



"To do real and permanent good in this world."

Andrew Carnegie, *The Gospel of Wealth*, 1900



# International Program

Responding to complicated, fluid and unpredictable global circumstances, the International Program aims to contribute to peace and development by seeking solutions to security challenges, deepening an understanding of the diversity of Islam and strengthening the human capital of selected countries in Africa and Eurasia. The present challenge for governments, multinational institutions, nongovernmental organizations and relevant foundations is to reduce vulnerabilities while strengthening the potential of the emerging international landscape. We respond to this challenge by generating and disseminating ideas, affecting policies and strengthening human and institutional capital in four interrelated areas:

- International Peace and Security; • Islam Initiative; • Higher Education and Libraries in Africa and
- Higher Education in Eurasia.

## Higher Education and Libraries in Africa

AFRICAN POPULATION AND HEALTH RESEARCH CENTER, INC., *Nairobi, KENYA*

TOWARD THE CONSORTIUM OF AFRICAN UNIVERSITIES TO STRENGTHEN POSTGRADUATE TRAINING AND RESEARCH CAPACITY IN PUBLIC HEALTH AND POPULATION STUDIES. 18 MONTHS, \$1,000,000.

The Consortium for Advanced Research Training in Africa (CARTA)—a collaboration of the African Population and Health Research Center and the University of the Witwatersrand's School of Public Health—aims to address critical shortfalls in postgraduate training capacity in public health and population sciences. The consortium will foster multidisciplinary research hubs at up to ten African universities, create networks of locally trained, internationally recognized scholars, and enhance the capacity of participating universities to lead globally competitive research and training programs. It will do this through implementing a new mode of doctoral training and enhancing research capacity at participating universities. This grant will support network start-up and recruitment of the first doctoral candidates, many of them university staff members.

ASSOCIATION OF AFRICAN UNIVERSITIES, *Accra-North, GHANA*

TOWARD PROMOTING HIGHER EDUCATION AND RESEARCH NETWORKS IN AFRICA. 36 MONTHS, \$340,900.

The Association of African Universities (AAU) represents the higher education and research sector at the continental level. Its members, recognizing the importance of

information and communication technologies for their own development, asked it to represent their interests on this issue. In response, the AAU set up the Research and Education Networking Unit in 2006. Over the next three years, the unit aims to catalyze the development of six national research and education networks by advocating for such networks with university leaders and policy makers, organizing policy dialogues at the national and regional levels, and mobilizing the broader networking community, including the private sector. Other founders include the International Development Research Centre and the African Capacity Building Foundation.

CITY OF CAPE TOWN, *Cape Town, SOUTH AFRICA*

TOWARD SUPPORT OF TWO MODEL LIBRARIES IN KHAYELITSHA. 36 MONTHS, \$3,000,000.

The Corporation is committed to creating select model libraries in South Africa. To-date, the Corporation has supported strategic city libraries with multiple branch libraries. It has often been pointed out that the Corporation has not previously supported branch libraries in historically disadvantaged areas, particularly townships in South Africa. This grant will result in two model libraries in Khayelitsha, the largest township in the City of Cape Town. Libraries will be built by the National Violence Prevention Unit at Harare and Kuyasa in Khayelitsha. Corporation funding will make it possible for the libraries to purchase collections for children and adults, consolidate the reference collection, provide free public Internet access, purchase limited furniture, promote the library, develop a children's commons and train library staff in the new technologies.

UNIVERSITY OF CAPE TOWN, *Rondebosch*,  
*SOUTH AFRICA*

FOR AN UNDERGRADUATE SCHOLARSHIP PROGRAM TO PROMOTE BLACK FEMALE STUDENTS IN SCIENCE AND ENGINEERING. 36 MONTHS, \$517,400.

While black women are entering South African universities in increasing numbers, they are under-represented in science and technology programs, and their success rates in those programs are relatively poor. To increase their numbers and success rates, over three years, the University of Cape Town awarded full scholarships to eighteen promising black women for study in the Faculty of Science and the Faculty of Engineering and the Built Environment. All students have staff and student mentors and participate in a variety of enrichment activities, including week-long residential research institutes and a seminar series addressing such issues as women in science and technology and current debates in science and engineering research. This grant will enable the thirteen students remaining in the program to complete their undergraduate degrees.

UNIVERSITY OF CAPE TOWN, *Rondebosch*,  
*SOUTH AFRICA*

TOWARD A MODEL FOR RESEARCH SUPPORT: INTEGRATING SKILLS, SCHOLARSHIP AND TECHNOLOGY IN BUILDING A LIBRARY CONSORTIUM IN SOUTH AFRICA. 36 MONTHS, \$2,500,000.

The project is committed to the teaching and research agenda of select universities by improving access to information. Access can be improved by subscribing to resources, training librarians and faculty in the use of resources and ensuring that the resources are adequately managed. Phase one established a partnership between the three leading research universities in South Africa, namely Cape Town, Witwatersrand and KwaZulu-Natal. The three institutions established research commons, trained library staff, created a portal to share information, digitized select collections and purchased materials jointly at reduced costs. The second phase will result in additional librarians being trained, more electronic resources being purchased and the following three institutions being included in the project: University of Pretoria, University of Stellenbosch and Rhodes University.

UNIVERSITY OF CAPE TOWN, *RONDEBOSCH*,  
*SOUTH AFRICA*

FOR A HIGHER EDUCATION E-LEARNING POST-GRADUATE FELLOWSHIP PROGRAM COORDINATED BY THE CENTRE FOR EDUCATIONAL TECHNOLOGY. 36 MONTHS, \$300,000.

The field of educational technology is new and rapidly growing. The lack of available and relevant expertise is recognized as a problem internationally and is particularly acute in developing countries. The Centre for Educational Technology (CET) at University of Cape Town is a center of excellence for higher education e-learning on the African continent. The scope of its activities since inception has grown due to external pressures and the need to be responsive. The most immediate need is for a fellowship program that builds post-graduate practitioners in the field. This grant will support a three-year fellowship program for post-graduate interns, as a pilot phase for building a certificate and diploma program in the field of applied e-learning.

CENTRE FOR HIGHER EDUCATION TRANSFORMATION TRUST,  
*Wynberg, Cape Town, SOUTH AFRICA*

TOWARD NATIONAL AND REGIONAL POLICY DIALOGUES FOR HIGHER EDUCATION EXPERTS AND POLICYMAKERS IN SOUTH AFRICA. 36 MONTHS, \$250,000.

The Centre for Higher Education Transformation (CHET) will facilitate and manage a third series of policy dialogues on themes relating to transformation, building on the success of, and incorporating lessons learned during the first two grants that were funded by Ford Foundation in partnership with Carnegie Corporation. In addition, the dialogue series will inform a book on post-2000 South African reforms in higher education to be published as a sequel to a book on 1994-2000 reforms published by CHET in 2002 which has become a standard textbook in South Africa. Cofounded by Ford Foundation, the dialogue series and book will examine post-2000 implications and outcomes of system wide reforms through the lens of differentiation; equity; efficiency; quality; knowledge, skills, innovation; and institutional culture to inform decision makers in institutions, government and the funding community.

EVALUATION RESEARCH AGENCY, *Stellenbosch*,  
*SOUTH AFRICA*

FOR A PROJECT TO MONITOR AND EVALUATE UNIVERSITY LEADERSHIP PROGRAMS. 36 MONTHS, \$660,000.

The Corporation has committed to supporting senior academic leadership training programs in African partner countries over the next three years, aimed at creating capacity on the continent to improve overall governance, leadership, and management of universities. The proposed monitoring and evaluation of these programs aims to conduct an evaluability assessment of each of the training programs to establish conceptual clarity, internal consis-

tency, and empirical feasibility; assist in implementation of internal monitoring frameworks; undertake formative reviews; conduct regional high-level dialogues and meetings on overall program performance in order to advise on revision and improvement; and to conduct a comprehensive summative evaluation at the end of respective grant cycles.

#### UNIVERSITY OF JOS, *Jos, Plateau State, NIGERIA*

AS A FINAL GRANT TOWARD INSTITUTIONAL STRENGTHENING AND GENDER EQUITY PROJECTS. 36 MONTHS, \$1,800,000.

The University of Jos is one of five East and West African universities receiving comprehensive institutional capacity building support from the Corporation. Under this final grant, the university will continue its efforts to broaden its information and communication technology network; engage departments in introducing technology into teaching and learning; automate the library; support female students and staff through scholarships; implement its new gender equity policy; institutionalize its innovative work with student leaders; and build capacity to mobilize alumni and raise funds. It will also take additional steps to strengthen its research management capacity.

#### KING'S COLLEGE, UNIVERSITY OF LONDON, *Strand, London, UNITED KINGDOM*

TOWARD BUILDING A NEXT GENERATION OF SCHOLARS IN PEACE, SECURITY AND DEVELOPMENT IN AFRICAN UNIVERSITIES. 36 MONTHS, \$1,680,500.

This project on peace, security and development training for the next generation of African scholars is designed to respond to the next phase of revitalizing African universities through building, nurturing and retaining the next generation of academics. At the same time, it addresses the knowledge gap in a field central to ensuring effective social and economic development in stable and secure environments in which the dynamics and causes of armed conflict in Africa are studied, understood and confronted by Africans. It is a cross-program initiative located at the African Leadership Center (ALC), a collaboration between King's College London and Kenyatta University, Kenya.

#### LIBRARY OF CONGRESS, *Washington, DC*

TOWARD THE DEVELOPMENT AND ENHANCEMENT OF THE WORLD DIGITAL LIBRARY PROJECT. 36 MONTHS, \$2,000,000.

The Library of Congress proposed the establishment of a World Digital Library to the United States National Commission for UNESCO in 2005, in connection with the re-entry of the United States to UNESCO after an almost

twenty-year absence from the organization. The project will digitize and make freely available over the Internet primary source documents that tell stories and highlight the achievements of all countries. Collections would include such documents as manuscripts, maps, rare books, sound recordings, films, prints and photographs. Funding will provide core project support for the World Digital Library, purchase equipment, train staff and establish digitization centers in Uganda, South Africa and Russia. In addition, the project will explore the inclusion of select Eurasian institutions—following survey missions.

#### MAKERERE UNIVERSITY, *Kampala, UGANDA*

TOWARD THE LIBRARY COLLECTION OF MAKERERE UNIVERSITY, MAIN LIBRARY. 24 MONTHS, \$1,500,000.

For the last ten years, the Corporation has been working with select universities on the African continent supporting their institutional strengthening priorities. Almost all the universities have highlighted the important role of the library in the teaching and research agenda of the institution. Subsequently, the Corporation invited all its grantees outside of South Africa to participate in a Request for Proposals (RFP) which would result in grants to a few university libraries to be developed into good examples. Makerere University library was identified for “model” library support. The university responded by committing to the massive extension of the main library building. The Corporation has made a grant of \$1,000,000 for library automation and Internet access at the library. The present project supports collection development, library staff training, book processing and the purchase of limited furniture.

#### UNIVERSITY OF MALAWI, *Zomba, MALAWI*

TOWARD THE UBUNTUNET ALLIANCE'S PROJECT TO IMPROVE RESEARCH AND EDUCATION NETWORKING IN EAST AND SOUTHERN AFRICA. 35 MONTHS, \$999,520.

African universities continue to suffer from poor access to global information networks due to the high cost of connectivity. Hopes for cost reductions are pinned on the impending availability of fiber networks. The UbuntuNet Alliance, a membership organization established in 2005, aims to stimulate the growth of national research and education networks in East and Southern Africa so that universities can negotiate access to fiber at favorable rates. Once these networks exist, UbuntuNet will negotiate with policy makers and providers to weave them into a regional network, which will promote access to and sharing of educational resources. Corporation support will enable UbuntuNet to intensify its services to the emerging na-

tional networks as well as its efforts to build policy maker and provider constituencies for improved connectivity.

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY,**  
*Cambridge, MA*

AS A FINAL GRANT TOWARD A PROJECT ON PROVIDING ACCESS TO ONLINE LABORATORIES FOR SELECTED AFRICAN UNIVERSITIES. 24 MONTHS, \$1,140,300.

In 1998, the Massachusetts Institute of Technology (MIT) introduced the first of its online laboratories, dubbed “iLabs,” which enable MIT students to conduct real-time experiments from anywhere in the world through the Internet. Since 2003, MIT staff members and graduate students have been working with three African universities—Obafemi Awolowo University in Nigeria, the University of Dar es Salaam in Tanzania, and Makerere University in Uganda—to provide access to the MIT iLabs and to transfer the underlying technological architecture to the African universities to enable them to develop iLabs of their own. This grant will add a focus on strengthening the lab development teams at the African universities through provision of research and publication fellowships to junior staff members and postgraduate students.

**NATIONAL COUNCIL FOR HIGHER EDUCATION,**  
*Kampala, UGANDA*

FOR SENIOR ACADEMIC LEADERSHIP CAPACITY BUILDING IN UGANDA. 35 MONTHS, \$611,000.

As global and local forces manifested by high demand and surging numbers impact higher education in sub-Saharan Africa, universities need transformational and well informed leaders who understand the politics of higher education in a volatile landscape. The National Council for Higher Education (NCHE) is an agency responsible for regulating and assuring quality of higher learning and advising government on higher education issues in Uganda. NCHE has identified a gap in institutional leadership which is critical to the delivery of quality. With Corporation support, NCHE aims to equip university leaders, university council members, and selected government ministry stakeholders with leadership capacity training to steer their institutions to higher levels of knowledge production in service of teaching, research and community engagement. The initiative will serve as a pilot project for a permanent support unit within the Council.

**OBAFEMI AWOLOWO UNIVERSITY, Ile-Ife, NIGERIA**

AS A FINAL GRANT TOWARD INSTITUTIONAL STRENGTHENING AND GENDER EQUITY PROJECTS. 36 MONTHS, \$2,500,000.

