12 Months, \$500,000.

21st-Century Fund

Columbia University, New York, NY

For a project to provide online access to historical records related to the inception and early years of Carnegie Corporation of New York; and to further develop tools and technology to receive and permanently preserve digital materials in the future.
36 Months, \$2,200,000.

This digitization project will provide online access to historical records related to the inception and early years of Carnegie Corporation of New York, including over 180,000 pages of microfilmed/fiched documents, forty-five bound ledgers, 200 audiocassettes, and sixty video tapes; while also enabling Columbia University Libraries (CUL) to increase its capacity and infrastructure to widely share oral history collec-

tions and preserve the Corporation's digital records moving forward. CUL will develop a web interface that provides public access to archival materials documenting the Corporation's earliest philanthropy (1886 to 1923), including relevant documents from the Corporation's predecessor, Carnegie Home Trust; and to more than eight hundred hours of oral histories conducted over a period of fifty years (1966 to 2013). These documents, along with the Corporation's early annual reports, have been prioritized for digitization and increased access to the public because they are the most requested and have minimal copyright issues to be resolved prior to wide distribution. They will also develop the capacity to ingest and preserve the Corporation's expanding digital records, allowing the Corporation to significantly reduce paper usage while responsibly preserving its records for future generations of scholars.

Andrew Carnegie Fellows Program

CARNEGIE SCHOLARS

Dr. Alessandro Acquisti, [Carnegie Mellon University](#)

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project "Privacy, Economics and Big Data: Welfare and Distributional Effects of the Data Economy"

Dr. Arthur Lupia, [University of Michigan](#)

12-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Improving the Public Value of Social Science"

Dr. Caleb Everett, [University of Miami](#)

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Five Dying Worlds: Towards a Truer Understanding of Linguistic Diversity"

Dr. Daniel Tichenor, [University of Oregon](#)

24-month grant of \$179,100 as a 2015 Andrew Carnegie Fellow for the project, "Democracy's Shadow: Undocumented Immigrants and the Quest for Inclusion"

Mr. David E. Bloom, [Harvard University](#)

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Population Aging in the United States: Facts, Challenges, and Options"

Ms. Elizabeth Thompson,
[University of Virginia](#)

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project "After Lawrence: Woodrow Wilson and the Brief Promise of Arab Liberalism"

Dr. Elizabeth Wilson, University of Minnesota

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Nuclear Futures in a Windy World: A Comparative Analysis Balancing Energy Security, Climate Change, and Economic Development"

Dr. Fotini Christia, Massachusetts Institute of Technology

12-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Gauging Shi'a Public Opinion Towards Conflict in the Middle East"

Dr. Gregory T. Cushman, The University of Kansas

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "The Anthropocene and the Age of Revolution: A People's History of the Earth Under Human Domination"

Dr. Ian Morris, Stanford University

12-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Singularity and Nightfall"

Prof. John Ciorciari, University of Michigan

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "The United Nations and Shared Sovereignty in Weak or Transitional States"

Ms. Katherine Eban, Journalist

18-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Four Dollar Refill," exploring the shift to generic drugs and overseas manufacturing, the challenges of regulating in a globalized world, and the resulting consequences

Dr. Keir Lieber, Georgetown University

18-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Nuclear Weapons and the New Era of Strategic Instability"

Mr. Kevin Boyle, Northwestern University

12-month grant of \$173,000 as a 2015 Andrew Carnegie Fellow for the project, "The Splendid Dead: An American Ordeal"

Dr. Larry Bartels, Vanderbilt University

24-month grant of \$197,900 as a 2015 Andrew Carnegie Fellow for the project, "Political Inequality in Affluent Democracies: The United States in Comparative Perspective"

Dr. Laurence Ralph, Harvard University

12-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Witnessing Death: Policing, Race, and the Limits of Democracy in the 21st Century"

Dr. Leith Mullings, The Graduate Center, City University of New York

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Racism and Anti-Racist Horizons in the Americas"

Ms. Louise Shelley, George Mason University

18-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Illicit Trade: Global Challenge"

Dr. Lynn Vavreck University of California, Los Angeles

18-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project "Dark Money, Super PAC Advertising and Democracy"

Dr. Mala Htun, University of New Mexico

24-month grant of \$199,700 as a 2015 Andrew Carnegie Fellow for the project, "Gender Disadvantage, Women's Economic Agency, and Global Public Good"

Dr. Maria Ivanova, University of Massachusetts, Boston

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "United Nations at a Crossroads: Collection of Conventions or Mechanism for Planetary Stewardship"

Ms Masha Gessen, Journalist

18-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Putin's War Against the West"

Dr. Max Weiss, Princeton University

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "The Hallowed Sanctuary: An Interpretive History of Modern Syria"

Dr. Patricia Sullivan, University of North Carolina at Chapel Hill

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Arming the Opposition: Understanding the Long-term Impacts of Providing Lethal Aid to Nonstate Actors"

Dr. Philip E. Tetlock, University of Pennsylvania

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Can Forecasting Tournaments Pry Open Closed Minds in Domestic and National-Security Policy Debates?"

Dr. Sarah Mathew, Arizona State University

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Is the Cultural Boundary Also the Moral Boundary?"

Dr. Shahzad Bashir, Stanford University

12-month grant of \$195,600 as a 2015 Andrew Carnegie Fellow for the project, "Islamic Times: Conceptualizing Pasts and Futures"

Mr. Thomas Sugrue, New York University

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "The U.S. Mortgage and Foreclosure Crisis in Historical Perspective: Real Estate, Finance, and Politics"

Dr. Timothy Snyder, Yale University

18-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "The End of Europe"

Dr. Valerie Hudson, Texas A&M University

24-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Household Formation, Political Governance, and National Stability/Security"

Dr. Zeynep Tufekci, University of North Carolina at Chapel Hill

12-month grant of \$200,000 as a 2015 Andrew Carnegie Fellow for the project, "Big Data and the Algorithmic Threat to Democracy and Civil Society"

Presidential Discretionary Grants

American Academy of Arts and Sciences, Cambridge, MA

As a one-time grant for a national commission on undergraduate education. 36 Months, \$2,200,000.

A college degree has long been viewed as one of the keys to professional and economic success for most Americans. Over the past 50 years, the higher education landscape has shifted rapidly and dramatically: the population entering postsecondary institutions is increasingly diverse, and students have many more options. However, over the same period, public confidence in higher education has waned; graduation rates have dropped to only 59 percent; and costs and concomitant borrowing and debt load have risen steeply. Colleges and universities, among other social institutions such as K–12 schools, print media, and healthcare, were designed to meet the needs of a social and economic construct that is, in many respects, outdated. In light of the myriad changes and challenges confronting the higher education community, the American Academy of Arts and Sciences proposes a three-year project to examine the state of undergraduate education in the United States. The Academy will establish a national commission in order to create a blueprint identifying how to improve current systems and structures to ensure that Americans receive the education they need to prosper in the twenty-first century.

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

As a one-time grant for support of a science, technology, engineering, and math (STEM) expansion program. 12 Months, \$250,000.

Founded in 1876, The Boys' Club of New York (BCNY) has positively influenced the lives of nearly a million young men from the city's historically underserved populations. Their programs include evidence-based youth development in the areas of life skills, academic support and enrichment, physical and mental health, sports and recreation, and visual and performing arts. In 2011, the BCNY piloted a science, technology, engineering, and mathematics (STEM) program to counter the imbalance in STEM-degree attainment among blacks and Latinos. The BCNY program includes project-based, hands-on classes in STEM areas, and since its launch, enrollment has surpassed original projections. With Corporation support, BCNY will expand their efforts by creating a deeper and more robust program and will add extra hours of programming during the school year and summer months.

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

As a one-time grant for general support. 24 Months, \$2,500,000.

In 1914, Andrew Carnegie founded the Carnegie Council for Ethics in International Affairs (the Council) in accordance with his belief that good politics and positive social change should be based on ethical principles and innovative thinking. The Council will build upon the accomplishments produced by Carnegie Corporation's prior support by continuing to sustain the Council's public programming as the organization deepens its involvement around seven core ethical themes; add additional focus areas; enlarge the Global Ethics Network, the Council's worldwide educational initiative; and provide the opportunity for the Council to marshal all of its resources for a three-year, \$12 million fundraising strategy that will ensure the Council's fiscal health for its next century of operations.

Carnegie Endowment for International Peace, Washington, DC

For projects on nuclear stability in South Asia and on India's democracy. 18 Months, \$400,000.

Nuclear armed and the world's largest democracy, India plays an increasingly important role on the world stage. New Delhi's strained relationship with nuclear-armed Pakistan, and a history of Indo-Pakistani conflicts, suggest that India's potential response to terrorist attacks originating in Pakistan could set off a crisis that could lead to nuclear war. Meanwhile, a growing chasm between India's institutional capacity and democratic aspirations threatens to undermine its status as the standard bearer for good governance in the global south. Future policy choices in these areas will directly affect South Asia and the international

system at large. This project supports scholarship and dissemination by experts at the Carnegie Endowment for International Peace (CEIP) that aim to stimulate rigorous debate on these issues in India, Pakistan, and the United States.

Carnegie Endowment for International Peace, Washington, DC

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

As the international scene grows increasingly complex and interconnected, authoritative voices on international policy are more necessary than ever before. The Carnegie Endowment for International Peace (the Endowment), the oldest international affairs think tank in the United States, has fostered such authoritative scholars and thinkers for more than a century. Today, with research centers in Beijing, Beirut, Brussels, Moscow, Washington, and soon New Delhi, the Endowment serves an essential role in providing excellent scholarship and policy recommendations on a wide variety of subjects. With Corporation support, the Endowment will continue to host meetings and briefings, administer research projects, and disseminate its findings, and in doing so further its mission of promoting peace and diplomacy around the world.

Carnegie Mellon University, Pittsburgh, PA

For understanding and overcoming institutional roadblocks to the adoption and use of technology-enhanced learning resources in higher education. 24 Months, \$1,000,000.

Despite significant evidence that technology-enhanced learning (TEL) improves educational outcomes, adoption is limited. Even in higher education, where TEL has the potential to help universities meet

the ever-increasing demand for high-quality—and lower-cost—teaching, effective TEL programs tend to be short lived. A dearth of funding, frequent changes in technology, and a lack of cohesion and cooperation among faculty members hamper the sustainability of curriculums that take advantage of TEL. With Corporation support, Carnegie Mellon University proposes to undertake a project that will identify, implement, and refine specific recommendations for (1) overcoming institutional barriers to the adoption of TEL resources in higher education and (2) employing best practices for sharing learning data, including addressing issues related to data privacy and security.

Chumir Foundation for Ethics in Leadership, New York, NY

As a one-time grant for the Congress of Vienna 2015: In Search of Principles for a Stable World Order. 12 Months, \$300,000.

The Chumir Foundation for Ethics in Leadership is a nonprofit foundation that seeks to foster policies and actions by individuals, organizations, and governments that best contribute to a fair, productive, and harmonious society. With Corporation support, the Chumir Foundation, in collaboration with a number of leading policy organizations will, over the course of 12-16 months, address contemporary issues affecting global stability including hosting a series of conferences across the world; publishing policy papers; hosting a “Congress of Vienna 2015” in that city from October 23 to 25, 2015; and preparing a report on the Vienna discussions presented at a public session at the United Nations in New York on February 27, 2016.

Diplomacy Center Foundation, Washington, DC

As a one-time grant for the United States Diplomacy Center. 12 Months, \$750,000.

Diplomacy is vital to America’s power, image, and ability to advance its interests, yet its role is often unknown, misunderstood, or underappreciated by the general public. In recognition of the need to increase public knowledge and understanding about the crucial role of American diplomacy and development assistance, the Diplomacy Center Foundation (DCF) and the Department of State established a public-private partnership to build the United States Diplomacy Center (the Center). This first-of-a-kind exhibition space is designed to be an educational venue using innovative learning technologies, including immersive exhibits and outreach programs. It will also serve as a hands-on resource for students and teachers in the United States and around the globe, intended to demonstrate the importance of diplomacy to America and honor its historical contributions.

Editorial Projects in Education, Inc., Bethesda, MD

For the acquisition of nonprofit Learning Matters, Inc. and the launch of a video-production unit to better position the organization to reach wider audiences and build further demand for better outcomes for students. 24 Months, \$1,000,000.

Editorial Projects in Education (EPE), the nonprofit publisher of *Education Week* and the go-to news source in pre-K–12 education is in the process of acquiring the well-regarded Learning Matters, a nonprofit video-production company that also focuses on education news. The acquisition will enable EPE to launch an *Education Week*-branded video-production unit to produce broadcast-quality content as well as an array of high-quality video offerings for edweek.org, YouTube, and other distribution platforms on the Internet. The project will better position EPE/*Education Week* to chronicle, explain, and analyze the important shifts under way in education as well as to capture and share the knowledge being generated by successful practitioners, forward-thinking policymakers, thought-leaders, and others. *Education Week* hopes that this effort to execute on a video strategy to reach wider audiences will further build the demand for better schools and better outcomes for students and the communities in which they live.

Global Platform for Syrian Students, Lisbon, Portugal

For the Emergency Scholarship Programme for Syrian students. 17 Months, \$400,000.

Humanitarian efforts are focused on assisting countries near Syria in coping with basic needs and refugee pressures, but very few resources are directed toward higher education. Instead, it is perceived as a luxury when families are struggling to find food, assistance,

and shelter. Even so, Syria needs its students to continue their university education so that, even in the midst of crisis, the country could produce the leadership and knowledge necessary for a successful future. The multistakeholder initiative Global Platform for Syrian Students (Global Platform) provides opportunities for Syrian students to either start or finalize a bachelor's degree, obtain a master's degree, or study for a PhD. The Global Platform work offers a full package of education services to Syrian students, who receive a scholarship for universities and schools of higher education that have agreed to participate in this project through an academic consortium that was established specifically for this purpose.

Institute for Advanced Study, Princeton, NJ

For a project to improve scientific input to global policymaking and strategies for attaining the United Nation's Sustainable Development Goals. 36 Months, \$800,000.

Scientific contributions are critical to achieving a range of universal objectives, such as reducing poverty and hunger, fostering environmental sustainability, and improving health. While there are networks generating scientific input relevant to global policymaking in place, they are fragmented in their approach to providing advice. Strengthening and uniting the international system of scientific advisory organizations is critical to achieving the UN's Sustainable Development Goals and other international objectives. With Corporation support, the Institute for Advanced Study (IAS) will help to accelerate the efforts of scientific organizations to strengthen their capacity to contribute high-quality, evidence-based advice to policymakers. IAS will organize a diverse committee of 12–14 members that will be responsible for the project. The committee will organize two workshops on priority issues, publish and disseminate the workshops' summaries and final reports, and foster dialogue and collaboration among organizations that provide scientific recommendations on global issues.

Institute for Advanced Study, Princeton, NJ

For a project to harness science, engineering, and medicine to address Africa's challenges. 36 Months, \$1,200,000.

Over the last decade and a half, average growth rates for African economies have more than doubled compared with those of previous decades, reducing poverty and improving nutrition and overall health in many countries. Despite this progress, African nations continue to face severe challenges in improving education, strengthening infrastructure, ensuring food security and access to sustainable water resources, building resilience to natural disasters and climate change, and combatting infectious diseases. It is widely recognized that science, engineering, and medicine are critical to sustaining and building on the positive momentum that has been achieved in Africa. With Corporation support, the Institute for Advanced Study (IAS) will hold a series of forums to explore the ways in which science, engineering, and medicine can best be used to address challenges facing Africa. Based on these forums, the IAS will develop and disseminate a report with recommendations for advancing Africa's development over the coming decades.

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

For the Scholar Rescue Fund. 24 Months, \$500,000.

The Institute of International Education (IIE) was founded to advance the free and open exchange of people and ideas through international education. In 2012, it launched the Scholar Rescue Fund (SRF) to provide fellowships for established scholars whose lives and work are threatened by conflicts in their home countries. The fellowships permit professors,

researchers, and public intellectuals to find temporary refuge at universities, colleges, and research centers anywhere in the world. This funding will allow the SRF to respond to the demand from threatened scholars primarily in the Arab region, with a percentage of funding open to be responsive to opportunities in other parts of the world. It also would encourage the IIE to build on partnerships it has established with previous Corporation support, including the Syria Consortium for Higher Education in Crisis.

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

For the Hunt-Kean Leadership Fellows Program. 36 Months, \$1,000,000.

Among the most important challenges state politicians face is setting education policy. Yet many elected officials go into politics with very limited backgrounds in education, which can make meaningful, informed change in the field difficult to realize. Former North Carolina Governor James Hunt Jr., a longtime champion of education reform, recently established an initiative to address this issue. The Hunt-Kean Leadership Fellows Program, named for Governor Hunt and former New Jersey Governor Tom Kean, provides up-and-coming elected officials from around the country with a firm grounding in today's education needs and policy debates. With Corporation support, the Hunt Institute will launch the second, third, and fourth cohorts of the Fellows Program, which will include convenings, site visits, in-state sessions, and more.

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

For a partnership between Lincoln Center Education and Medgar Evers College to support art education in Central Brooklyn. 12 Months, \$300,000.