Obafemi Awolowo University is one of five East and West African universities receiving comprehensive institutional capacity building support from the Corporation. Under this final grant, the University will continue its efforts to broaden its information and communication technology network and introduce new applications for teaching, learning, research, and administration; automate the library; consolidate the central science laboratory; and support female students and staff through scholarships. It will also take additional steps to augment its research management capacity, with a special emphasis on supporting the development of young scholars, and to strengthen its entrepreneurship training and support program, adding a feasibility study to explore possibilities for establishing a business incubator.

**SIMMONS COLLEGE, Boston, MA**

AS A FINAL GRANT FOR TECHNICAL ASSISTANCE BY THE CENTER FOR GENDER IN ORGANIZATIONS FOR SELECTED AFRICAN UNIVERSITIES UNDERTAKING GENDER EQUITY INITIATIVES. 24 MONTHS, \$315,500.

The Center for Gender in Organizations has provided assistance on organizational change management for gender equity at five African universities—the University of Education, Winneba in Ghana; the University of Jos and Obafemi Awolowo University in Nigeria; the University of Dar es Salaam in Tanzania; and Makerere University in Uganda—since 2004. This grant will conclude this work, focusing on further training for university “change agents” in change management skills, two-week fellowships at the center for two university representatives, and documentation and dissemination of university experiences and accomplishments. To accomplish the latter, university representatives will be able to apply for support to make presentations at relevant conferences and will be assisted to publish in scholarly and practitioner journals.

**TANZANIA COMMISSION FOR UNIVERSITIES,**  
*Dar Es Salaam, TANZANIA*

FOR SUPPORT OF LEADERSHIP CAPACITY BUILDING FOR INSTITUTIONAL MANAGEMENT IN TANZANIAN UNIVERSITIES. 36 MONTHS, \$1,346,700.

African universities continue to suffer from poor access to global information networks due to the high cost of connectivity. Hopes for cost reductions are pinned on the impending availability of fiber networks. The UbuntuNet Alliance, a membership organization established in 2005, aims to stimulate the growth of national research and education networks in East and Southern Africa so that universities can negotiate access to fiber at favorable rates.

Once these networks exist, UbuntuNet will negotiate with policy makers and providers to weave them into a regional network, which will promote access to and sharing of educational resources. Corporation support will enable UbuntuNet to intensify its services to the emerging national networks as well as its efforts to build policy maker and provider constituencies for improved connectivity.

**UMHLATHUZE MUNICIPALITY, *Richards Bay*,  
SOUTH AFRICA**

TOWARD A STATE OF THE ART LIBRARY IN THE CITY OF  
UMHLATHUZE—RICHARDS BAY. 36 MONTHS, \$3,000,000.

Richards Bay will be a city library that serves poor township libraries, particularly areas in the ex Kwa-Zulu tribal region. The City is the fastest growing city in South Africa and is projected to be the largest cargo handling port in the country. The area has the fastest growing population with people migrating from rural areas to the City for increased job opportunities. The City and the provincial government have raised funding for the construction of a new library. Help from a donor could leverage the City's commitment to build the much needed facility—which is projected to support five of its township libraries. The grant will make it possible to build both hard copy and electronic collections, train staff, provide public Internet access, run outreach programs and purchase library related furniture.

**UNIVERSITY OF EDUCATION, WINNEBA, *Winneba*, GHANA**

AS A FINAL GRANT TOWARD DISTANCE EDUCATION,  
LIBRARY AUTOMATION AND GENDER EQUITY.  
36 MONTHS, \$1,500,000.

University of Education, Winneba (UEW), a leading teaching college in Ghana, received a government mandate to produce professional educators to spearhead a national vision of education and produce scholars whose knowledge would be fully responsive to the exigencies of contemporary Ghana. As a third and final phase of the Corporation's program in institutional strengthening, UEW is seeking Corporation funds to build on and bring closure to three strategic initiatives: enhancing distance education delivery, automating library services through implementation of ICT infrastructure, and promoting gender equity.

**UNIVERSITY OF THE WITWATERSRAND, *Johannesburg*,  
SOUTH AFRICA**

AS A FINAL GRANT FOR AN UNDERGRADUATE SCHOLARSHIP  
PROGRAM TO PROMOTE BLACK WOMEN IN SCIENCE AND

ENGINEERING. 36 MONTHS, \$874,000.

While women make up about 50 percent of undergraduate students in South African universities, they continue to be under-represented in science and technology. To increase the number of disadvantaged black women in these disciplines, the university designed and implemented a pre-university preparation program for two cohorts of black female students in their final year of secondary school in Gauteng, Limpopo, or Mpumalanga provinces. Twenty of these students were awarded full scholarships to enter the Faculty of Science or the Faculty of Engineering and the Built Environment. Students participate in a support and development program, addressing academic, life, and career development skills. This grant will enable the students to complete their undergraduate and, if eligible, honors degrees.

## Higher Education in Eurasia

**UNIVERSITY OF CALIFORNIA, BERKELEY, *Berkeley*, CA**

FINAL GRANT FOR A VISITING PROGRAM FOR RUSSIAN AND  
EURASIAN SCHOLARS. 24 MONTHS, \$300,000.

Much progress has been made in restoring higher education in Russia and other countries of Eurasia since the early 1990s. With support from Western donors and local sources, institutions of higher learning and their communities are improving the quality of education and research output. The isolation of post-Soviet academics is also slowly eroding with growing opportunities for international contacts. Yet, the prolonged neglect of the social sciences during the Soviet period has left gaps in these disciplines. A joint project between Temple University and the Institute of General History of the Russian Academy of Arts and Sciences will combine the strength of American and Russian professors in offering advanced training workshops for junior teacher-scholars from Russian and Eurasian universities. The project will entail workshops and publications.

**NATIONAL COUNCIL FOR EURASIAN AND EAST EUROPEAN  
RESEARCH, *Seattle*, WA**

TOWARD ACADEMIC FELLOWSHIPS FOR RUSSIAN AND  
EURASIAN SCHOLARS. 24 MONTHS, \$650,000.

One of the most striking characteristics of the post-Soviet academic environment has been the collapse of informal networks that supported scholars in the social sciences and the humanities. The Corporation's Higher Education in the Former Soviet Union (HEFSU) initiative was created to help mitigate this through a network of Centers



for Advanced Study and Education (CASEs) in Russia and Eurasia. However, while the CASEs offer modest fellowship support for scholars, they do not support extended research visits outside of their countries. This grant would fill this gap by providing outstanding local scholars the opportunity to update and expand their academic skills through the conduct of research at American universities. Most of the fellowships will result in publications, including English-language journals. **TEMPLE UNIVERSITY, Philadelphia, PA**

FINAL GRANT FOR AN ADVANCED TRAINING PROGRAM FOR FACULTY OF RUSSIAN AND EURASIAN UNIVERSITIES IN THE AREAS OF SOCIAL SCIENCES AND HUMANITIES. 24 MONTHS, \$303,700.

Much progress has been made in restoring higher education in Russia and other countries of Eurasia since the early 1990s. With support from Western donors and local sources, institutions of higher learning and their communities are improving the quality of education and research output. The isolation of post-Soviet academics is also slowly eroding with growing opportunities for international contacts. Yet, the prolonged neglect of the social sciences during the Soviet period has left gaps in these disciplines. A joint project between Temple University and the Institute of General History of the Russian Academy of Arts and Sciences will combine the strength of American and Russian professors in offering advanced training workshops for junior teacher-scholars from Russian and Eurasian universities. The project will entail workshops and publications.

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## International Peace and Security

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**AMERICAN ACADEMY OF ARTS AND SCIENCES, Cambridge, MA**

TOWARD AN INITIATIVE ON MINIMIZING THE RISKS OF NUCLEAR ENERGY EXPANSION. 24 MONTHS, \$500,000.

The American Academy of Arts and Sciences (the Academy) will use its status as a nonpartisan intellectual venue to convene key constituencies that historically have not communicated well in order to explore the dynamics of the projected “nuclear renaissance.” Through workshops that bring together policy makers, nuclear engineers, industry leaders and social scientists, the Academy will assemble an interdisciplinary and international network of experts to devise concrete policy recommendations. These discussions will include perspectives from developing countries and from the nuclear industry. With the 2010 Nonproliferation Treaty Review Conference approaching, the question

of how a nuclear expansion can be managed to minimize risks and maximize benefits is particularly timely.

**AMERICAN ASSOCIATION FOR THE ADVANCEMENT OF SCIENCE, Washington, DC**

TOWARD A PROJECT TO INCREASE THE AWARENESS OF NUCLEAR WEAPONS. 24 MONTHS, \$300,000.

The past twelve years have seen a substantial decline in the number of members of Congress with expertise in nuclear issues. This loss has been accompanied by attrition of staff expertise and the closing of several institutions that provided institutional memory and access to expertise. This decline coincides with an increase in the technical and political complexity of arms control issues which confront the United States. The American Association for the Advancement of Science (AAAS) proposes an integrated set of activities to deepen the understanding of nuclear issues among targeted congressional staffers. In addition, the project will build relationships between congressional and executive branch agency staff working on nuclear policy.

**ARMS CONTROL ASSOCIATION, Washington, DC**

TOWARD STRENGTHENING RESEARCH ON THREAT ASSESSMENT AND ARMS CONTROL OPPORTUNITIES. 24 MONTHS, \$300,000.

The Arms Control Association (the Association) has been a leader in disseminating expert analysis on new approaches to arms control and disarmament. The Association regularly convenes policy meetings to improve the congressional knowledge base and publishes timely backgrounders and fact sheets as well as *Arms Control Today*, a leading policy journal on these issues. This grant would allow the Association to take its work to the next level by adding two new senior researchers to bolster its independent research capabilities. Their research will focus on establishing a realistic assessment of threats from Iran, North Korea and ballistic missiles and on analyzing opportunities for threat reduction measures. In addition, the grant will support dissemination through outreach to Congress and the administration, as well as through the publication of *Arms Control Today*.

**THE ASPEN INSTITUTE, INC., Washington, DC**

TOWARD THE WORK OF THE CONGRESSIONAL PROGRAM ON U.S.–RUSSIA RELATIONS. 12 MONTHS, \$600,000.

Members of Congress face a range of responsibilities in both domestic and international policy but rarely get the opportunity for in-depth examination of issues. The Aspen Institute Congressional Program (the Program) provides lawmakers a deeper understanding



and background on critical public policy challenges by convening conferences that bring together legislators with internationally recognized experts and leaders to study ideas and weigh policy alternatives. Its goal is to develop a well-informed core group of legislators who can play a role in shaping policy in selected subject areas. In the case of this grant, the subject area is U.S. policy toward Russia. This is important now for two reasons: first, the Obama administration has begun to make headway in redirecting the U.S.–Russia relationship; and second, Congress soon will have responsibility to approve or disapprove important nuclear security cooperation agreements with Russia. With Corporation support, the Program will host a conference on U.S.–Russia relations early in February 2010.

#### BROWN UNIVERSITY, *Providence, RI*

AS A FINAL GRANT TOWARD DEVELOPMENT AND DISSEMINATION OF A HIGH SCHOOL CURRICULUM TO ENCOURAGE CLASSROOM DISCUSSION ABOUT INTERNATIONAL PEACE AND SECURITY ISSUES. 36 MONTHS, \$300,000.

Since 1988, Choices for the 21st Century Education Program (Choices) has been a core academic outreach initiative of Brown University's Watson Institute for International Studies. Its mission is to prepare young people to become engaged citizens who are capable of addressing international issues through thoughtful public discourse and informed decision making. Choices develops teaching resources; provides professional development for classroom teachers and sponsors programs that involve the participation of students beyond their classroom experience. With this grant, Choices will create curricular resources focused on both the role of human rights in international relations and the risks unstable states bring to international security, with special emphasis placed on the threats posed to the rest of the world by Afghanistan, Pakistan and North Korea.

#### BULLETIN OF THE ATOMIC SCIENTISTS, *Chicago, IL*

TOWARD A SYMPOSIUM ON GLOBAL SECURITY. 24 MONTHS, \$200,000.

The Bulletin of the Atomic Scientists (the Bulletin) is a media and communications organization founded in 1945 by Manhattan Project scientists who “could not remain aloof to the consequences of their work.” The Bulletin is perhaps best known for its “Doomsday Clock,” which graphically depicts the imminence of global catastrophe in the form of the time remaining on the clock’s minute hand before midnight. The clock has become an internationally recognized symbol that has been cited in speeches by world leaders and referenced in popular culture. Taking advantage of this renown, the Bulletin seeks

to institute an annual Doomsday Clock Symposium—tied specifically to the nuclear disarmament agenda and the continuing dangers posed by nuclear weapons—at the beginning of the next two years starting in January 2010.

#### UNIVERSITY OF CALIFORNIA, SAN DIEGO, *La Jolla, CA*

FOR SUPPORT OF UNOFFICIAL, MULTILATERAL DIPLOMATIC DIALOGUE WITH NORTH KOREA. 24 MONTHS, \$385,000.

The New York-based Center for Media and Security (CMS) conducts forums in Washington, D.C. that provide in-depth, nonpartisan, far reaching coverage of international security issues. The forums assemble the country’s leading national security journalists, network and cable correspondents and producers for on-the-record question and answer sessions with senior legislators, foreign officers, military commanders and independent experts. The sessions generate hundreds of news articles and foster relations between media and the security community. They also provide media with knowledge and insight into the issues, resulting in improved coverage and public understanding.

#### UNIVERSITY OF CAMBRIDGE, *Cambridge, UNITED KINGDOM*

AS A FINAL GRANT FOR RESEARCH ON STABILIZING STATES AT RISK THROUGH ASYMMETRICAL CONSTITUTIONAL DESIGNS. 24 MONTHS, \$378,000.