Recent studies have found that low-income students who had arts-rich experiences in high school were five times more likely to graduate from high school and three times more likely to earn a bachelor's degree than low-income students with little arts experience. For the last decade, public funding for the arts in New York City schools has been in steady decline. Lincoln Center Education, with Corporation support, plans to use art as a tool to improve public education in central Brooklyn. By partnering with Medgar Evers College, Lincoln Center Education hopes to position the college as a vital community hub providing support and promoting positive change for youth in the neighborhood. The plan has two areas of focus: an initiative supporting college readiness in underperforming primary and secondary schools, including workshops for parents, and strengthening the course offerings at Medgar Evers College.

Medgar Evers College of The City University of New York, Brooklyn, NY

For the establishment of the Medgar Evers Caribbean Research Center, the Entrepreneurship Center, and the Career Pathways Programs for Students initiative. 24 Months, \$1,200,000.

Medgar Evers College (MEC) evolved in the early 1960s in the context of the civil rights movement. The college started as a community college admitting its first class of approximately 1,000 students in 1971. Through years of financial crises, the college always maintained ties to its community, which helped to

preserve the college and maintain support for accreditation to grant baccalaureate degrees. However, the college went through a period of intense financial instability that led to diminished academic capacity, student dissatisfaction, faculty votes of no-confidence, declining enrollment, and public distress in the past ten years. In 2013, with the arrival of the current president, Rudy Crew, the college is moving toward regaining the stature of the college in the community. President Crew has engaged in a significant strategic-planning effort to restore the college's standing and mission to develop and maintain high-quality, professional, career-oriented undergraduate degree programs in the context of a liberal arts education with ties to the local community. To support and accelerate the revitalization efforts currently underway, the Corporation will support three programs at MEC: the Career Pathways Program, the Entrepreneurship Center, and the Caribbean Research Center that will provide opportunity for students and faculty to engage with the college and community to make a transformative impact on central Brooklyn.

National Academy of Sciences, Washington, DC

As a one-time grant for the creation of the First Phase Standing Committee of the American Opportunity Study. 24 Months, \$1,000,000.

The National Academy of Sciences and the National Research Council (NRC) propose to oversee the creation of the American Opportunity Study (AOS), a novel, durable, large-scale resource for pathbreaking research on social and economic mobility in the United States. By providing on-demand links of existing censuses, administrative data, and other survey data, it will provide reliable, longitudinal measurements for the entire population and population subgroups, such as those defined by race-ethnicity, national origin, generational status, education, gender, age, and geographic location. The AOS will provide an infrastructure for researchers and policy analysts who study

education and employment opportunities, integration of immigrants into American society, and other topics that Carnegie Corporation has identified as among its priority areas.

National Mentoring Partnership, Boston, MA

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

Young people who are not adequately supported by families or communities have been shown to experience greater limitations of positive outcomes related to educational attainment, employment, and ultimately lifetime earnings. Yet, according to a nationally representative survey of eighteen to twenty-one year-olds conducted by Hart Research, one in three young people grow up without a caring and consistent mentor. The same research indicates that the figure is even higher for at-risk youth, for whom 37 percent never have an adult mentor, formal or informal, growing up. The National Mentoring Partnership (MENTOR) seeks to build out a national mentoring infrastructure so that every student in the United States has a quality mentor that provides the support they need growing up. This general support grant will enable MENTOR to advance the national mentoring movement by supporting work in three key areas: 1) affiliate network support and development; 2) capacity building; and 3) public awareness and mobilization.

President and Fellows of Harvard College, Cambridge, MA

For support for the project "Technology and the Contemporary Self." 24 Months, \$450,000.

For centuries, from early machines to modern smartphones, technology has significantly influenced humans' daily lives. Peter Galison, a renowned

professor of the history of science and physics at Harvard University, has dedicated a significant portion of his career to studying the impact of technology on society and human development. With Corporation support, Dr. Galison will continue his current study exploring how humans' sense of self shapes novel technologies, and will complete and publish his book, *Building Crashing Thinking*. In addition, he will conduct a series of seminars that will take place in Cambridge, Massachusetts; Washington, D.C.; Palo Alto, California; Chicago, and Berlin, and cover the topics of digital secrecy, privacy, and surveillance.

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

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

There is a critical link between closing the academic achievement gap and gaining social and economic equity for low-income families. A college degree is the most reliable method for breaking the cycle of poverty and providing access to living-wage employment. However, attaining a quality education remains a struggle for many students in low-income urban communities. The Sponsors for Educational Opportunity program (SEO) seeks to address this challenge by working directly with low-income students from ninth grade through college graduation. SEO developed an out-of-school program that combines academic, social, and pre-professional supports aimed at increasing the number of students from underserved communities who earn admission to, and succeed at, nationally competitive colleges and universities. This grant will provide general support to carry out three areas of work over the next twenty-four months: 1) continued implementation of its high school program; 2) continued implementation of its college program; and 3) strategic planning for its national expansion.

University of Baltimore Foundation,
Baltimore, MD

For the University of Baltimore's Langsdale Library.
12 Months, \$750,000.

The University of Baltimore was founded in 1925 and is located in the city of Baltimore's cultural midtown area. Langsdale Library endeavors to be the physical and digital nexus for information access, learning, and knowledge creation at the University of Baltimore. In addition, the Library's Special Collections Department is open to the public and strives to provide the best possible free access and reference service to students, scholars, community researchers, and the general public, while maintaining secure conditions for the preservation of their collections. With Corporation support, the Langsdale Library will continue its important work of actively supporting the teaching, learning, research, and information needs of the university and the Baltimore community through its resources, services, and instruction.

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

For support of the Martyrs Kirk Research Library and Special Collections Napier Reading Room. 36 Months, \$750,000.

The outstanding collection at the newly renovated Martyrs Kirk Research Library and Special Collections Napier Reading Room features hundreds of donations, amassed over 600 years, from a wide range of sources, including kings, clerics, and scholars. The Corporation's centennial grant enabled the University of St. Andrews to make valuable additions to the library's Special Collections and carry out much-needed conservation work. Students and academics from the United Kingdom and throughout the world depend on

these significant works—Greek papyri, medieval illuminated manuscripts, early printed books, early print photographs, and the papers of celebrated writers and thinkers—for research and teaching. With further Corporation support, the library will continue its acquisition, cataloguing, and collection care initiatives as well as accomplish a number of distinct projects, such as the David Hay Fleming Project and the Visiting Scholars Program. This grant will build on the opportunities provided to students, staff members, and other external users of the library and Special Collections Reading Room and continue Andrew Carnegie's legacy of support for libraries.

DISCRETIONARY GRANTS

American Museum of Natural History,
New York, NY

12-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

American Red Cross, Washington, DC

12-month grant of \$125,000 for relief efforts in Nepal

Asia Society, New York, NY

12-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

Brooklyn Academy of Music, Inc.,
Brooklyn, NY

12-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

Brooklyn Public Library, Brooklyn, NY

12-month grant of \$200,000 as a one-time only grant for support of K–12 education and enrichment programming to students in the New York metropolitan area

Carnegie Hall Corporation, New York, NY

12-month grant of \$200,000 as a one-time only grant for K–12 education and enrichment programming to students in the New York metropolitan area

City College 21st Century Foundation, Inc., New York, NY

24-month grant of \$200,000 for support of the Colin Powell School’s immigration-related programming

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

12-month grant of \$100,000 for an emergency student relief fund for Nepalese students in the United States

Kaufman Center, New York, NY

12-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

Liberty Science Center, Inc., Jersey City, NJ

12-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

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

12-month grant of \$200,000 for the Lincoln Center Global Exchange 2015

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

12-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

Mercy Corps, Portland, OR

12-month grant of \$125,000 for the Nepal earthquake disaster relief effort

Metropolitan Museum of Art, New York, NY

12-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

Morgan Library & Museum, New York, NY

12-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

Museum of Modern Art, New York, NY

12-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

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

24-month grant of \$200,000 as a one-time only grant for the development of the exhibition, “New York at its Core”

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

10-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

New Jersey Performing Arts Center, Newark, NJ

1-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

New York Botanical Garden, Bronx, NY

10-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

New York Historical Society, New York, NY

12-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

New York Public Library, New York, NY

12-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

Omohundro Institute of Early American History and Culture, Williamsburg, VA

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

Queens Library Foundation, Inc.,
Jamaica, NY

12-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

San Francisco Film Society,
San Francisco, CA

12-month grant of \$100,000 for the production of the documentary film, “The Nuclear Requiem”

Smithsonian Institution, Washington, DC

12-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

Studio in a School Association,
New York, NY

10-month grant of \$200,000 as a one-time only grant for support of its K–12 education and enrichment programming to students in the New York metropolitan area

University of Chicago, Chicago, IL

12-month grant of \$100,000 for a pilot project to preserve the cultural heritage of states in transition

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

36-month grant of \$150,000 for the Caine Prize and workshops to develop talented African writers

Woodrow Wilson National Fellowship Foundation, Princeton, NJ

12-month grant of \$200,000 for the Woodrow Wilson Academy for Teaching and Learning