This final phase of a multiyear project conducted by Cambridge University’s Centre of International Studies will complete a comprehensive review of self-determination disputes in states at risk. Specifically, it will examine the prospects for secession, which, in light of recent cases in Kosovo and the Caucasus, now seems a more plausible outcome than at any time since the end of the Cold War. A working hypothesis of this project is that there are a number of other cases where an internal settlement may, ultimately, not be possible. The project will consider how the international community can engage with state-like entities that emerge from these disputes in the absence of a settlement. As previously, it will involve experts who are actively engaged in resolving ongoing disputes as part of negotiating or advisory teams invited by affected governments or groups.

#### CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE, *Washington, DC*

TOWARD THE CARNEGIE MOSCOW CENTER. 23 MONTHS, \$1,000,000.

While no longer a dominant challenge for U.S. foreign policy, Russia remains central to peace and security. Wheth-

er the issue is nuclear proliferation, international terrorism, regional stability or energy security, Russia has the potential to be part of the problem or part of the solution. The Carnegie Moscow Center—created in 1993 with Corporation support as the Moscow branch of the Carnegie Endowment for International Peace—is a leading think tank in Russia working on domestic and foreign policy issues. It serves as a platform for research, publications, exchanges and outreach to policy makers, the media and the public in Russia and the United States. With funding from the Corporation, the Center will continue its programs in Russia and will create new opportunities for U.S.–Russian policy–relevant interactions in Moscow and in Washington, D.C.

**CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE,**  
*Washington, DC*

TOWARD AN INITIATIVE TO PROMOTE AN INTERNATIONAL STRATEGY TO PREVENT THE SPREAD OF NUCLEAR WEAPONS. 24 MONTHS, \$400,000.

Russia's future, its role in the world and its relations with the United States depend on the strength of its democratic culture and institutions. Politicians, public officials, journalists and other professionals with respect for democracy are slowly contributing to the course of Russia's development. The Moscow School of Political Studies was established in 1992 to strengthen these forces by cultivating a network of independent–thinking decision–makers committed to a democratic Russia. The mission is advanced through training seminars that expose emerging and established Russian decision–makers to Russian and Western experts. With the final grant, the School will hold twenty training programs on democracy, human rights, civil society, the rule of law and an independent media. The seminars will result in publications.

**CENTER FOR MEDIA AND SECURITY, LTD.,** *Millwood, NY*

TOWARD FORUMS FOR JOURNALISTS ON INTERNATIONAL PEACE AND SECURITY ISSUES. 24 MONTHS, \$150,000.

The New York–based Center for Media and Security (CMS) conducts forums in Washington, D.C. that provide in–depth, nonpartisan, far reaching coverage of international security issues. The forums assemble the country's leading national security journalists, network and cable correspondents and producers for on–the–record question and answer sessions with senior legislators, foreign officers, military commanders and independent experts. The sessions generate hundreds of news articles and foster relations between media and the security community. They also provide media with knowledge and insight into the issues, resulting in improved coverage and public understanding.

**CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES, INC.,**  
*Washington, DC*

TOWARD A PROJECT ON THE DYNAMICS OF RUSSIAN DEVELOPMENT AND U.S.–RUSSIAN RELATIONS. 24 MONTHS, \$400,000.

The leadership transitions in the United States and Russia offer an opportunity to reset the relationship. The U.S. administration has indicated that Russia should be viewed as part of the solution—a move that has been welcomed in Russia. However, the shifts are at rhetorical levels and much remains to be done to bridge policy divides concerning nonproliferation, regional stability, energy security and other challenges. Recognizing the role of the expert communities in this process, the Corporation strives to strengthen, through a cluster of grants, their contributions and promote engagement between American and Russian experts and officials. The recommended grant will support a spectrum of activities of the Russia and Eurasia Program at the Center for Strategic and International Studies (CSIS), including research, training, networking, visiting opportunities for Russian and Eurasian experts and congressional and policy outreach.

**THE CENTURY FOUNDATION,** *New York, NY*

TOWARD RE–SHAPING U.S. AND INTERNATIONAL POLICY IN AFGHANISTAN AND PAKISTAN. 12 MONTHS, \$300,100.

By sending additional troops to Afghanistan, the Obama administration has demonstrated its commitment to the survival of Kabul's regime in the face of an intensifying insurgency. At the same time, the spread of Taliban fundamentalism into an armed force in neighboring Pakistan has threatened the country's fragile democratic government. Yet U.S. policy remains encumbered by the policy choices of the previous administration following the September 11 attacks. The Century Foundation sees the period between summer 2009 and the end of 2010 as a crucial window for realigning U.S. policy with international partners and with public aspirations in both countries. To both enlarge the political space for the policy debate and to offer new ideas and proposals for action, it proposes a multifaceted project of policy relevant research and outreach.

**COLUMBIA UNIVERSITY,** *New York, NY*

FOR A PROJECT ON CIVIL WAR INITIATION AND TERMINATION IN STATES AT RISK. 24 MONTHS, \$349,600.

The Nuclear Proliferation International History Project (the Project) seeks to expand publicly available material on nuclear issues for use by scholars, journalists and

citizens. The Project, which is the leading noncommercial user of the Freedom of Information Act, plans a coordinated investigation into several important but poorly documented episodes when Washington, D.C. engaged in internal debates on deep cuts, minimum deterrence and abolition. Insider-generated policy alternatives, especially those once top-secret, often get media attention and carry substantial weight in current debates. Beyond its core work on U.S. archives, the Project plans to collaborate with a network of international partners to strengthen transnational linkages between nuclear secrecy experts and continue to archive, index and disseminate the information it uncovers.

#### COUNCIL ON FOREIGN RELATIONS, INC., *New York, NY*

AS A ONE-TIME GRANT FOR CRISIS GUIDES,  
AN ONLINE SERIES DEPICTING GLOBAL CHALLENGES.  
24 MONTHS, \$300,000.

Two years ago, the Council on Foreign Relations (the Council) launched a series of Web-based, interactive, multimedia presentations designed to provide an in-depth look at some of today's most pressing international and security issues. The series, called the Crisis Guides (the Guides), makes use of Web technology to combine background and contextual information on selected global challenges, merge it with analysis from top-level experts and produce examined but objective video documentaries. The effort is part of a recent effort by the Council to continue to embrace its rich heritage while expanding across an increasingly diverse spectrum of media outlets, including the Internet. So far, the Council has produced Guides on nuclear weapons on the Korean Peninsula, Darfur, the Israeli-Palestinian conflict, climate change and the global economic crisis. Over the next two years, the Council will produce two Guides with Corporation support: one focused on nuclear weapons and the other on states at risk of stability or collapse. The Council also will use this grant to promote the Guides as an educational resource, with a special focus on university students and educators.

#### DAYTON PEACE ACCORDS PROJECT, *Medford, MA*

AS A FINAL GRANT TOWARD STATE-BUILDING IN BOSNIA  
AND HERZEGOVINA. 11 MONTHS, \$188,000.

Complementary projects of the Stockholm International Peace Research Institute (SIPRI), a well-respected European think tank with an international staff, can help advance progress in nuclear disarmament and engage leading Iranian academic experts and officials with their European and American counterparts. The disarmament project seeks to expand the political space for getting to

zero nuclear weapons in Europe, Russia and the United States. Its products will offer an opportunity to shape NATO nuclear policy. The SIPRI-Iran Dialogue will convene workshops in Tehran and Stockholm to discuss security problems and concerns related to conflict management in the region. At a time when such encounters are limited, SIPRI's work could demonstrate cooperation with Iranian partners on other tough issues, including concerns about Iran's nuclear activities.

#### FEDERATION OF AMERICAN SCIENTISTS, *Washington, DC*

FOR A PROJECT ON NEW APPROACHES TO NUCLEAR  
TRANSPARENCY. 24 MONTHS, \$250,000.

A central impediment to an informed debate on nuclear policy is the pervasive over-restriction of government information. This project would bolster the Federation's efforts to provide nuclear transparency as a means to sounder nuclear policy, including through a new software tool that could transform the field of satellite imagery analysis. The Federation has successfully used open-source imagery via Google Earth to uncover information about deployed nuclear weapons. The new software tool, which facilitates image analysis using free, publicly available satellite photos via Google Earth, will change that. The Federation will leverage this tool to train a new cohort of civilian image analysts in the United States and abroad. The grant would support both the image analysis project and the Federation's ongoing research and dissemination efforts.

#### FUND FOR PEACE, INC., *Washington, DC*

AS A FINAL GRANT TOWARD STATES AT RISK RESEARCH  
AND LOCAL, NATIONAL AND INTERNATIONAL OUTREACH.  
24 MONTHS, \$500,000.

There is growing consensus among scholars and policy makers that a major impediment to more effective approaches to states at risk is the failure to integrate local expertise into both research and advocacy efforts. Responding to this consensus, the Fund for Peace (the Fund) will launch a new initiative that builds upon previous Corporation supported work—specifically, a highly regarded computer-based Conflict Assessment Management Tool (CAST) utilized by U.S. government agencies and the UN. The initiative will involve a cluster of collaborative activities carried out by mixed local-Fund teams in a targeted set of conflict-affected countries. Activities will include the use of a CAST variant as a tool for on the ground research on the causes of conflict, as well as policy advocacy at local, national and international levels based on the research findings.

### FUTURE GENERATIONS, *Franklin, WV*

AS A FINAL GRANT TOWARD RESEARCH AND POLICY DEVELOPMENT ON THE ROLE OF COMMUNITY PARTICIPATION IN STATES AT RISK. 24 MONTHS, \$350,000.

With initial Corporation support, Future Generations launched a multiyear research project on how to more effectively engage communities in building peace and security in conflict-affected environments. Because nearly half of all “post-conflict” countries relapse into war within five years, Future Generation’s work has been aimed at demonstrating how citizens and their communities can join with local, national and international actors to build sustainable peace. Its research to date has examined several cases of community-driven approaches that show promise of wider impact. With partners, the organization is distilling common principles from several promising cases for field testing. Application of such new approaches remains a major unfilled gap in international peace building theory and practice. Renewed Corporation support is being requested to continue this work and refine, consolidate and apply project findings.

### GEORGE WASHINGTON UNIVERSITY, *Washington, DC*

TOWARD RESEARCH AND WRITING ON THE EFFECTS OF DOMESTIC FOREIGN POLICY DEBATES ON U.S. GLOBAL ENGAGEMENT. 24 MONTHS, \$349,900.

The world’s most pressing problems cannot be solved by the United States alone, nor be solved by the world without the leadership of the United States. Despite that interdependence, complexities abound. National ambitions do not always run parallel with international objectives. States assumed to have a single world view based on national interest can have a diversity of opinion within them. A project of the Elliott School at George Washington University seeks to promote a more nuanced understanding of internal debates on national identity, security and U.S. global leadership. This project will amass research regarding internal debates on security and global leadership ongoing in China and Russia, as well as India, Japan and Iran; and circulate the research results to international relations scholars and policy makers.

### GEORGIA TECH RESEARCH CORPORATION, *Atlanta, GA*

TOWARD A PROJECT ON ISSUES OF STRATEGIC STABILITY IN A POST-NUCLEAR WEAPONS ERA. 27 MONTHS, \$650,000.

Among policy makers, support for “getting to zero” nuclear weapons has gained momentum and is currently the subject of robust debate. Yet the movement toward re-examination has failed to resonate within the academy, which has

largely been “missing in action.” While new political leadership and changing global conditions have created space to take the first steps toward a transformed nuclear policy, this transformation will occur gradually and will require persistent attention. This pilot project seeks to utilize a proven Corporation model—developed through the Project on New Approaches to Russian Security (PONARS)—to create a network of young scholars in the United States, Russia and China focused on nuclear transformation. This initiative will complement other Corporation-funded projects by engaging young scholars in the policy debate.

### HARVARD UNIVERSITY, *Cambridge, MA*

TOWARD A COMPREHENSIVE EXAMINATION OF CHINA’S ROLE IN ADVANCING NUCLEAR NONPROLIFERATION, ARMS CONTROL, AND DISARMAMENT. 24 MONTHS, \$450,000.

It is increasingly clear that China’s evolving policies on nuclear weapons and energy will shape future prospects for reining in nuclear arsenals. Yet, even as China’s nuclear importance has increased, official arms control discussions between the United States and China have faltered. Harvard University’s Managing the Atom Project (the Project) seeks to reduce this opacity by convening discussions, conferences, and collaborative projects between technical experts from the two countries. The Project will use its extensive network of experts and institutional contacts in China to facilitate collaboration on technical and analytical issues, especially regarding nuclear doctrine, fissile material protection, fissile material cut-off, civilian reprocessing and North Korea. The Project brings a decade of experience and accomplishments working on similar issues in the former Soviet Union.

### THE HERBERT SCOVILLE JR. PEACE FELLOWSHIP, *Washington, DC*

TOWARD A PROJECT TO DEVELOP THE NEXT GENERATION OF LEADERS IN PEACE AND SECURITY ISSUES. 36 MONTHS, \$400,000.

The Corporation recently launched a full-scale grant making emphasis devoted to fostering future leaders in international peace and security. The Herbert Scoville Jr. Peace Fellowship program (Scoville) rounds out our approach to cultivating this next generation. Scoville gives college and graduate students the opportunity to work with one of dozens of nongovernmental organizations in Washington, D.C. on a range of security issues with the goal of providing opportunities for individuals to learn about policy and contribute to organizations that are recognized and well-respected in the international security arena. Scoville will foster a cadre of young, bright

individuals to begin careers or develop life-long interests focused on peace and security issues. This grant will increase the number of Scoville graduate-level fellows and build its organizational capacity.

**HUDSON INSTITUTE, INC., *Washington, DC***

TOWARD A PROJECT ON ENHANCING CONFIDENCE AND STABILITY ON THE ROAD TO ZERO NUCLEAR WEAPONS. 24 MONTHS, \$200,000.