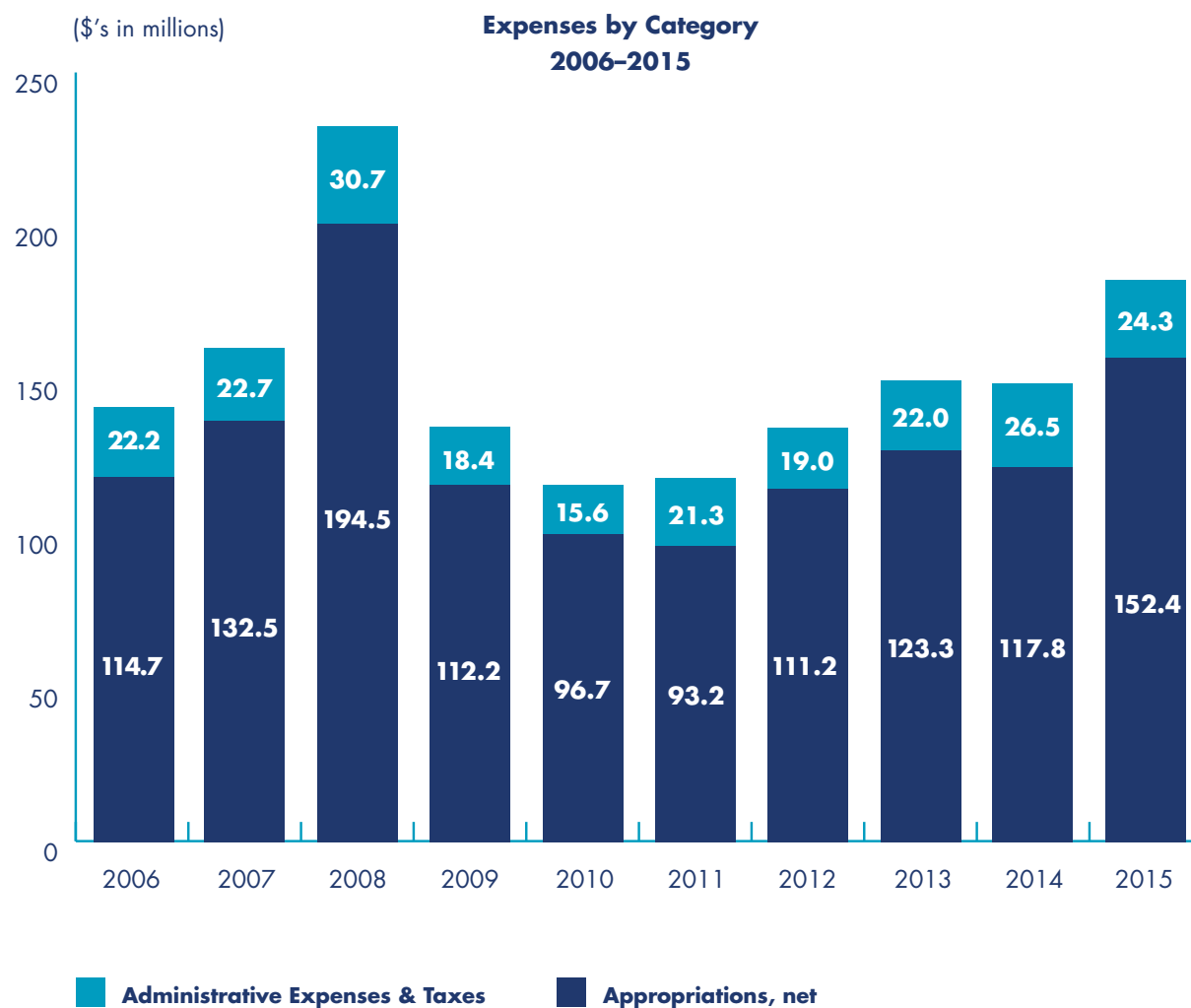
REPORT ON **FINANCES**



APPROPRIATIONS AND EXPENSES

For the ten years ended September 30, 2015, the Corporation awarded 4,642 grants totaling \$1,248.6 million and incurred expenses of \$181.7 million for program management, direct charitable activities, and administrative expenses, excluding investment expenses, and \$41 million for taxes, for a total of \$1,471.3 million.

The graph below illustrates the change in expenses by category over the ten-year period ended September 30, 2015.



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, 2015, 69 percent of the appropriated funds were paid within the fiscal year. Appropriations, net of refunds, and cancellations totaled \$152.4 million, compared to \$117.8 million in the preceding year.

Program management and direct charitable activities expenses were \$15.5 million in the fiscal year ended September 30, 2015, compared to \$15.9 million in the previous fiscal year. Included in these amounts are direct charitable activities of \$3.9 million in 2015 and \$4.4 million in 2014. Direct charitable activities are services provided directly to other exempt organizations, governmental bodies, and the general public. Such services include providing technical assistance to grantees and potential grantees, conducting educational conferences and research, publishing and disseminating educational materials, and serving on boards of other charitable organizations or public commissions.

General administration expenses were \$6 million in 2015 and \$5.8 million in 2014.

The schedule below breaks down total expenses, excluding appropriations and taxes, into categories for the year ended September 30, 2015.

	Program Management and Direct Charitable Activities	Investment	General Administration	TOTAL
Salaries	\$ 6,015,101	\$ 3,455,484	\$ 2,458,990	\$ 11,929,575
Employee Benefits	3,080,142	632,990	1,249,648	4,962,780
Investment Advisory and Custody Fees	–	9,653,516	–	9,653,516
Rent	1,715,936	315,734	843,814	2,875,484
Legal and Accounting Services	–	438,193	331,875	770,068
Consultants	394,102	166,550	163,519	1,143,171
Publications	597,163	–	–	597,163
Conferences and Meetings	1,117,346	5,484	24,973	1,147,803
Travel	403,839	265,402	22,440	691,681
Computer Equipment and Services	371,786	83,021	187,277	642,084
Office Expenses	273,122	49,745	135,113	457,980
Amortization and Depreciation	713,600	–	350,914	1,064,514
Trustees' Honoraria and Expenses	152,106	3,675	62,817	218,598
Other	287,510	22,465	123,652	433,627
TOTAL	\$15,540,753	\$ 15,092,259	\$ 5,955,032	\$36,588,044*

* In FY2014, total expenses, excluding appropriations and taxes, were \$35.9 million, which included \$14.3 million of investment expenses.

TAXES

Under the provisions of the Tax Reform Act of 1969, the Corporation as a private foundation is subject to a federal excise tax of 2 percent on income and realized capital gains. However, under the Tax Reform Act of 1984, the rate is reduced to 1 percent if a foundation maintains its average expense rate of the previous five years and, in addition, spends the tax savings. The Corporation met the requirements for the reduced tax in 2015 but did not in 2014. During 2015, the Corporation had unrelated business losses of \$0.7 million from certain investment partnership activities. By applying these losses, the Corporation expects to recover \$0.3 million in unrelated business income taxes. Deferred tax liability represents the potential tax (at 2 percent) on unrealized gains as well as a book to tax timing difference.

AUDIT BY INDEPENDENT ACCOUNTANTS

The bylaws provide that the Corporation's accounts are to be audited each year by an independent public accountant. Accordingly, the firm of RSM US LLP audited the Corporation's financial statements as of and for the year ended September 30, 2015. The Corporation's financial statements, together with the independent auditor's report, appear on the following pages.



Independent Auditor's Report

RSM US LLP

To the Board of Trustees
Carnegie Corporation of New York
New York, New York

Report on the Financial Statements

We have audited the accompanying financial statements of Carnegie Corporation of New York, which comprise the balance sheets as of September 30, 2015 and 2014, and the related statements of changes in net assets and cash flows for the years then ended and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Carnegie Corporation of New York as of September 30, 2015 and 2014, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

RSM US LLP

New York, New York
March 3, 2016

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BALANCE SHEETS

As of September 30, 2015 and 2014

	2015	2014
ASSETS		
Cash	\$ 30,647	\$ 85,862
Investments	3,288,118,759	3,317,990,044
Taxes Receivable	562,894	2,215,060
Prepaid Expenses and Other Assets	405,536	171,633
Fixed Assets	10,966,450	11,615,862
TOTAL ASSETS	\$ 3,300,084,286	\$ 3,332,078,461
LIABILITIES AND NET ASSETS		
Liabilities		
Grants Payable	\$ 100,890,578	\$ 105,173,425
Accounts Payable and Other Liabilities	7,713,907	8,450,052
Deferred Taxes Payable	16,097,769	18,456,551
Total Liabilities	124,702,254	132,080,028
Net Assets		
Temporarily Restricted	3,040,045,164	3,064,661,565
Permanently Restricted	135,336,868	135,336,868
Total Net Assets	3,175,382,032	3,199,998,433
TOTAL LIABILITIES AND NET ASSETS	\$ 3,300,084,286	\$ 3,332,078,461