In a world without nuclear weapons, what measures would be in place to ensure stability, create transparency and deter potential cheaters? This project will examine one possible answer to this question: an arrangement in which nuclear weapon possessor states would retain the ability to reconstitute their arsenals in response to another party covertly acquiring nuclear arms. In principle, retention of a latent arsenal could provide assurances to countries otherwise reluctant to disarm—and deterrence against breakout or nuclear aggression. In 2007, the U.S. government suggested that “countervailing reconstitution” might provide a realistic path to achieving and maintaining nuclear disarmament. Since then, little work has been done on this topic. This project seeks to fill this void with workshops and analytical papers drawn from thinkers across the ideological spectrum.

**INSTITUTE FOR INTERNATIONAL STUDIES, *Washington, DC***

TOWARD A PROJECT ANALYZING THE POTENTIAL IMPACT OF DEEP NUCLEAR CUTS AND THE SPREAD OF CIVILIAN NUCLEAR POWER. 23 MONTHS, \$400,000.

The need for regular, sustained multilateral dialogue on regional security in Northeast Asia that brings together officials and nongovernment experts has never been as relevant or pressing as today, especially given the stop and go nature of the Track One (official) Six Party Talks process. To help meet this need, the University of California-wide, Institute on Global Conflict and Cooperation established the Northeast Asia Cooperation Dialogue which has organized the region’s longest-running “Track One and a Half” (involving government officials in unofficial capacities) multilateral security dialogue among the six countries of the United States, Russia, China, Japan, Democratic People’s Republic of Korea (North Korea) and the Republic of Korea. A proposed renewal grant would continue this effort at a crucially important moment in global and regional politics.

**INTERNATIONAL INSTITUTE FOR SUSTAINED DIALOGUE, *Washington, DC***

ONE-TIME FUNDING TOWARD A DARTMOUTH CONFERENCE TASK FORCE ON U.S.—RUSSIAN RELATIONS. 24 MONTHS, \$200,000.

The leadership transitions in the United States and Russia offer an opportunity to reset the relationship. The U.S. administration has indicated that Russia should be viewed as part of the solution—a move that has been welcomed in Russia. However, the shifts are at rhetorical levels and much remains to be done to bridge policy divides concerning nonproliferation, regional stability, energy security and other challenges. Recognizing the role of the expert communities in this process, the Corporation strives to strengthen, through a cluster of grants, their contributions and promote engagement between American and Russian experts and officials. The recommended grant will support a spectrum of activities of the Russia and Eurasia Program at the Center for Strategic and International Studies (CSIS), including research, training, networking, visiting opportunities for Russian and Eurasian experts and congressional and policy outreach.

**THE UNIVERSITY OF MARYLAND FOUNDATION, INC., *Adelphi, MD***

TOWARD RESEARCH AND TRAINING OF RUSSIAN AND AMERICAN SECURITY EXPERTS. 24 MONTHS, \$410,000.

Overcoming obstacles in U.S.–Russian relations requires new thinking about the principles and operational practices of global security. One way of fostering this intellectual reassessment is by helping to develop a new generation of American and Russian security experts. This has been the objective of a joint project between the Center for International and Security Studies at the University of Maryland and the Moscow-based Institute of USA and Canada Studies. With continued Corporation support, the project will develop new curricula on civil conflict and terrorism, organize two week-long exchange visits among students and faculty and promote policy-relevant research and dissemination programs at both institutions. The work will result in new course work, joint U.S.–Russian student training seminars and publications.

**MONTEREY INSTITUTE OF INTERNATIONAL STUDIES, *Monterey, CA***

TOWARD EDUCATION AND TRAINING ON NUCLEAR NONPROLIFERATION. 24 MONTHS, \$450,000.

In a recent landmark speech on nuclear security, President Obama noted that stopping the spread of nuclear weapons



requires a long-term perspective and sustained interest. An important component of a long-range approach is nurturing the next generation of specialists. The Center for Nonproliferation Studies at the Monterey Institute of International Studies has proved the power of educating and training the next generation of nonproliferation experts since its creation in 1989. Over the next two years with Corporation support, the Center will implement an innovative and integrated program of training, capacity building and policy-oriented research, including a conference in 2010 to highlight nonproliferation education in conjunction with the Center's 20th anniversary.

**MOSCOW SCHOOL OF POLITICAL STUDIES,  
*Moscow, RUSSIA***

FINAL GRANT TOWARD A PROJECT TO STRENGTHEN  
DEMOCRATIC INSTITUTIONS AND CIVIL SOCIETY IN RUSSIA.  
23 MONTHS, \$230,000.

Overcoming obstacles in U.S.–Russian relations requires new thinking about the principles and operational practices of global security. One way of fostering this intellectual reassessment is by helping to develop a new generation of American and Russian security experts. This has been the objective of a joint project between the Center for International and Security Studies at the University of Maryland and the Moscow-based Institute of USA and Canada Studies. With continued Corporation support, the project will develop new curricula on civil conflict and terrorism, organize two week-long exchange visits among students and faculty and promote policy-relevant research and dissemination programs at both institutions. The work will result in new course work, joint U.S.–Russian student training seminars and publications.

**NATIONAL ACADEMY OF SCIENCES, *Washington, DC***

TOWARD A PROJECT ON A TECHNICAL REVIEW  
OF THE COMPREHENSIVE TEST BAN TREATY.  
15 MONTHS, \$300,000.

Science and policy are often intertwined. Yet, most scientists and engineers do not have the opportunity or the training to engage with national policy. Founded in 1997, the Christine Mirzayan Science and Technology Policy Graduate Fellowship Program, a program of the National Academy of Sciences, provides graduate students in engineering and the sciences with the opportunity and tools to engage with national science and technology policy and thus increase public understanding of science. The program has a proven and long-standing track record of strengthening the linkages between science and public policy. In the coming two years, the program will

continue to provide support for high-achieving graduate students in science and engineering to engage with science and technology policy.

**NATIONAL DEFENSE UNIVERSITY FOUNDATION, INC.,  
*Washington, DC***

FINAL GRANT FOR A WASHINGTON, D.C.–BASED  
WORKING GROUP ON U.S.–RUSSIAN RELATIONS.  
24 MONTHS, \$194,200.

The leadership transitions in the United States and Russia offer an opportunity to reset the relationship. The U.S. administration has indicated that Russia should be viewed as part of the solution—a move that has been welcomed in Russia. However, the shifts are at rhetorical levels and much remains to be done to bridge policy divides concerning nonproliferation, regional stability, energy security and other challenges. Recognizing the role of the expert communities in this process, the Corporation strives to strengthen, through a cluster of grants, their contributions and promote engagement between American and Russian experts and officials. The National Defense University and Georgetown University will jointly bring together a nonpartisan study group to focus on key issues in the U.S. policy agenda with Russia. The project will result in publications.

**NATIONAL SECURITY ARCHIVE FUND, INC.,  
*Washington, DC***

TOWARD AN INTERNATIONAL PROJECT TO EXPAND  
PUBLIC ACCESS TO ARCHIVAL INFORMATION ON NUCLEAR  
PROLIFERATION. 36 MONTHS, \$600,000.

The Nuclear Proliferation International History Project (the Project) seeks to expand publicly available material on nuclear issues for use by scholars, journalists and citizens. The Project, which is the leading noncommercial user of the Freedom of Information Act, plans a coordinated investigation into several important but poorly documented episodes when Washington, D.C. engaged in internal debates on deep cuts, minimum deterrence and abolition. Insider-generated policy alternatives, especially those once top-secret, often get media attention and carry substantial weight in current debates. Beyond its core work on U.S. archives, the Project plans to collaborate with a network of international partners to strengthen transnational linkages between nuclear secrecy experts and continue to archive, index and disseminate the information it uncovers.

NATURAL RESOURCES DEFENSE COUNCIL, INC.,  
New York, NY

TOWARD A NEW POLICY PROJECT ON NUCLEAR SECURITY AND  
CLIMATE CHANGE. 24 MONTHS, \$400,000.

Recent developments have demonstrated the limitations of traditional “supply side” efforts, such as export controls and diplomacy, in constraining the spread of dual-use nuclear technologies. In this project, the National Resources Defense Council (the Council) will take a “demand side” approach. For some countries, nuclear technologies can help meet energy demand, whereas for many others the pursuit of cheaper, cleaner and more secure energy supply could be better achieved through different technologies. This project will involve a two-year data collection and policy research effort to remobilize the Nonproliferation Act of 1978, which provides statutory authority for the administration to promote sound energy policies internationally and reduce the spread of risky fuel cycle arrangements.

NEW AMERICA FOUNDATION, Washington, DC

FOR A PROJECT TO INCREASE THE ORGANIZATION’S INTERNAL  
CAPACITY TO CONDUCT IMPACTFUL POLICY RESEARCH  
AND DISSEMINATION ON U.S. GLOBAL ENGAGEMENT.  
24 MONTHS, \$450,000.

The New America Foundation (NAF) is a policy institute that invests in new thinkers and new ideas to address the next generation of challenges facing the United States. It has designed an initiative that will organize the political and intellectual means to promote broader engagement between American and foreign expert and policy communities. The goal of the initiative is to rethink U.S. foreign policy objectives by considering frameworks that would cultivate and establish new regional and global equilibriums. The methodology NAF will use is to expand its own policy and programming—currently strongly focused on the Middle East—to include and build an internal policy expertise on ascending powers such as Russia, China and Iran.

NEW YORK UNIVERSITY, New York, NY

FOR A PROJECT TO IMPLEMENT A SERIES OF WORKSHOPS  
TO CREATE ALTERNATIVE SCENARIOS AND OUTCOMES FOR  
GLOBAL ISSUES. 23 MONTHS, \$247,200.

The Center for Global Affairs at New York University has designed a project to apply outside the box thinking about global conditions that affect U.S. interests. A series of workshops attended by experts and policy makers from diverse fields and viewpoints will examine the results of

current research, create optional scenarios, identify potential surprises and test current and alternative policies. The goal is to compile an array of possible outcomes for current global issues and for pivotal countries; test alternative U.S. policies; and allow for consideration of insights and innovative analyses. With Corporation funds over the next two years, the project will add Russia, Ukraine, China, India, Pakistan and Turkey to the countries it analyzes, amplify foreign participation and increase from two to three the number of events it holds each year.

THE RICHARD NIXON LIBRARY AND BIRTHPLACE  
FOUNDATION, Yorba Linda, CA

TOWARD A COMMISSION ON U.S. POLICY TOWARD RUSSIA.  
24 MONTHS, \$399,800.

The leadership transitions in the United States and Russia offer an opportunity to reset the relationship. The U.S. administration has indicated that Russia should be viewed as part of the solution—a move that has been welcomed in Russia. However, the shifts are at rhetorical levels and much remains to be done to bridge policy divides concerning nonproliferation, regional stability, energy security and other challenges. Recognizing the role of the expert communities in this process, the Corporation strives to strengthen, through a cluster of grants, their contributions and promote engagement between American and Russian experts and officials. The Nixon Center will conduct structured exchanges between senior officials, experts and business and media leaders on a range of issues relevant to U.S.–Russian relations. These will result in high-level briefings in both capitals and publications in the center’s magazine, *The National Interest*.

THE GRADUATE CENTER OF THE CITY UNIVERSITY OF  
NEW YORK, New York, NY

FOR RESEARCH, ANALYSIS, DIALOGUE AND DISSEMINATION ON  
STATES AT RISK. 23 MONTHS, \$454,700.

When the Corporation began its States at Risk grant making, the field of knowledge and network of researchers on what is now categorized as “post-conflict” studies did not exist. With our support, it now does: there is an identifiable network of policy research institutes, policies and supporting literature and awareness of the need to strengthen scholarly input into policy making. Through a project at The Graduate Center of the City University of New York, a major effort has been made to reach out to younger scholars and those from states at risk themselves. The focus has been on creating and promoting a network among them and developing ways for the policy community to access their research findings about what policies do or do not work and,



importantly, why they do or do not work. Renewed support would allow this promising effort to be strengthened.

**THE GRADUATE CENTER OF THE CITY UNIVERSITY OF NEW YORK, *New York, NY***

FOR A RESEARCH PROJECT ON LOCAL PERSPECTIVES ON THE NEED FOR INTERNATIONAL INTERVENTION TO PROTECT CIVILIANS FROM MASS MURDER AND OTHER ATROCITIES, AS REFLECTED IN THE DOCTRINE OF THE “RESPONSIBILITY TO PROTECT.” 23 MONTHS, \$350,000.

The Principle of the Responsibility to Protect (R2P) reflects the need for the international community to protect civilians from mass murder and other atrocities when affected states are unable or unwilling to do so. R2P originated with the 2001 report from the International Commission on Intervention and State Sovereignty, partially supported with Corporation funding. Just three years after its adoption by the UN in 2005, R2P has yet to become operational or implemented enthusiastically by signatories. Rather, since then, there has been a marked decline in support for R2P among southern states. In an effort to help salvage the promise of this important approach to states at risk, a proposed project of the new Global Centre on the Responsibility to Protect will register views on the ground about R2P and subject these to scholarly and policy level analysis.

**PARTNERSHIP FOR A SECURE AMERICA, INC., *Washington, DC***

TOWARD A PROJECT TO DEVELOP THE NEXT GENERATION OF U.S. CONGRESSIONAL STAFFERS ON INTERNATIONAL PEACE AND SECURITY ISSUES. 24 MONTHS, \$250,600.

The Partnership for a Secure America (PSA) is committed to developing new thinking and productive bipartisan consensus on issues such as nuclear security, failing states and U.S. global engagement. PSA has designed an ongoing, selective program targeted at young leaders from both sides of the aisle who share a common legislative purpose. The program will convene staffers through a series of conferences featuring internationally recognized academics, experts and leaders to study their ideas and to explore various policy alternatives. Unlike other programs that provide occasions to bring substance to Capitol Hill staffers through discussions with experts (such as the Henry L. Stimson Center’s Security for a New Century Project in this agenda), the PSA program creates opportunities for those staffers to talk to one another and thus create strong working relationships.