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN NET ASSETS

For the years ended September 30, 2015 and 2014

	2015	2014
CHANGES IN TEMPORARILY RESTRICTED NET ASSETS		
Investment Income		
Interest and Dividends	\$ 2,285,657	\$ 3,432,294
Income from Partnerships, Net	247,195,012	206,511,699
Net Realized Gains	2,811,588	27,378,049
Investment Income	252,292,257	237,322,042
Less Investment Expenses Paid Directly	(15,092,259)	(14,295,073)
Net Realized Investment Income	237,199,998	223,026,969
Change in unrealized appreciation of investments, net of related tax (benefit) expenses of (\$1,738,186) in 2015 and \$3,831,309 in 2014	(85,171,092)	187,734,182
Net Investment Income	152,028,906	410,761,151
Investment Income Released from Restriction - Appropriation for Expenditures	(176,645,307)	(144,349,109)
Change in Temporarily Restricted Net Assets	(24,616,401)	266,412,042
CHANGES IN UNRESTRICTED NET ASSETS		
Investment Income Released from Restriction - Appropriation for Expenditures	176,645,307	144,349,109
Expenses		
Grant Appropriations	152,356,945	117,797,358
Program Management and Direct Charitable Activities	15,540,753	15,854,468
General Administration	5,955,032	5,766,438
Provision for Taxes	2,792,577	4,930,845
Total Expenses	176,645,307	144,349,109
Change In Unrestricted Net Assets	—	—
Change in Net Assets	(24,616,401)	266,412,042
Net Assets, Beginning of Year	3,199,998,433	2,933,586,391
Net Assets, End of Year	\$ 3,175,382,032	\$ 3,199,998,433

See accompanying notes to financial statements.

STATEMENTS OF CASH FLOWS

For the years ended September 30, 2015 and 2014

	2015	2014
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in Net Assets	\$ (24,616,401)	\$ 266,412,042
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities		
Change in Unrealized Appreciation of Investments	86,909,278	(191,565,491)
Net Realized Gains	(2,811,588)	(27,378,049)
Depreciation and Amortization	1,064,513	585,865
Deferred Rent Obligation	851,426	1,969,511
Loss on Disposal of Fixed Assets	–	96,413
Change in Deferred Taxes Payable	(2,358,782)	3,789,907
Total Adjustments	83,654,847	(212,501,844)
Change in Taxes Receivable and Prepaid Expenses and Other Assets	1,418,263	(559,725)
Change in Grants Payable and Accounts Payable and Other Liabilities	(5,870,418)	22,413,120
Net Cash Provided by Operating Activities	54,586,291	75,763,593
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from Sales or Redemptions of Investments	1,114,018,208	652,352,637
Purchases of Investments	(1,168,244,613)	(719,785,703)
Purchases of Fixed Assets	(415,101)	(8,283,248)
Net Cash Used in Investing Activities	(54,641,506)	(75,716,314)
Change in Cash	(55,215)	47,279
Cash, Beginning of Year	85,862	38,583
Cash, End of Year	\$ 30,647	\$ 85,862
SUPPLEMENTAL CASH FLOW INFORMATION		
Interest Paid	\$ 162,200	\$ 162,500
Deferred Lease Incentive and Fixed Asset Purchases Included in Accounts Payable and Other Liabilities	\$ –	\$ 3,799,703

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENTS

(1) ORGANIZATION

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

(2) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying financial statements have been prepared on the accrual basis of accounting and conform to accounting principles generally accepted in the United States of America as applicable to not-for-profit entities.

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

Annual appropriations for expenditure are approved by the board of trustees. Consistent with NYPMIFA, the board of trustees, when determining the annual appropriations, considers the duration and preservation of the endowment, the purposes of the Corporation and the endowment, general economic conditions, the possible effect of inflation or deflation, the expected return from income and the appreciation of investments, other resources of the Corporation, alternatives to expenditure of the endowment giving due consideration to the effect that such alternatives may have on the Corporation, and the Corporation’s investment policy.

The fair value of investments has been determined as indicated in note 3. The carrying amounts of the Corporation’s other financial instruments approximate fair value because of their short maturity.

For purposes of the statements of cash flows, cash includes all cash held in bank accounts at September 30, 2015 and 2014. Cash held by investment managers are reported as investments. Cash equivalents, which consist of highly liquid instruments with original maturity of three months or less, are held and reported as investments in the financial statements.

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

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

The Corporation is a not-for-profit organization exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code and is subject to federal excise taxes and taxes on unrelated business income. The Corporation follows the accounting standard on accounting for uncertainty in income taxes. Accordingly, the Corporation recognizes the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by taxing authorities, based on the technical merits of the position. The tax benefits recognized in the financial statements from such a position are measured based on the largest benefit that has a greater than 50% likelihood of being realized upon ultimate settlement. With few exceptions, the Corporation is no longer subject to income tax examinations by U.S. federal, state, or local tax authorities for years before 2012.

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

The Corporation evaluates events occurring after the date of the financial statements to consider whether or not the impact of such events needs to be reflected or disclosed in the financial statements. Such evaluation is performed through the date the financial statements are issued, which is March 3, 2016 for these financial statements.

In May 2015, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2015-07, Disclosures for Investments in Certain Entities That Calculate Net Asset Value per Share (or Its Equivalent). ASU 2015-07 removes the requirement to categorize within the fair value hierarchy investments for which fair values are measured at net asset value (NAV) using the practical expedient. The ASU also removes the requirement to make certain disclosures for all investments that are eligible to be measured using the NAV per share practical expedient. Although the investments are not categorized within the fair value hierarchy, a reporting entity shall provide the amount measured using the NAV per share (or its equivalent) practical expedient to permit reconciliation of the fair value of investments included in the fair value hierarchy to the line items presented in the statement of financial position. The amendments in this update are generally effective for fiscal periods beginning after December 15, 2016 for nonpublic entities. Early adoption is permitted. The Corporation has adopted ASU 2015-07 in 2015, and applied the amendments retrospectively to all periods presented as required. Retrospective application in this case requires that all investments valued using the NAV per share practical expedient be removed from the fair value hierarchy in all periods presented.

(3) INVESTMENTS

All investments are reported at fair value. Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3). Inputs are broadly defined under ASC 820 as assumptions market participants would use in pricing an asset or liability. The three levels of the fair value hierarchy under ASC 820 are described below.

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

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

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

All transfers between fair value hierarchy levels are recognized by the Corporation at the end of each year. There were no significant transfers among Levels 1, 2, and 3 during 2015 and 2014.

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

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

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

Restricted securities and other securities for which quotations are not readily available are valued at fair value as determined by the fund managers. Investments in other funds are reported at fair value based on the applicable percentage ownership of the funds' net assets as of the measurement date. In determining fair value, the Corporation utilizes, as a practical expedient, the net asset value (or equivalent) provided by the fund managers ("NAV of Funds"). The majority of funds value securities and other financial instruments on a fair value basis of accounting. The estimated fair values of certain investments of the funds, which may include private placements and other securities for which prices are not readily available, are determined by the fund managers or sponsor of the respective funds and may not reflect amounts that could be realized upon immediate sale, nor amounts that ultimately may be realized. Accordingly, the estimated fair values may differ significantly from the values that would have been used had a ready market existed for these investments. The fair value of the Corporation's investments in other funds generally represents the amount the Corporation would expect to receive if it were to liquidate its investment in the other funds excluding any redemption charges that may apply. Certain funds, primarily those that hold private equity and real estate investments, do not permit redemptions.

Investments in other funds that use the practical expedient are not classified within the fair value hierarchy.

The following tables present the Corporation's investments that are measured at fair value on a recurring basis as of September 30, 2015 and 2014:

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

2014 Fair Value Measurements Using				
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and Cash Equivalents	\$ 484,493,414	\$ 484,493,414	\$ –	\$ –
Investments in Securities:				
Common Stock	91,270,373	91,270,373	–	–
Fixed Income	632,220	–	632,220	–
Investments in Other Funds ⁽¹⁾ :				
Global Equity	962,699,113	–	–	–
Private Equity - Venture Capital	415,286,385	–	–	–
Private Equity - Leveraged Buyouts	293,846,041	–	–	–
Real Estate	384,788,280	–	–	–
Natural Resources	138,059,198	–	–	–
Absolute Return	546,915,020	–	–	–
TOTAL	\$ 3,317,990,044	\$ 575,763,787	\$ 632,220	–

⁽¹⁾ In accordance with the guidance provided by FASB ASU 2015-07, Subtopic 820-10, certain investments that are measured at fair value using the NAV (or its equivalent) practical expedient have not been classified in the fair value hierarchy. The fair value amounts presented in this table are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the balance sheets.

The changes in investments in other funds measured at fair value using Level 3 inputs for the year ended September 30, 2014 are as follows:

	Balance, Beginning of Year	Change in Accounting Principle - Adoption of ASU 2015-07	Balance, End of Year
Global Equity	\$ 237,787,713	\$ (237,787,713)	\$ –
Private Equity - Venture Capital	321,167,205	(321,167,205)	–
Private Equity - Leveraged Buyouts	254,632,951	(254,632,951)	–
Real Estate	356,249,453	(356,249,453)	–
Natural Resources	123,334,813	(123,334,813)	–
Absolute Return	300,267,767	(300,267,767)	–
TOTAL	\$ 1,593,439,902	\$ (1,593,439,902)	\$ –

Change in unrealized appreciation of investments still held at September 30, 2014 \$ –

The following table lists the redemption terms and unfunded commitments for the investments in other funds as of September 30, 2015:

	2015 Fair Value	Unfunded Commitments (in millions)	Redemption Frequency	Redemption Notice Period
Investments in Other Funds:				
Global Equity	\$ 934,050,445	\$ 9.3	Various ⁽²⁾	6 - 120 days
Private Equity - Venture Capital	449,643,866	48.6	Illiquid	n/a
Private Equity - Leveraged Buyouts	278,068,531	124.9	Illiquid	n/a
Real Estate	353,892,459	139.9	Illiquid	n/a
Natural Resources	109,084,292	93.8	Illiquid	n/a
Absolute Return	578,608,434	8.8	Various ⁽³⁾	30 - 180 days
TOTAL	\$ 2,703,348,027	\$ 425.3		

⁽²⁾ Redemptions are permitted as follows: \$0.61 million daily, \$348.11 million monthly, \$168.71 million quarterly, \$41.94 million biannually, \$16.01 million annually, \$349.35 million have rolling lock-up periods, and \$9.32 million are illiquid.

⁽³⁾ Redemptions are permitted as follows: \$87.28 million monthly, \$117.27 million quarterly, \$200.55 million annually, \$134.06 million have rolling lock-up periods, and \$39.45 million are illiquid.

Investments in leveraged buyout, venture capital, real estate, and natural resource funds cannot be redeemed. Distributions are expected to be made as the underlying investments of the funds are liquidated, which is estimated to occur as follows: 73% within the next 5 years, and 27% within 6-10 years.

Several of the investments in the Funds have “side pocket” investments in illiquid assets, the redemption of which is dependent on the eventual sale of the underlying investment. The aggregate fair value of these investments held in side pockets was \$68,234,742 and \$81,256,138 as of September 30, 2015 and 2014, respectively.

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

Global Equity

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

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

Fixed Income

The bond portfolio is largely comprised of U.S. Treasury and Agency securities but may hold directly other bonds. Generally, the Corporation’s bond holdings are designed to act as protection for the portfolio and a source of rebalancing.

Private Equity – Leveraged Buyouts and Venture Capital

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

Real Estate

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

Natural Resources

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

Absolute Return

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

During the years ended September 30, 2015 and 2014, the Corporation received distributions of marketable securities with a total fair value of approximately \$120.9 million and \$28.4 million, respectively, from limited partnerships.

In certain cases, the Corporation uses swap contracts to invest in real estate limited partnerships. As of September 30, 2015 and 2014, the fair value of these swaps, which are included in investments, was approximately \$3.4 million and \$5.4 million, respectively. Swap contracts are subject to off-balance-sheet risk mainly due to the credit risk arising from the potential inability of the counterparty of the swap to perform under the terms of the contract. Based on the specific structuring of these swap contracts, the Corporation's exposure to credit risk associated with counterparty nonperformance is limited to the unrealized gain on each contract. To reduce this risk, the Corporation only enters into swaps with major U.S. broker-dealers.

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

(4) FIXED ASSETS

Fixed assets are composed of the following at September 30, 2015 and 2014:

	2015	2014
Leasehold Improvements	\$ 9,170,580	\$ 9,127,715
Furniture and Equipment	3,415,051	3,042,815
	12,585,631	12,170,530
Less Accumulated Depreciation and Amortization	(1,619,181)	(554,668)
TOTAL	\$ 10,966,450	\$ 11,615,862

(5) TAXES

The Corporation is liable for federal excise taxes of two percent of its net investment income, as defined, which includes net realized capital gains, for the year. However, this tax is reduced to one percent if certain conditions are met. The Corporation met the requirements for the reduced tax in 2015 but not in 2014. Therefore, current taxes are estimated at one percent of net investment income, as defined, for 2015 and at two percent for 2014.

Deferred taxes represent two percent of unrealized appreciation of investments at September 30, 2015 and 2014, as qualification for the one percent tax is not determinable until the fiscal year in which gains are realized. No deferred taxes are provided for unrelated business income on unrealized appreciation as such amount cannot be estimated.

The Corporation had unrelated business losses of \$705,300 in 2015 and \$1,203,000 in 2014 from certain investment partnership activities. By applying these losses, the Corporation expects to recover \$325,900 and \$500,300 in unrelated business income taxes for 2015 and 2014, respectively. These amounts are included in the provision for taxes.

The Corporation paid federal excise taxes of \$2,989,200 in 2015 and \$5,350,000 in 2014. The Corporation also paid federal and state unrelated income taxes of \$319,600 in 2015 and \$225,000 in 2014.

(6) BENEFIT PLANS

The Corporation purchases annuities for qualifying employees under the terms of a noncontributory, defined contribution retirement plan with Teachers Insurance and Annuity Association and College Retirement Equities Fund. Retirement plan expense for the years ended September 30, 2015 and 2014 was \$1,369,600 and \$1,454,600, respectively.

The Corporation also has a noncontributory defined benefit annuity plan to supplement the basic plan described above. This plan is also administered by Teachers Insurance and Annuity Association and College Retirement Equities Fund. Contributions to this plan are based on actuarial calculations. No contribution was required in 2015 and 2014. At December 31, 2014, the assets of the plan exceeded the actuarial present value of accumulated plan benefits by approximately \$537,100. Accumulation of benefits under this plan has been frozen effective April 1, 2007.

In addition, the Corporation provides certain medical benefits to its retirees. The cost of providing these benefits was \$576,600 in 2015 and \$495,000 in 2014, on a pay-as-you-go basis.

(7) LEASES

The Corporation occupies office space at 437 Madison Avenue under a lease agreement that expires on February 26, 2029. The lease is subject to customary escalation clauses for real estate taxes and certain building operating expenses. Rent expense is recognized on a straight-line method over the life of the lease. The value of certain rent-free periods and deferred lease incentives of approximately \$6,175,000 at September 30, 2015, and \$5,324,000 at September 30, 2014, is included in accounts payable and other liabilities in the accompanying balance sheets.

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

Fiscal year ending September 30	Amount
2016	\$ 2,880,000
2017	2,880,000
2018	2,880,000
2019	3,058,000
2020	3,146,000
Thereafter	27,601,000
TOTAL	\$ 42,445,000

Rental expense for 2015 and 2014, including escalations, was \$2,855,600 and \$3,828,100, respectively.

(8) LINE OF CREDIT FACILITY

The Corporation has an \$80 million committed line of credit facility with The Bank of New York Mellon for grant funding and administrative expenses. There were no borrowings on this facility as of September 30, 2015 and 2014. Interest expense on undrawn capital for the years ended September 30, 2015 and 2014 was \$162,200 and \$162,500, respectively. This line of credit facility will expire on August 19, 2016.



REPORT ON **ADMINISTRATION**

Fiscal 2015: The Year in Review

BOARD AND COMMITTEES

Trustee Changes

- **Governor Thomas Kean** was reelected chairman of the board at the March 5, 2015 board meeting.
 - **Kurt L. Schmoke** was reelected vice-chairman of the board at the March 5, 2015 meeting.
 - **Edward P. Djerejian** was reelected, at the March 5, 2015 meeting, to a second four-year term effective at the conclusion of the December 10, 2015 meeting.
 - **John S. Hendricks** was reelected, at the March 5, 2015 meeting, to a second four-year term effective at the conclusion of the March 3, 2016 meeting.
 - **Ann Claire Williams** was reelected, at the March 5, 2015 meeting, to a second four-year term effective at the conclusion of the March 3, 2016 meeting.
-

Retired Trustees

- **Susan Hockfield** retired after eight years of service at the December 4, 2014 board meeting.