**PARTNERSHIP FOR GLOBAL SECURITY, *Washington, DC***

TOWARD A PROJECT ON STRENGTHENING AND REDIRECTING COOPERATIVE THREAT REDUCTION EFFORTS. 24 MONTHS, \$325,000.

The Partnership for Global Security (formerly known as the Russian American Nuclear Security Advisory Council) has been a critical nongovernmental player in securing post-Soviet nuclear and biological stockpiles. The Partnership is now focused on refining the cooperative threat reduction toolbox to deal with new regions and new threats, such as the A.Q. Khan network. These new threats are rising in priority even as the Russia-focused threat reduction agenda comes closer to completion. The Partnership’s research will assess how the current pool of \$1 billion per year that is budgeted for nuclear threat reduction activities can be best spent, and its team will advise policy makers as to which aspects should be preserved and which aspects redirected to meet new challenges.

**PRINCETON UNIVERSITY, *Princeton, NJ***

FOR A PROJECT ON CONTROLLING FISSILE MATERIAL AND NUCLEAR ENERGY. 24 MONTHS, \$350,000.

To prevent nuclear terrorism and advance a world free of nuclear weapons will require securing the world’s weapons—usable fissile material. This project advances research and analysis on new approaches to consolidating, securing and reducing stocks of weapons—usable fissile material. With new countries poised to embark upon civilian nuclear energy programs, including sensitive enrichment and reprocessing facilities, this is an especially pivotal moment to rethink national and international controls on fissile material. The project will focus on maximizing barriers to diversion, assuring the verifiable disposal of material from disassembled weapons, converting HEU-fueled research and naval reactors to LEU and enhancing international monitoring of all fissile production facilities.

**PUBLIC INTERNATIONAL LAW AND POLICY GROUP, *Arlington, VA***

AS A FINAL GRANT TOWARD A PROJECT TO PROVIDE PRO BONO LEGAL ASSISTANCE AND POLICY ADVICE TO STATES AT RISK. 24 MONTHS, \$476,600.

Founded in 1995 under the auspices of the Carnegie Endowment for International Peace and currently associated with American University in Washington, D.C., the Public International Law and Policy Group (the Group) is an independent nonprofit organization that operates as a global pro bono law firm providing free legal assistance to developing states and states in transition from conflict. It draws on the

volunteer services of over sixty former legal advisors and former diplomats from the U.S. Department of State and other foreign ministries, as well as pro bono assistance from major international law firms. Additional Corporation support will allow it to continue facilitating the ability of states to negotiate and draft peace agreements and post-conflict constitutions, and prosecute individuals suspected of committing war crimes and crimes against humanity.

**RAND CORPORATION, *Santa Monica, CA***

FOR RESEARCH AND POLICY OUTREACH ON NATIONAL AND INTERNATIONAL DECISION-MAKING STRUCTURES ADDRESSING STATES AT RISK. 23 MONTHS, \$495,000.

One of the main criticisms against past work on “nation-building”—defined as international interventions aimed at stabilizing a war torn country by re-establishing security and assisting political and economic development—has been that it has focused almost exclusively on the nation-builders themselves, while often ignoring the culture, history and politics of the target country. While broad comparisons are, on the whole, warranted and have yielded valuable insights, a proposed RAND project recognizes that past findings may be further refined and enhanced by a close examination of indigenous factors—factors that remain largely out of the control of nation-builders. This refinement not only aims at bringing greater depth to an understanding of the dynamics of nation-building, it also seeks to offer improved guidelines for policy makers.

**SOCIAL SCIENCE RESEARCH COUNCIL, *Brooklyn, NY***

TOWARD A PROJECT ON UNOFFICIAL DIPLOMACY FOCUSED ON NORTHEAST ASIA. 24 MONTHS, \$295,000.

The Social Sciences Research Council, Northeast Asia Cooperative Security Project seeks renewed funding to provide an informal channel of communications between North Korean officials and U.S. experts and former government officials, and to provide essential background information on key issues to media and the public in the United States and East Asia. In articles, op-eds, talks and briefings for officials and journalists, the Project has attempted to lay out a series of linkages between denuclearization and normalization of political, economic and security relations. It has focused Track II and outreach efforts on the third phase of negotiations; a peace process on the Korean Peninsula and a regional security dialogue that could provide essential quid pro quos for North Korea to dismantle its nuclear programs and eventually eliminate its weapons.

**HENRY L. STIMSON CENTER, *Washington, DC***

TOWARD PROJECTS OF THE ORGANIZATION THAT WILL BUILD NORTH-SOUTH COOPERATION FOR NONPROLIFERATION; AND BRING NONPARTISAN DEBATE TO THE U.S. CONGRESS. 24 MONTHS, \$350,000.

With a new U.S. administration and new Congress set to take over the reigns of U.S. leadership, the Henry L. Stimson Center will undertake two interrelated projects. The Security for a New Century (SNC) project is an internally organized congressional forum that educates congressional members and staff about a range of foreign policy issues. It has proven to be a model of congressional education that speaks directly to the core issues of the Corporation’s International Program. A second sustainable security project will build nonproliferation capacity across a developing world that is increasingly interested in nuclear power, the Global South. It is to develop pragmatic links between identified in-country needs and new streams of foreign assistance that will help support economic development while laying a foundation for the global nonproliferation regime.

**STOCKHOLM INTERNATIONAL PEACE RESEARCH INSTITUTE (SIPRI), *Solna, SWEDEN***

TOWARD PROJECTS OF THE ORGANIZATION THAT WILL ADVANCE DISARMAMENT AND NONPROLIFERATION; AND CONDUCT DIALOGUES AMONG AMERICAN, EUROPEAN AND IRANIAN ACADEMICS AND OFFICIALS. 18 MONTHS, \$400,000.

Complementary projects of the Stockholm International Peace Research Institute (SIPRI), a well-respected European think tank with an international staff, can help advance progress in nuclear disarmament and engage leading Iranian academic experts and officials with their European and American counterparts. The disarmament project seeks to expand the political space for getting to zero nuclear weapons in Europe, Russia and the United States. Its products will offer an opportunity to shape NATO nuclear policy. The SIPRI-Iran Dialogue will convene workshops in Tehran and Stockholm to discuss security problems and concerns related to conflict management in the region. At a time when such encounters are limited, SIPRI’s work could demonstrate cooperation with Iranian partners on other tough issues, including concerns about Iran’s nuclear activities.

**TOBIN PROJECT, *Cambridge, MA***

TOWARD A PROJECT ON LINKING NATIONAL SECURITY SCHOLARSHIP TO POLICY. 24 MONTHS, \$300,000.

Academic research plays a vital role in shaping America’s intellectual and political climate and, ultimately, its public

policy. The Tobin Project, a relatively new, nongovernmental effort inspired by the late Nobel Laureate James Tobin and his dual commitment to outstanding scholarship and public service, aims to change thinking within the academy by promoting outstanding work on a small set of key strategic issues. The goal of the project is, over time, to help scholars make a substantial contribution to this inventory of policy relevant ideas. Initial efforts will focus on the new national security strategy that is taking shape within the Obama administration, which emphasizes the prudent use of American power. Although hotly debated, a strategic set of questions surrounding this reorientation remains under-researched by scholars.

TRUMAN NATIONAL SECURITY PROJECT EDUCATIONAL INSTITUTE, *Washington, DC*

TOWARD A PROJECT ON TRAINING EMERGING CONGRESSIONAL LEADERS AND A CURRICULUM MODULE ON NUCLEAR DISARMAMENT. 24 MONTHS, \$200,000.

Originally conceived in 2005 by the United Nations' Department of Public Information and the United Nations Foundation as a way to inform an American audience about the aims and accomplishments of the organization, the United Nations Radio News Service (UNRNS)—with its daily online offerings of news reports and audio—has become a trusted news source for dozens of American radio networks and their affiliate stations. Broadcasters from some 100 countries have also downloaded reports and audio from the UNRNS Web site. With Corporation support, the UNRNS is seeking to build on its success in the U.S. and to expand its global reach with its broadcast-ready news products by creating a multimedia gateway to the organization for all content providers seeking raw audio material, professional packaged news reports and supporting media.

UNION OF CONCERNED SCIENTISTS, *Cambridge, MA*

TOWARD A PROJECT TO TRAIN THE NEXT GENERATION OF INDEPENDENT TECHNICAL SECURITY ANALYSTS. 36 MONTHS, \$300,000.

A new approach to nuclear security will require independent thinkers who are technically proficient and understand the complex challenges posed by nuclear weapons. The Union of Concerned Scientists has for twenty years identified and trained many of the leading voices in the technical arms control community through its annual summer symposiums. This network is then sustained through online and face to face interactions that help participants find existing professional opportunities and create new ones. This grant would continue the Union's efforts to build the next generation of international nuclear experts,

with a particular focus on China. China will play a central role in coming arms control debates, but its independent analytical community is nascent and underdeveloped.

UNIVERSITY OF READING, *Reading, UNITED KINGDOM*

FOR A JOINT PROJECT WITH KING'S COLLEGE LONDON ON THE POLITICAL ECONOMY OF STATE BUILDING. 36 MONTHS, \$390,600.

During the last fifteen years, donor countries and international organizations have become increasingly involved in the governance and development of states emerging from conflict at risk of instability or collapse. Notwithstanding these efforts, in the words of a major study, the results have been "mixed at best." While much is known about the impact of these states on international security, and on strategies and efforts to reconstruct them, much less is known about the impact of state building on post-conflict societies, and its consequences for stability and development remains limited. To address this analytical gap with practical implications, a project codirected by Kings College London and the University of Reading will provide in-depth analysis of the political economy of post-conflict state building.

COLLEGE OF WILLIAM AND MARY, *Williamsburg, VA*

TOWARD A PROJECT ON NEGOTIATING WITH ADVERSARIAL STATES. 30 MONTHS, \$234,300.

Despite rhetorical flourishes about not "negotiating with evil," the Bush administration inconsistently honored its own declaratory policy with respect to not engaging "terrorists and radicals." But there has been no systematic analysis of why it did so, how these negotiations were conducted and ultimately, whether they have promoted or harmed U.S. interests. There also has been little information available to help guide thought or action. A project directed by vice provost of the College of William and Mary and former Director of the Department of States Policy Planning Staff, Mitchell Reiss, aims to fill gaping holes in the academic literature and policy world by examining this hidden history, and informing and stimulating public debate on how and with whom the United States and others conduct diplomacy.

WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS, *Washington, DC*

FOR RESEARCH, ANALYSIS, DIALOGUE AND DISSEMINATION ON STATES AT RISK. 23 MONTHS, \$401,700.

Despite increased scholarly and policy-level attention to the issue of so-called "failing" states, there has been a

serious gap in understanding about an entire category of states that are at risk of instability or collapse but cannot be considered in a post-conflict stage. These include some forty-three states that were formerly authoritarian and have begun to open up to pluralism but have yet to establish strong democratic institutions. Such states as Bangladesh, Bolivia and Burkina Faso and Guinea, for example, are characterized by relatively strong executives who manipulate elections, corrupt or ineffective state bureaucracies, weak opposition parties, co-opted legislatures and fragmented civil societies. A proposed project of the Woodrow Wilson International Center for Scholars will help fill this policy relevant knowledge gap with practical implications.

## Islam Initiative

### UNIVERSITY OF ARIZONA, *Tucson, AZ*

FOR AN ON-LINE DIRECTORY OF ACADEMIC PROGRAMS, EXPERTS AND RESOURCES ON MUSLIM-MAJORITY REGIONS. 24 MONTHS, \$200,000.

A team of specialists working in consultation with the University of Arizona's Department of Journalism and School of Information Resources and Library Science Studies will design, construct and maintain a comprehensive web-based interactive directory of U.S. academic programs in Middle East studies broadly defined to include the regions from North Africa to Central Asia. The directory database will be tailored to meet the needs of multiple publics seeking university programs, experts, or high caliber resources for teaching about the region including films and teaching materials. The directory will cover relevant programs in all disciplines, not limited to federally-funded National Resource Centers or to members of the Middle East Studies Association. No such directory currently exists, in a field undergoing rapid expansion and change.

### THE ASPEN INSTITUTE, INC., *Washington, DC*

TOWARD THE INTERNATIONAL ACTIVITIES OF THE CONGRESSIONAL PROGRAM. 11 MONTHS, \$720,000.

The Aspen Institute's Congressional Program was launched in 1983 to offer opportunities to members of the United States Congress to become better informed on foreign and domestic policy issues. The program offers six annual conferences that bring together legislators from the House and the Senate with academic specialists. The conference series supported by this grant will focus on contemporary dynamics in Muslim states and networks, and is planned to take place in the Middle East. The conference will result in a published report. The grant will cover the conference

and a series of breakfast meetings between lawmakers and experts on Islam and other topics of international concern.

### BIBLIOTHECA ALEXANDRINA, *Alexandria, EGYPT*

TOWARD THE REISSUING OF MODERNIST PUBLICATIONS FROM MUSLIM SOCIETIES. 36 MONTHS, \$1,000,000.

The Alexandria Library is undertaking print and electronic publication of one hundred books and selections from the history of modernist or reformist thought (up until the mid 20th century). Significant social movements, including the reform of educational and legal systems and changes in the status of women, were influenced by these writings, which ranged across topics including religion and nationalism, secularism and tradition, education and science, philosophy, law and constitutionalism. The majority of the works are from Arabic originals, and will receive translations and prefaces. The texts are currently in varying states of availability, translation, and copyright status, but will enter the public domain. The goal of the project is to broaden the public's understanding of the diverse histories of Muslim societies and thought, for both Muslims and non-Muslims alike.

### COUNCIL OF AMERICAN OVERSEAS RESEARCH CENTERS, *Washington, DC*

FOR A PROGRAM DEVELOPING INTERNATIONAL CONNECTIONS AND OUTREACH BETWEEN U.S. UNIVERSITIES AND OVERSEAS RESEARCH CENTERS. 36 MONTHS, \$300,000.

This project seeks to extend benefits that Title VI-funded American overseas research Centers and National Resource Centers enjoy to smaller colleges and communities throughout the nation. It will bring information about the twenty-three overseas Centers and international research opportunities to colleges that currently do not participate in the Centers' activities or have access to a Title VI National Resource Center. And in some participating colleges, it aims to increase capacity for teaching and public outreach on Islam and Muslim cultures through an activity grants program for faculty graduates of overseas professional development seminars. It will be carried out in partnership with a network of 600 colleges belonging to the Council of Independent Colleges.

### NEW YORK PUBLIC LIBRARY, *New York, NY*

TOWARD PROGRAMMING AND OUTREACH ON THE HISTORY OF THE ABRAHAMIC FAITHS. 24 MONTHS, \$150,000.

The New York Public Library, in partnership with The British Library, is bringing the successful British exhibition "Sacred: Discover What We Share" to New York from October 2010 through February 2011. It will feature

140 items from the New York Public Library and 35 to 45 items on loan from The British Library, including rare rolls and codices, ancient manuscripts and objects, and audiovisual material. An array of arts performances, debates, lectures and children's activities will illuminate the Abrahamic faiths. The Corporation will contribute toward printed materials, some costs of installation and promotion, public panels with scholars and writers, and an online archive. Our aim is to help the Library to reach a larger number of people and to disseminate material that will remain available after the close of the exhibition period.

**THE PALEY CENTER FOR MEDIA, *New York, NY***

FOR MEETINGS DISCUSSING MEDIA COVERAGE OF TOPICS ASSOCIATED WITH ISLAM. 9 MONTHS, \$100,000.

Commercial news media naturally cover world events of political, economic and military significance, rather than daily life, historical and cultural phenomena, or “the dog that didn’t bark.” The large number of Americans for whom television is their source of information on Islam are exposed to the religion as a series of newsworthy disasters. Over two days the Paley Center will convene news executives and journalists to discuss the quality of coverage on Islam and Muslim communities, as well as public knowledge gaps and resources of expertise. Working papers and relevant articles will be distributed before the forum, and key findings and specialized information resources will be distributed afterward to both participants and the public. The program will take place in public and private sessions under the aegis of the Center’s Media Council.

**SOCIAL SCIENCE RESEARCH COUNCIL, *Brooklyn, NY***

FOR A SMALL GRANTS PROGRAM SUPPORTING OUTREACH BY UNIVERSITY CENTERS ON MUSLIM SOCIETIES. 24 MONTHS, \$3,000,000.

The Social Science Research Council, Northeast Asia Cooperative Security Project seeks renewed funding to provide an informal channel of communications between North Korean officials and U.S. experts and former government officials, and to provide essential background information on key issues to media and the public in the United States and East Asia. In articles, op—eds, talks and briefings for officials and journalists, the Project has attempted to lay out a series of linkages between denuclearization and normalization of political, economic and security relations. It has focused Track II and outreach efforts on the third phase of negotiations: a peace process on the Korean Peninsula and a regional security dialogue that could provide essential quid pro quos for North Korea to dismantle its nuclear programs and eventually eliminate its weapons.

# Discretionary Grants

AFRICAN NETWORK OF SCIENTIFIC AND TECHNOLOGICAL INSTITUTIONS, *Nairobi, KENYA*

7 MONTH GRANT OF \$25,000 FOR THE PARTICIPATION OF REPRESENTATIVES OF UNIVERSITIES SUPPORTED BY THE CORPORATION AT A REGIONAL CONFERENCE ON SCIENCE AND TECHNOLOGY IN AFRICA

AMERICAN UNIVERSITY OF BEIRUT, *New York, NY*

10 MONTH GRANT OF \$25,000 FOR RESEARCH AND WRITING ON LEBANESE MODERNIST THINKERS

ASIA SOCIETY, *New York, NY*

11 MONTH GRANT OF \$50,000 TOWARD A PROJECT TO FOSTER UNITED STATES—IRAN DIALOGUE

ASSOCIATION OF AFRICAN UNIVERSITIES, *Accra—North, GHANA*

9 MONTH GRANT OF \$30,000 TOWARD A CONFERENCE OF RECTORS, VICE—CHANCELLORS AND PRESIDENTS OF AFRICAN UNIVERSITIES

ASSOCIATION OF AFRICAN UNIVERSITIES, *Accra—North, GHANA*

12 MONTH GRANT OF \$50,000 FOR A PLANNING GRANT TO DEVELOP AN AFRICAN SENIOR ACADEMIC LEADERSHIP INITIATIVE

ASSOCIATION FOR DIPLOMATIC STUDIES AND TRAINING, *Arlington, VA*

12 MONTH GRANT OF \$50,000 FOR A PROJECT ON NUCLEAR FORCE REDUCTION

UNIVERSITY OF CALIFORNIA, BERKELEY, *Berkeley, CA*

12 MONTH GRANT OF \$25,000 TOWARD ORGANIZATIONAL MEETING FORMING A SCHOLARS NETWORK ON CHANGING MUSLIM PRACTICE AND IDENTITY IN THE WEST

UNIVERSITY OF GHANA, *Legon, Accra, GHANA*

5 MONTH GRANT OF \$50,000 TOWARD A CONFERENCE ON OPEN ACCESS TO COMMUNICATION RESOURCES

HAMPSHIRE COLLEGE, *Amherst, MA*

12 MONTH GRANT OF \$50,000 FOR CONFERENCE AND DISSEMINATION ON THE RECEPTION OF DARWIN'S IDEAS IN MUSLIM SOCIETIES

INTERNATIONAL DEVELOPMENT RESEARCH CENTRE, *Ottawa, CANADA*

5 MONTH GRANT OF \$50,000 TOWARD A ROUNDTABLE ON RESEARCH PERSPECTIVES ON PEACE BUILDING

INTERNATIONAL FEDERATION OF LIBRARY ASSOCIATIONS AND INSTITUTIONS, *the Hague, NETHERLANDS*

6 MONTH GRANT OF \$49,385 TOWARD A CONFERENCE ON AFRICAN DIGITAL LIBRARIES AND ARCHIVES

MAKERERE UNIVERSITY, *Kampala, UGANDA*

12 MONTH GRANT OF \$50,000 FOR DEVELOPMENT OF A MASTER OF SCIENCE CURRICULUM IN NATURAL PRODUCTS BY THE RISE—AFRICAN NATURAL PRODUCTS TRAINING NETWORK

NATIONAL ACADEMY OF SCIENCES, *Washington, DC*

16 MONTH GRANT OF \$50,000 TOWARD A STUDY ON PREPARING FOR THE LONG—TERM BURDEN OF HIV/AIDS

NEW AMERICA FOUNDATION, *Washington, DC*

6 MONTH GRANT OF \$50,000 FOR A WEEKLY ONLINE VIDEO PROGRAM ON U.S. NATIONAL SECURITY ISSUES

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL, *Chapel Hill, NC*

9 MONTH GRANT OF \$50,000 FOR A PLANNING GRANT ON THE FEASIBILITY OF AND OPTIONS FOR REPUBLISHING

PROJECT ON ETHNIC RELATIONS, INC., *Princeton, NJ*

11 MONTH GRANT OF \$25,000 AS A FINAL GRANT TOWARD SUPPORT

THE RICHARD NIXON LIBRARY AND BIRTHPLACE FOUNDATION, *Yorba Linda, CA*

6 MONTH GRANT OF \$49,500 TOWARD A COMMISSION ON U.S POLICY TOWARD RUSSIA

ROGER WILLIAMS UNIVERSITY, *Bristol, RI*

12 MONTH GRANT OF \$25,000 TOWARD AN ACADEMIC CONFERENCE ANALYZING THE DIFFERENT ROLES RELIGION PLAYS IN THE GOVERNANCE OF MIDDLE EAST COUNTRIES AND THE WEST

SOCIAL SCIENCE RESEARCH COUNCIL, *Brooklyn, NY*

3 MONTH GRANT OF \$33,000 FOR A PLANNING GRANT FOR A PEACE BUILDING POLICY RESEARCH NETWORK MODERNIST TEXTS



# National Program

The National Program has historically sought to promote a vibrant American democracy by advancing knowledge and understanding and by supporting expanded opportunity through education. Today, those commitments lead us to pursue two overarching goals: strengthening our nation's educational system by strengthening its human capital and encouraging design innovations in schools, colleges and education systems; and creating pathways to citizenship, civil participation and civic integration in a pluralistic society. To meet those goals, the Corporation has placed a high priority on grantmaking in three major areas:

- Building an Effective K-16 Opportunity Pathway in Urban Education and Higher Education;
- Strengthening United States Democracy through Immigrant Civic Integration and Increased Civic Engagement and
- Building and Disseminating Knowledge through Support for Scholarship in Selected Topics.

## Cross-Cutting

FOCUS PROJECT, INC., *Washington, DC*

TOWARD PROMOTING TRANSPARENCY IN GOVERNMENT.  
18 MONTHS, \$200,000.

Access to information and government openness lead to greater civic participation and a government that is more accountable to its citizens. Yet government secrecy and an antiquated disclosure and information management system have limited transparency. With Corporation support, the Focus Project (also known as OMB Watch) launched the Fueling Democracy with Information in the 21st Century project in 2007 to develop an agenda to reform the policies and practices regarding public access to information. In November 2008, the 21st Century Right to Know project report was released, which contained recommendations for the new Administration's first 100 days, additional recommendations for improving government transparency, and principles to guide long-term policy and reform. With additional support, OMB Watch will advocate for changes recommended under the 21st Century Right to Know Initiative and undertake an additional project to increase transparency of the federal economic and financial recovery, tax, and budget actions.

FUND FOR CONSTITUTIONAL GOVERNMENT, *Washington, DC*

TOWARD A COALITION TO ENSURE ACCESS TO GOVERNMENT INFORMATION. 24 MONTHS, \$150,000.

Access to government information is critical to ensuring transparency and accountability, which are pillars of a strong democracy. However, in the wake of 9/11, access to information was compromised in order to promote na-

tional security. Indeed, a 2008 poll found that three-quarters of American adults viewed the federal government as secretive. The 2008 presidential election, however, presents opportunities for greater government openness, as evidenced by both the public's renewed interest in government and in ensuring more accountability in the use of public funds, especially during the nation's economic crisis. In 2003, OpenTheGovernment.org (OTG), a project of the Fund for Constitutional Government, was established to protect and expand government openness. With continued Corporation support, OTG will raise the visibility of openness issues with legislators and other public officials; engage the public through outreach and action with its coalition partners; and conduct research and analysis on openness issues.

GOVERNMENT ACCOUNTABILITY PROJECT INC.,  
*Washington, DC*

TOWARD SUPPORT. 24 MONTHS, \$200,000.

In order for a democracy to function, it is essential that citizens can and do hold government and corporations accountable for their actions. However, existing transparency mechanisms intended to provide public windows into the actions of government in a variety of areas have been increasingly stymied in recent years. As a result, the ability of citizens to hold their government accountable is increasingly threatened. The Government Accountability Project (GAP) has worked to fight abuses of power and protect the rights of government and corporate whistleblowers. GAP's basic premise is that the best way to hold government and corporations accountable to the public is through appropriate dissemination of information to the public about critical problems. With Corporation support, GAP will focus on one of its major priorities: protecting



government and corporate whistleblowers in a variety of fields, and in particular, science and engineering.

**LEARNING MATTERS, INC., *New York, NY***

TOWARD A SERIES OF REPORTS TRACKING THE IMPACT OF THE EDUCATION STIMULUS PACKAGE ON SCHOOL REFORM FOR THE NEWSHOUR WITH JIM LEHRER. 24 MONTHS, \$303,000.

With the current economic climate in the country and the financial stress it is causing on public schools and the growing demand for educational accountability, the federal government has stepped up to provide more than \$100 billion in “stimulus” grants to school districts and the states, while also demanding both accountability and change. While the federal government will create its own reporting mechanisms out of the public eye, with this grant, Learning Matters plans to provide a window into the school systems by showing the public what their tax dollars are being spent on in a number of schools and school districts across the country. In the process of doing this extensive reporting, Learning Matters hopes to strengthen its position as the premier publicly supported, independent media organization focused on education, youth and families.

**MIGRATION POLICY INSTITUTE, *Washington, DC***

TOWARD SUPPORT OF THE NATIONAL CENTER ON IMMIGRANT INTEGRATION. 23 MONTHS, \$750,000.

Successful immigrant integration requires the presence of both a path to citizenship and a path to participation in the opportunity structure of United States society. Education is a crucial route to the latter. Yet, there remains a gulf between immigrant advocates and researchers and policy experts in education and education reform. Issues of immigrant education and civic integration are linked together in reality, yet policy development occurs in distinct spheres. The National Center on Immigrant Integration, housed at the Migration Policy Institute, an international think tank focused on producing research on issues related to the movement of peoples, will identify and convene a range of experts in both education and immigrant advocacy, analyze and synthesize information and data, and support development of more effective policies for educating immigrant students.

**NATIONAL ACADEMY OF SCIENCES, *Washington, DC***

TOWARD A FELLOWSHIP PROGRAM FOR GRADUATE STUDENTS ON SCIENCE AND SCIENCE POLICY AT THE NATIONAL LEVEL. 24 MONTHS, \$1,484,400.

Science and policy are often intertwined. Yet, most scientists and engineers do not have the opportunity or the train-

ing to engage with national policy. Founded in 1997, the Christine Mirzayan Science and Technology Policy Graduate Fellowship Program, a program of the National Academy of Sciences, provides graduate students in engineering and the sciences with the opportunity and tools to engage with national science and technology policy and thus increase public understanding of science. The program has a proven and long-standing track record of strengthening the linkages between science and public policy. In the coming two years, the program will continue to provide support for high-achieving graduate students in science and engineering to engage with science and technology policy.