Deceased Trustees

- The trustees of Carnegie Corporation of New York wish to express their profound sadness and loss at the death on February 7, 2015, of **John C. Whitehead**, a trustee from 1978 to 1985 and from 1989 and 1993.
-

The Corporation's standing committees were constituted as of September 2015

- Elected to serve on the **Investment Management Committee** were Geoffrey T. Boisi, Chairman, Pedro Aspe, John S. Hendricks, Stephen A. Oxman, Kurt L. Schmoke, Anne Tatlock
- Elected to serve on the **Planning and Finance Committee** were Kurt L. Schmoke, Chairman, Richard I. Beattie, John S. Hendricks, Don M. Randel, Louise Richardson
- Elected to serve on the **Committee on Trustees** were Janet Robinson, Chairman, Richard I. Beattie, Ralph J. Cicerone, Jared L. Cohon, Kurt L. Schmoke
- Elected to serve on the **Audit Committee** were Edward P. Djerejian, Chairman, John J. DeGioia, Janet Robinson, Ann Claire Williams

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

Membership on the ad hoc **Committee on Compensation** includes Thomas H. Kean, Chairman of the Board, Kurt L. Schmoke, Vice Chairman of the Board, Geoffrey Boisi, Chairman of the Investment Management Committee.

BOARD ACTIONS

December 4, 2014 board meeting:

RESOLVED: That the trustees authorize the president to appropriate up to \$69,000 from Special Opportunity funds in fiscal years 2014/15 to the Woodrow Wilson Presidential Library for the digitization of the sixty-nine volume *The Papers of Woodrow Wilson*. B 9057

RESOLVED: That the trustees authorize the president to undertake the following initiatives from the previously approved budget supplement. B 9056:

- *The American Opportunity Study*. A study by the National Academy of Sciences/National Research Council which will develop into a large-scale resource for studies of educational, occupational, and economic mobility across and within generations.
- Institute for Advanced Studies on behalf of the InterAcademy Partnership, a newly formed a global network organization of some 130 member academies of science, medicine, and engineering working together to support the special role of science and its efforts to seek solutions to address the world's most challenging problems. Projects include:
 - Improving Scientific Input to Global Policymaking: Strategies for Attaining the Sustainable Development Goals.
 - Harnessing Science, Engineering, and Medicine to Address Africa's Challenge.
- A two-phase national commission on higher education to study 1) the cost and finances and 2) the centrality of higher education to the future of American society and its institutions.

- A Harvard University, Carnegie Corporation of New York project, to be administered by the American Academy of Arts and Sciences for the study of the impact of technology on the individual.
- On the occasion of the Centennial of the Carnegie Institute for Ethics in International Affairs, a challenge grant in support of their programs, including their work in their global engagement program.

March 5, 2015 board meeting:

RESOLVED: That the trustees authorize the president, at his discretion, to approve new grants allocated to the previously approved \$25 million supplemental fund in FY 2014/15. Grants approved by the president will be reported to trustees each quarter in the Agenda Book. B 9062

September 17, 2015 board meeting:

RESOLVED: That the trustees authorize the president to approve \$2,000,000 from the funds in fiscal year 2014/2015 for Academic Leadership Awards. B 9096

MILESTONES

During the fiscal year 2014/2015, 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

- **Rex Kim** was hired as Information Technology Analyst on 09/21/2015
- **Marisa Lupo** was hired as Program Assistant, New Designs for Schools and Systems on 09/08/2015
- **Iris Lee** was hired as Investment Operations Analyst on 09/01/2015
- **Nehal Amer** was hired as Program Assistant, Transnational Movements and the Arab Region on 08/03/2015
- **Hillary Wiesner** was hired as Program Director, Transnational Movements and the Arab Region on 07/01/2015
- **Sara Sands** was hired as Program Assistant, Teaching and Human Capital Management on 03/02/2015
- **Greta Essig** was hired as Administrative Assistant, President's Office on 11/17/2014
- **Michael Tighe** was hired as Office and Facilities Manager on 11/05/2014

The following individuals have updated titles

- **Anna Gray** as Grants Associate
- **LaVerne Evans Srinivasan** as Vice President, National Program and Program Director, Education
- **Bonnie Rivers** as Associate Director, Grants and Records Management
- **Jon-Michael Consalvo** as Investment Associate
- **Kate Newburger** as Administrative Assistant
- **Jennifer Timm** as Program Analyst
- **Gabrielle Porter** as Investment Operations Associate
- **Michael Astolfi** as Interim Manager, Digital Strategies

The following individuals have left

- **Laurie Mincieli**, 09/18/2015
- **Lynn DiMartino**, 08/30/2015
- **James Murdock**, 08/28/2015
- **Jennifer Timm**, 08/26/2015
- **Courtney Thomas**, 08/14/2015
- **Cassius Johnson**, 07/24/2015
- **Rose Schapiro**, 07/24/2015
- **Ariane Leung**, 06/26/2015
- **Leah Hamilton**, 04/17/2015
- **Jessica Harris**, 03/06/2015

The following individuals were recognized for their years of service

- **Patricia Moore-Nicholas**: 30 years
- **Veronica M. Garwood**: 10 years
- **Karen Theroux**: 10 years



REPORT ON **INVESTMENTS**



ANNUAL REPORT

FISCAL 2015

After three years of attractive, double-digit returns for the Corporation's portfolio, fiscal 2015 offered a more challenging investment environment on numerous fronts. Chinese stock markets went on a roller coaster ride, first inflating to bubble levels and then quickly declining in the wake of a surprise RMB devaluation

and concerns about economic slowing. Emerging markets were hit by fears of what that slowing China and a strong U.S. dollar would mean for them. Political uncertainty in Greece arose yet again, raising questions about the sustainability of the European Union and negatively impacting European markets. Thanks to a conservatively positioned, well-diversified portfolio, the Corporation was able to weather these storms, returning 5% for the year, well ahead of the policy benchmark return of 2%. Over the longer

Carnegie Corporation of New York Performance Summary Periods Ending September 30, 2015

	Asset Allocation	1-Year Performance			5-Year Performance			10-Year Performance		
		CCNY	B'Mark	Diff	CCNY	B'Mark	Diff	CCNY	B'Mark	Diff
Marketable Portfolio	63.2%	-1.2%	-4.5%	3.3%	7.7%	3.9%	3.8%	7.8%	4.4%	3.4%
Global Equity Assets	31.0%	-4.3%	-10.7%	6.4%	7.7%	4.1%	3.6%	7.2%	4.5%	2.7%
Developed Markets	21.9%	0.8%	-4.6%	5.4%	10.7%	8.9%	1.8%	7.3%	5.3%	2.0%
Emerging Markets	9.0%	-15.0%	-19.0%	4.0%	0.1%	-3.3%	3.3%	6.9%	4.6%	2.3%
Fixed Income	14.7%	0.1%	1.9%	-1.8%	0.0%	1.8%	-1.8%	3.0%	3.8%	-0.8%
Bond	0.0%	0.0%	3.7%	-3.7%	0.0%	2.5%	-2.5%	3.0%	4.3%	-1.3%
Cash	14.7%	0.1%	0.0%	0.0%	0.0%	0.1%	0.0%	1.4%	1.3%	0.1%
Absolute Return	17.6%	3.6%	-0.1%	3.7%	11.3%	4.6%	6.7%	10.2%	4.5%	5.7%
Long/Short	8.8%	8.0%	-0.1%	8.1%	10.1%	4.6%	5.5%	9.7%	4.5%	5.2%
Event Driven/ Opportunistic	8.8%	-0.5%	-0.1%	-0.4%	12.2%	4.6%	7.6%	10.5%	4.5%	6.0%
Non-Marketable Portfolio	36.8%	17.4%	14.9%	2.5%	17.4%	14.7%	2.7%	12.4%	10.4%	2.0%
Private Equity	22.6%	23.2%	16.0%	7.2%	20.7%	16.3%	4.5%	15.1%	12.1%	3.0%
Global Equity Assets	14.2%	24.8%	22.8%	2.0%	23.5%	17.7%	5.8%	14.0%	11.0%	3.0%
Global Equity Assets	8.5%	20.9%	6.2%	14.7%	17.8%	14.8%	3.0%	14.8%	11.8%	3.0%
Private Real Estate	10.8%	23.2%	13.5%	9.7%	15.7%	12.6%	3.2%	7.4%	8.0%	-0.6%
Natural Resources	3.4%	-21.9%	-21.1%	-0.8%	3.9%	3.9%	0.0%	11.3%	6.9%	4.4%
Total Portfolio	100.0%	5.0%	2.0%	3.0%	11.1%	7.7%	3.4%	9.3%	6.3%	2.9%

term, the Corporation has exercised diligent manager selection and prudent asset management to succeed at achieving its goals of maintaining purchasing power net of spending, and growing its assets: over the past ten years, the Corporation's assets grew from \$2.24 billion to \$3.29 billion. At the same time, the Corporation paid out \$1.36 billion for grants and administrative expenses.

Despite challenging markets, every asset class in which the Corporation exercises active manager selection except one added substantial value relative to their respective benchmarks over the past year as well as over the longer term time periods, attesting to strong manager selection, as can be seen on the prior page.

FISCAL YEAR PERFORMANCE

During the past year, the portfolio benefited from a combination of diversification and conservative positioning with the following specific factors contributing to the portfolio's outperformance:

Continued attractive exit environment for real estate. The trend of Corporation managers selling into frothy real estate markets hungry for stabilized, core properties picked up momentum, and the private real estate portfolio returned 23.2% versus NCREIF Property index returns of 13.5%.

Strong private equity performance. As they have for the past couple years, the Corporation's private equity managers in both the leveraged buyout and venture capital spaces benefited from a combination of attractive exits and valuation write-ups. The venture capital portfolio returned 24.8% versus benchmark returns of 22.8%, and the leveraged buyout portfolio returned 20.9% versus benchmark returns of 6.2%. Looking forward, we expect returns from the private equity portfolio to moderate, with the venture capital investments in particular at risk of write-downs if the current weakness in markets continues.

Outperformance from long/short hedge funds. A handful of the Corporation's long/short managers exhibited particularly strong security selection leading the portfolio to return 8%, well ahead of the benchmark's decline of 10 basis points for the year.

Overweight to cash. As the fiscal year began in Fall 2014, many of the concerns that have led to rockier markets in more recent months were evident and we proactively positioned the portfolio defensively to allow flexibility for meeting outstanding liabilities and to take advantage of opportunities that we hoped market dislocations would create. Throughout the year, the portfolio's exposure to cash hovered between 14 and 15%. Not only did this strong liquidity position serve the portfolio well as public markets fell, it allowed us to start to pursue a number of opportunities created by rising uncertainty among market participants. We hold this liquidity to allow the Corporation the flexibility to be a contrarian, providing capital counter cyclically when many investors disappear, and, after a number of years of a less attractive opportunity set, are starting to see more interesting investments with the potential to meet the portfolio's risk-return hurdles.

The following factors detracted from performance:

Challenging global equity markets. There was nowhere to hide during the Corporation's fiscal 2015, with the MSCI World index returning -4.6%, the S&P 500 index returning -0.6%, the MSCI Europe index returning -8.9% in U.S. dollar terms, and the MSCI Emerging Markets index returning -19.0%. While it is cold comfort when returns are declining, the Corporation's global equities portfolio did succeed in limiting the downside with the developed markets portfolio returning 80 basis points versus a benchmark decline of 4.6% and the emerging markets portfolio declining 15% versus the benchmark losing 19%.

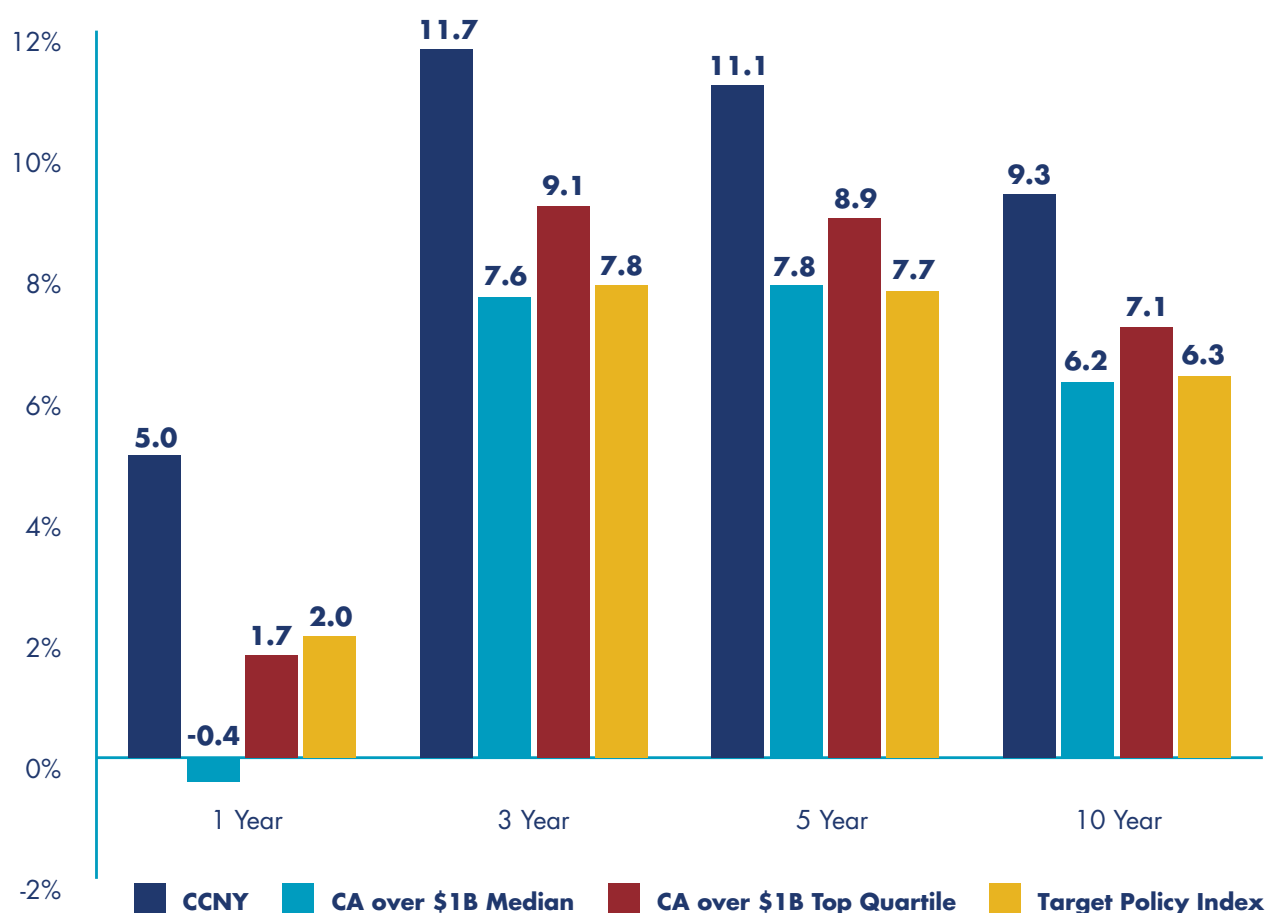
Natural Resources. The Corporation's natural resources portfolio suffered alongside the industry as oil prices declined from over \$90 at the beginning of October 2014 to the low \$40s by the end of September 2015. The portfolio fell 21.9% in line with the bench-

mark decline of 21.1%. The Corporation's natural resources portfolio is relatively young and is absorbing the double negative impacts of commodity price weakness and the portfolio being in the J-curve stage when management fees dominate returns.

Despite contributions from diversification into alternatives, conservative positioning, and strong value-add from manager selection, the portfolio just barely met its goal of returning 5% net of inflation to meet the IRS mandated annual payout of grants and administrative spending without eating into the endowment, though this was solely because of nonexistent inflation during the fiscal year. Given the

volatility of shorter term returns, as seen during the past year, we focus on the long-term returns of the endowment in meeting this high return hurdle. In this regard, the portfolio has succeeded, returning 9.3% per annum over the last 10 years, outperforming the policy benchmark by 290 basis points on an annualized basis. As seen in more detail below, these returns put the Corporation in the top quartile of non-taxable institutions included in the Cambridge Associates' Over \$1 Billion Universe, a testament to the Corporation's disciplined, value-oriented, long-term investment philosophy, execution by professional staff, and the support of an engaged, policy-oriented investment committee.

Carnegie Corporation of New York Investment Results Periods Ending September 30, 2015



Source: Cambridge Associates

THE ROAD AHEAD

The market volatility seen in fiscal 2015 has continued, with all major world markets struggling to find stability, oil prices falling below \$30, and many beginning to worry that uncertainty in equity markets may bleed over into global economies, pushing economies that have yet to experience strong recoveries in the wake of the 2008 crisis into recession. Fears are compounded by concerns that the major central banks have limited options to stimulate economies with major global interest rates ranging from the recently raised target of 25 basis points in the United States down through to negative interest rates in a number of countries. In the face of this uncertainty, we cling to the tenets of diversification, an equity orientation capable of achieving the ambitious hurdle of 5% net of inflation and spending, and emphasis on fundamental manager research with a bias toward managers focused on bottom-up security selection. That being said, we currently have a defensive posture, holding higher than normal levels of high quality liquidity to allow the flexibility to meet the Corporation's grant-making and investment commitments and pursue the attractive opportunities created by uncertain times.

TRUSTEES

Thomas H. Kean, [Chairman](#)

THK Consulting, LLC

President

Far Hills, NJ

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

Howard University

Vice President and General Council

Washington, DC 20059

Pedro Aspe

Evercore Partners

Co-Chairman

Mexico, D.F. Mexico

Lionel Barber

Financial Times

Editor

United Kingdom

Richard Beattie

Simpson Thacher & Bartlett LLP

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¹ As of October 30, 2015

² As of April 17, 2015

³ As of March 6, 2015

⁴ As of July 24, 2015

⁵ As of September 18, 2015

⁶ As of August 28, 2015

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⁷ As of July 24, 2015

⁸ As of August 26, 2015