**THE PROJECT ON GOVERNMENT OVERSIGHT, INC., *Washington, DC***

TOWARD SUPPORT. 24 MONTHS, \$350,000.

Transparency of government is a hallmark of democracy. Yet, integrity in the federal government is under increasing assault, in large part due to the numerous scandals and instances of corruption that consistently undermine the public’s confidence in the democratic process. Frequent instances of government secrecy and refusal to divulge information, coupled with the penalization of whistleblowers, have increased the need for nonprofit accountability programs and investigative reporting that both informs the public of the facts and advocates for reform within the government. The Project on Government Oversight (POGO) is an independent nonprofit that investigates and exposes corruption and other misconduct in order to achieve a more accountable federal government. In the coming two years, POGO will continue to conduct investigations to shed light on government activities, create an informed public debate, and foster opportunities for systemic reform.

**STATE OF THE U.S.A. INC., *Washington, DC***

TOWARD SUPPORT. 12 MONTHS, \$500,000.

Myriad data sets on many issues of national importance are more readily available than ever before, as is the technology to sort and categorize them. However, sheer availability of information does not automatically sort or categorize information on the basis of its empirical accuracy, quality, or impartiality. For example, data on issues related to education is highly complex and contested, and there is a need for high-quality data on which to evaluate reforms and hold key stakeholders accountable. Indeed, a fundamental challenge in deciding many issues of national importance remains finding such high-quality and reliable information on the issues and discerning with certainty the superiority of that information to data from other sources. The State of the U.S.A. (SUSA), developed in collabora-

tion with the National Academy of Sciences, aims to serve as a clearinghouse of reliable, quality, and impartial data on the nation's most pressing issues. As SUSA develops, it will focus its efforts particularly on data and indicators related to education, health care and the economy.

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## Democracy and Immigrant Civic Integration

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CATHOLIC LEGAL IMMIGRATION NETWORK, INC.,  
*Washington, DC*

TOWARD SUPPORT. 24 MONTHS, \$500,000.

Faced with the greatest wave of immigration in American history, the country is engaged in an intense debate. With 36 million foreign-born residents, 12.4 percent of the total population, it is imperative for the nation to successfully integrate its immigrants and engage them in civic life. Many factors, however, pose obstacles to this necessity. There is a growing need to build the capacity of immigrant rights organizations, particularly in new immigrant states, to better facilitate immigrant integration and civic engagement. Any such effort must be coupled with an extensive public education and outreach campaign to ensure that both immigrants and their receiving communities are united behind a common goal of integration and cooperation. Catholic Legal Immigration Network (CLINIC), one of the nation's largest networks of legal agencies directly serving immigrants, will support and promote naturalization and civic engagement among low-income immigrants to foster civic integration of a pluralistic society.

CENTER FOR AMERICAN PROGRESS, *Washington, DC*

TOWARD SUPPORT FOR A COLLABORATIVE THAT WILL DEVELOP AND BUILD CONSENSUS AROUND WORKABLE IMMIGRATION POLICIES; AND TO LAUNCH A CENTER-WIDE IMMIGRATION PROJECT. 23 MONTHS, \$2,400,000.

A key lesson from prior efforts to achieve comprehensive immigration reform is that formulating intelligent and workable public policies will require new ideas and the building of a consensus among many constituencies with diverse concerns and priorities. Immigration reform policies must address issues of employment policy, family reunification and citizenship opportunities. Policies must be formulated in ways that are more likely to garner the requisite support among the public and policy makers and also contribute to strengthening American democracy and civil society. Today, as the United States experiences an economic recession, the need to develop immigration policy

that also effectively grapples with the relationship between immigration and the American economy is even more urgent. With Corporation support, the Center for American Progress (CAP), which is also launching a center-wide immigration project, will bring together leading stakeholders in the immigration policy debate to find common ground. CAP will coordinate and oversee the immigration reform policy work of key partners to identify, develop, and foster support for new ideas related to workable reforms.

DEMOCRACY USA, *Miami, FL*

TOWARD SUPPORT. 24 MONTHS, \$400,000.

Active civic engagement by all sectors of society is a cornerstone of U.S. participatory democracy. Facilitating the civic integration of immigrants is particularly important today in light of the country's rapid demographic shift. Latinos are the fastest growing demographic group in the United States. Yet, they have one of the lowest levels of relative representation among voters of any in the nation. Democracy USA is one of the nation's leading organizations working to increase civic engagement among Latino immigrant communities. Its civic engagement work is holistic, comprehensive, and year-round, and its overall aim is to support civic engagement among these communities over the long term. In the coming two years, Democracy USA will increase its programmatic capacity and expand its current work in Florida, Nevada, Arizona, Colorado, New Jersey, and Pennsylvania, and it will begin to expand its operations in New Mexico and Texas.

MEXICAN AMERICAN LEGAL DEFENSE AND EDUCATIONAL FUND, INC., *Los Angeles, CA*

TOWARD ITS IMMIGRANT RIGHTS ADVOCACY PROGRAM. 24 MONTHS, \$300,000.

The national debate on immigration reform had widespread consequences and impacts for immigrants already in this country. While the debate had many positive consequences, for example, increasing the visible civic engagement of many immigrants across the nation, it also spurred certain punitive, enforcement-only policies targeting immigrants and mandating that local law enforcement officials enforce immigration law. There is, as a result, a need to protect legal immigrants and citizens against discriminatory practices and civil rights violations brought on by certain anti-immigrant ordinances. The Mexican American Legal Defense and Educational Fund (MALDEF), a Corporation grantee of a history defending the rights of Latinos and other immigrants, will increase the amount of resources dedicated to protecting immigrants' rights.

**NALEO EDUCATIONAL FUND, INC., *Los Angeles, CA***

TOWARD ITS IMMIGRANT CIVIC ENGAGEMENT PROJECT.  
24 MONTHS, \$500,000.

The majority of immigrants to the U.S. are Latinos. Considering the size of this population, as well as its prominence in the immigration debate, there are dual needs both to facilitate civic integration among Latino immigrants and to foster broad alliances with other immigrant groups and with non immigrant groups facing similar challenges of resources and opportunity such as African Americans and low-income populations. The National Association of Latino Elected and Appointed Officials (NALEO) is one of the nation's leading organizations supporting Latino civic engagement. Its national civic education program encompasses naturalization assistance, removing structural barriers to civic participation, and increasing Latino civic engagement. In the past year, it partnered with Univision, the National Council of La Raza, and the Service Employees International Union (SEIU) on the Ya Es Hora campaign, a coordinated effort that aimed to spur millions of eligible Latinos to naturalize and then vote. In the coming years, NALEO will continue and expand its civic engagement work in Latino communities.

**NATIONAL CONFERENCE OF STATE LEGISLATURES,  
*Denver, CO***

FINAL GRANT TOWARD ITS IMMIGRANT POLICY PROJECT.  
12 MONTHS, \$100,000.

State legislatures are uniquely affected by the immigration reform debate and its implications. State governments also fund and provide critical English-language instruction and public education to immigrants. State legislators increasingly need research and technical assistance as they navigate these complex issues and assess appropriate roles in immigration enforcement and integration assistance. There is a high demand from state legislators for basic education on immigrants, as well as for pragmatic, cost-effective, and positive ways for state governments to play a role in the debate and resulting policies. The National Conference of State Legislatures (NCSL) in 2006 created its Task Force on Immigration Reform and the States in conjunction with the National Hispanic Caucus of State Legislatures (NHCSL). The Task Force brings together different experts on immigrant issues with state legislators, undertakes research on issues surrounding the immigration debate, and disseminates the findings through the generation of reports.

**PRO BONO NET, INC., *New York, NY***

TOWARD A WEB-BASED INFORMATION AND  
NETWORKING PORTAL ON IMMIGRANT LEGAL ISSUES.  
24 MONTHS, \$400,000.

With the proliferation of raids and enforcement efforts in new immigrant communities comes the increased need for capacity to deal with the resulting legal challenges facing immigrants. Yet, the legal issues involved are often highly complex and, as a consequence, capacity is often insufficient. With Corporation support, in 2004, Pro Bono Net (PBN) and the Catholic Legal Immigration Network (CLINIC) formed the Immigration Advocates Network (IAN), an online network aimed to create an integrated national legal and advocacy network to increase access to legal assistance for disadvantaged immigrants and build the effectiveness of the sector that delivers legal services to them. Since its inception, IAN has become one of the nation's major providers of immigration resources to nonprofit immigrant advocates, service providers, and organizers. In the coming two years, IAN will continue to expand its capacity and build infrastructure to serve the field.

**PUBLIC INTEREST PROJECTS, *New York, NY***

TOWARD SUPPORT OF THE FOUR FREEDOMS FUND'S  
EXPANDED ACTIVITIES FOCUSING ON IMMIGRANT  
INTEGRATION. 12 MONTHS, \$6,000,000.

Throughout its history, the United States has been renewed by immigrants. The country faces a demographic imperative to support effective integration of immigrants. Much of this work is taking place at the local and state level, often within communities and regions, such as the South, that are charged with integrating newcomers for the first time. As states grapple with increasingly diverse populations, especially in new destination communities and in this economy, there is a need to build the capacity of the field so that nonprofit organizations across the nation can help with integration and educate different constituencies about the roles and responsibilities of being full and active citizens. Established in 2003 by the Corporation and other donors, the Four Freedoms Fund (FFF) is a funder collaborative housed at Public Interest Projects. It focuses on building immigrant integration capacity at the state and local levels, focusing on strengthening the communications, civic, and management skills of immigrant-serving organizations.

#### STATE VOICES, *Detroit, MI*

TOWARD SUPPORT. 24 MONTHS, \$400,000.

Low voter participation rates among underrepresented groups, the lack of a unified voice on particular issues, and the realization that short-term, single issue coalitions prohibited organizations from undertaking successful policy education campaigns all highlighted the need among civic engagement groups for a long-term infrastructure to advance their work. State Voices connects and supports permanent, year-round state networks of nonpartisan organizations that foster collaborative multi-issue policy work, provide economies of scale, undertake rigorous evaluation, and support efforts to engage historically underrepresented communities year-round. With Corporation support, State Voices will provide cutting edge technology and other support services to its networks and link partners, including those serving immigrant communities, to donors, evaluation experts, and other allies to help advance their work.

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## New Designs for Education Systems

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#### ACT, INC., *Iowa City, IA*

FOR AN INITIATIVE TO INCREASE THE NUMBER OF STUDENTS GRADUATING HIGH SCHOOL WHO ARE COLLEGE AND CAREER READY. 36 MONTHS, \$1,053,800.

National standards have often been seen as a “third rail” issue in the past, however, there has been new receptivity from governors and state commissioners of education within the last several months. Stakeholders are calling for fewer, clearer and higher common standards with more sophisticated assessments leading to better instructional tools. As part of the focus on college readiness, ACT, Inc. has developed College Readiness Standards in response to the need for better information about student achievement in middle and high schools. ACT is partnering with America’s Choice to launch Rigor and Readiness—an initiative designed to use ACT’s college readiness standards and provide programs, tools and technical assistance to school districts to ensure students graduate high school ready to enter post-secondary education.

#### ALLIANCE FOR EXCELLENT EDUCATION, *Washington, DC*

TOWARD SUPPORT. 24 MONTHS, \$1,000,100.

The Alliance for Excellent Education (AEE) is a key national public policy advocacy organization focused on increasing high school graduation rates and college readiness of American students. The Alliance workson advocacy both at the national level and in key states, producing high-quality

reports accompanied by active engagement of policy makers. AEE’s efforts have paid off for high school reform and adolescent literacy, both on the forefront of the nation’s education agenda. In addition, along with the Council of Chief State School Officers and the National Governors Association, AEE has drawn critical attention to the Common Core Standards. This request for general support continues the Alliance’s work to promote effective federal policies toward graduating all students from high school for preparation for college, careers, and later success in life.

#### ARIZONA STATE UNIVERSITY FOUNDATION, *Tempe, AZ*

TOWARD A STUDENT OUTCOMES-BASED INDICATOR SYSTEM FOR DETERMINING THE SUCCESS OF HIGHER EDUCATION INSTITUTIONS. 24 MONTHS, \$290,000.

The culture of higher education in the U.S. has historically reflected the values of a meritocracy; therefore excellence and broad access have long been in tension. The knowledge economy and global competition now require the sector to maintain excellence while increasing the number of students who earn credentials beyond high school. To spur this change, the traditional definition of institutional quality in higher education is expanding to include measures of how many and how well students succeed in earning those credentials. Arizona State University is developing the means to shift from reliance on traditional measures of institutional quality toward using evidence of student learning outcomes to evaluate it. The Corporation will support data collection, analysis and reporting as the University develops its new indicator system.

#### BATTELLE FOR KIDS, *Columbus, OH*

FOR THE PLANNING AND PILOTING OF A SYSTEM OF ASSESSMENT-BASED PROFESSIONAL DEVELOPMENT TO DRIVE STUDENT SUCCESS AND IMPROVED HIGH SCHOOL DESIGN. 12 MONTHS, \$569,400.

Value-added data has the potential to be a uniquely powerful tool to drive student learning in high-need schools. The translation of this data into actionable classroom strategies, however, is the most challenging, yet crucial, component of data-driven reform. It requires technological capacity and the ability to use data to create a student focused system of professional development. This is particularly difficult for high schools. This planning grant will enable Battelle for Kids (Battelle) to research and design a comprehensive model for professional development linked to value-added data in high schools, with a focus on strengthening the supports vital to ongoing classroom and school-based inquiry and improvement. Battelle will consult with national experts, test and refine its design via a pilot, and present a plan for long-term implementation.

BIOLOGICAL SCIENCES CURRICULUM STUDY,  
*Colorado Springs, CO*

TOWARD TEACHING SCIENCE READING COMPREHENSION  
STRATEGIES ON THE INTERNET. 18 MONTHS, \$332,600.

Biology is one of the most popular courses taken as students begin their pathway to college, yet many young people have difficulty comprehending the technical language and complex concepts that appear isolated and unrelated in traditional science texts. Biological Science Curriculum Studies (BSCS) has worked to improve students' understanding of science and technology by developing exemplary curricular materials. In partnership with Agile Mind and the Dana Center at the University of Austin, BSCS proposes to enhance an Internet-based biology course to support and enable teachers and students to better understand high school biology. The Agile Mind Biology program will allow teachers to teach and assess biology learning in a technologically enhanced environment aligned with high school biology courses and curricula.

THE BOSTON PLAN FOR EXCELLENCE IN THE PUBLIC  
SCHOOLS FOUNDATION, *Boston, MA*

TOWARD DEVELOPING A PERFORMANCE MANAGEMENT SYSTEM  
FOR DATA DRIVEN URBAN DISTRICT AND SCHOOL REFORM.  
18 MONTHS, \$1,500,000.

Through Schools for a New Society, the Corporation supported district-wide high school reform in the Boston Public Schools that resulted in substantial student achievement gains. Boston's reform strategy included reorganization of the district's comprehensive high schools into small high schools and small learning communities and a major investment in literacy and math instructional improvements. Boston still faces persistent challenges, including its stagnant graduation rate. Moreover, changes in the labor market mean that Boston must do more to ensure its graduates are college ready. An assessment of Boston's high school reform work named as a key problem the absence both of accountability targets for raising the graduation rate and of an in-depth analysis of how students progressed through high school at different high schools. In partnership with the Boston Plan for Excellence in the Public Schools, and with Corporation support, Boston Public Schools will implement an initiative aiming to rectify previous systemic gaps. This initiative sets accountability targets and builds and supports foundational skills for school leaders of using data to lead a culture of inquiry in schools, giving feedback to teachers on instruction, and developing an effective performance management system.

CARNEGIE CORPORATION OF NEW YORK, *New York, NY*

FOR SUPPORT OF THE CARNEGIE ADVISORY COUNCIL ON  
ADVANCING ADOLESCENT LITERACY. 11 MONTHS, \$170,000.

The purpose of the Advancing Literacy subprogram is to develop and disseminate usable knowledge that will assist in closing the many performance gaps in intermediate and adolescent literacy. Principal goals will be to build a broader knowledge base for teaching successful reading beyond the third grade, raise awareness of the literacy crisis among educators, policy makers, and the general public, and to foster more favorable state and federal policies to assure funding streams and support systems for better literacy practices beyond grade three. A number of current efforts emphasizing improved practices and supportive policies exist, but all depend upon effective gathering of intelligent information, consistent and persuasive advocacy, and widely visible dissemination findings. Multiple strategies need to be developed in order to realize our goals. To this end, a Carnegie Advisory Council on Advancing Adolescent Literacy comprised of scholars, practitioners, and public representatives will serve as advisors to Carnegie's program staff and senior officers.

CAST RESOURCES, INC., *Wakefield, MA*

FOR TEACHING READING COMPREHENSION STRATEGIES ON  
THE INTERNET. 24 MONTHS, \$750,000.

Drawing on a body of research in teaching children reading comprehension strategy instruction, the Center for Applied Specialized Technology (CAST) has developed Strategy Tutor, a tool for teachers to combine successful instructional reading techniques with versatile technologies. The tool embeds strategy supports for students to comprehend reading material while reading text on a computer. CAST will build on Corporation-supported work by enhancing Book Builder which enables teachers and students to create digital books to support struggling readers' comprehension and by adding an inquiry tool to guide learners through search analysis and writing. Both applications will be developed in collaboration with Google Inc. with plans to host the tools on Google's Web site for educators.

COUNCIL FOR AID TO EDUCATION, *New York, NY*

TOWARD CAPACITY BUILDING FOR A NEW INSTITUTE FOR  
PERFORMANCE ASSESSMENT. 18 MONTHS, \$1,000,000.

Our nation's democracy and economy depend upon people with high levels of knowledge and skills. Colleges and universities must therefore educate many more students, and do so very differently. To thrive as discriminating citizens and capable participants in the modern workforce, many



more students than ever must now receive the high quality education once available only to the few. This project addresses the challenge of helping higher education better measure how effectively we teach what students need for the 21st century. New approaches require new forms of assessment to help guide the changes in pedagogy needed to develop higher level abilities more effectively and for many more students. The Corporation will support research and development for a new institute, the first of its kind, to strengthen the subfield of performance assessment.

#### COUNCIL OF INDEPENDENT COLLEGES, *Washington, DC*

TOWARD ADDING A CLUSTER OF URBAN COLLEGES AND UNIVERSITIES TO A CONSORTIUM ON ASSESSING STUDENT LEARNING. 36 MONTHS, \$499,400.

For more than twenty years efforts to use large-scale student outcomes assessments to gauge the educational effectiveness of individual colleges and universities have met with limited success. Until recently the nation lacked a reliable, standardized instrument that directly measures student learning efficiently and cost-effectively, and that is suited to a wide range of colleges and universities. Also college faculties have generally been skeptical of the value of standardized measures for demonstrating institutional effectiveness. The Council of Independent Colleges, a membership organization of 579 institutions, has led the way in producing empirical evidence of the effectiveness of small colleges based on student learning outcomes. The Corporation will support the Council to form a cluster of 20 urban institutions to pursue these aims.

#### UNIVERSITY OF COLORADO, *Boulder, CO*

FOR RESEARCH ON VALUE-ADDED MODELING AND SCHOOL EFFECTS. 36 MONTHS, \$300,000.

Value-added modeling (VAM) has received considerable attention as a promising methodological approach to identify effective and ineffective schools and teachers. Meanwhile the higher stakes uses of VAM, such as determining comparative effectiveness among teachers for employment or tenure decisions, requires more sophisticated student achievement measures than are currently employed in most states. For example, recent research suggests that while the kinds of skills developed in reading and mathematics change in relative importance as students move up in grade level, current analytical techniques assume that they remain the same. With access to statewide standardized test data in reading and mathematics, researchers at the University of Colorado will undertake studies to examine the impact of analyzing value-added data using methods that account for these changes. This project will have important implications for how state assessment results are

analyzed as well as for requirements to be considered in reauthorization of the No Child Left Behind Act.

#### EDUCATION RESOURCE STRATEGIES INC., *Watertown, MA*

FOR DEVELOPMENT AND DISSEMINATION OF PUBLICATIONS AND IMPLEMENTATION TOOLS. 12 MONTHS, \$435,000.

Smart allocation of educational resources is a powerful lever for transforming student achievement levels in schools. While many argue that schools need more money, data suggest that simply spending more dollars isn't likely to increase student learning. How well schools use people, time, and money can be even more important than how many resources they receive. The current economic crisis creates both the opportunity and the imperative for districts to make the difficult changes required in resource allocation to improve student learning across systems of schools. Education Resource Strategies (ERS) works directly with mid and large urban school districts to address core areas of resource allocation commonly misaligned to district achievement goals. ERS will use this grant to develop and distribute to school system leadership tools and resources promoting optimal resource allocation strategies.

#### EDUCATION TRUST, INC., *Washington, DC*

TOWARD SUPPORT. 24 MONTHS, \$980,000.

As stated in the Opportunity Equation, the country needs to "do school differently" if every student is to achieve much higher levels of learning in support of the President's goal for the United States to lead the world in proportion of college graduates by 2020. The policy and practice innovation needed to accomplish this goal requires all stakeholders have access to meaningful and actionable data to frame debates and inform policy, as well as examples of schools and colleges that are leading the way in educating all students, regardless of race or income, to high levels. Education Trust is a trusted and widely consulted voice on analyzing data, assessing accountability measures, and closing the achievement gap. This general operating support grant will allow the organization to deepen its work during this high stakes moment in education policy reform.

#### HAMILTON COLLEGE, *Clinton, NY*

TOWARD CAPACITY BUILDING FOR A HIGHER EDUCATION ALLIANCE FOR STUDENT LEARNING AND ACCOUNTABILITY. 6 MONTHS, \$250,000.

The demands of the knowledge economy and global competition coupled with strains on public funds have spurred demands that higher education show the results of public

investments in colleges and universities. Lacking widely agreed upon mechanisms for assessment and accountability, higher education has found it difficult to respond effectively on a broad scale. The New Leadership Alliance for Student Learning and Accountability, spearheaded by key leaders in higher education, will articulate shared expectations and norms for assessing student learning, will champion effective standardized mechanisms for that assessment, and will convey the norms and practices widely to constituents within and outside of higher education. The Corporation will support capacity building for the new organization, soon to operate independently.

#### UNIVERSITY OF ILLINOIS AT URBANA—*Champaign, IL*

FOR A PROJECT ON THE ASSESSMENT OF STUDENT LEARNING IN COLLEGE. 29 MONTHS, \$599,800.

Similar to K–12 education, information about student achievement in college has typically been gathered for research and external accountability. Using such data to improve undergraduate programs has been less common, but has increased over the past decade. It must accelerate as college populations become more diverse, and as the demands of the knowledge economy raise the floor for what constitutes the basic knowledge, skills and abilities college graduates need. This project will produce a comprehensive national picture to gauge how far along higher education is in the challenging systemic shift from providing instruction to producing learning. It will provide needed guidance to institutions and will also gather and highlight the most effective ways institutions are communicating improvements in student achievement.

#### INSTITUTE FOR A COMPETITIVE WORKFORCE, *Washington, DC*

TOWARD BUSINESS COMMUNITY ENGAGEMENT WITH THE OPPORTUNITY EQUATION, A REPORT ON MATH AND SCIENCE EDUCATION REFORM. 24 MONTHS, \$501,200.

The Institute for a Competitive Workforce (ICW) is the nonpartisan, nonprofit, education and workforce 501(c)3 affiliate of the U.S. Chamber of Commerce mandated to promote the rigorous educational standards and effective job training systems needed to preserve the strength of the American workforce. Through launch of the Business for STEM Education (B–STEM) Initiative, ICW will promote the recommended actions for the business community articulated in The Opportunity Equation. The Initiative will deliver the Opportunity Equation content to existing ICW networks, provide resources and tools for ICW affiliates to take specific actions in support of Opportunity Equation recommendations, and identify a new cohort of business leaders dedicated to advocating math and science as an educational imperative.

#### MASS INSIGHT EDUCATION AND RESEARCH INSTITUTE, INC., *Boston, MA*

TOWARD SUPPORT FOR ITS INNOVATION ZONES FOR SCHOOL TURNAROUND AND DISTRICT REDESIGN. 24 MONTHS, \$1,500,000.

A national study of “turnaround school” reform efforts in urban districts conducted by Mass Insight Education & Research Institute documents that broad and cross-cutting factors for change, including more flexible operating conditions, new forms of mutually accountable partnerships, and adoption of innovative school models characterize those efforts that are successful. The report also indicates that a focus on the indefensibility of chronically underperforming schools is a productive leverage point for overcoming inertia and opposition to systemic change. Mass Insight, with Corporation support, will build on these findings to model district redesign in three sites through the creation of local “innovation zones.” Mass Insight will create and implement change management strategies and tools to guide and build support for scaling this district redesign.

#### THE UNIVERSITY OF THE STATE OF NEW YORK, *New York, NY*

TOWARD DEVELOPMENT OF A SYSTEM REDESIGN FOR HIGH PERFORMANCE IN NEW YORK STATE SCHOOLS. 12 MONTHS, \$200,000.

As of August 2007, the average graduation rate for New York State was 71.1 percent. The rate for African–American students and Hispanic students was 61.1 percent and 57.75 percent respectively, compared to 85.5 percent for white students. The leadership of the State education system, including the Board of Regents and State Commissioner recognize this disparity as unacceptable and undermining to the economic viability of the State. At the same time, they have committed to raising achievement for all students to meet rigorous college and career readiness standards.

#### RESEARCH FOUNDATION OF THE CITY UNIVERSITY OF NEW YORK, *New York, NY*

TOWARD PLANNING FOR A NEW COMMUNITY COLLEGE. 12 MONTHS, \$300,000.

The City University of New York (CUNY) Graduate School of Journalism is collaborating with *The New York Times* in a bold experiment using the latest in news gathering and dissemination tools to create a “pilot neighborhood” in which the community can help inform itself. The project’s goal is to use new technology to engage citizens of a chosen community in grassroots journalism, in a way that is both sustainable and replicable. Journalism students



will join forces with *New York Times* staffers to nurture a network of independent blogs and online sites focused on Fort Greene, Brooklyn with the goal of better informing residents and bolstering their sense of community.

#### SOCIAL SCIENCE RESEARCH COUNCIL, *Brooklyn, NY*

TOWARD A LONGITUDINAL STUDY OF STUDENTS' COGNITIVE SKILLS GROWTH DURING COLLEGE. 36 MONTHS, \$300,000.

A hallmark of U.S. higher education during the 20th century was the greater opportunity for diverse groups of students to attend college. Unfortunately some students still lag behind in achieving the degrees they seek, especially relatively large numbers of low-income students, first generation college-goers, and racial and ethnic minorities. As their numbers grow in higher education, colleges and universities must work differently to help many more of these students succeed by developing the essential cognitive skills that will enable them to thrive afterward. This longitudinal study uses the Collegiate Learning Assessment (CLA) and other data to examine the factors most influencing students' gains in critical thinking and analytical reasoning skills during four years of college.

#### UNIVERSITY OF SOUTHERN CALIFORNIA, *Los Angeles, CA*

FOR DEVELOPMENT OF FACILITATOR TRAINING FOR THE EQUITY SCORECARD, A LEADERSHIP DEVELOPMENT PROGRAM FOR COLLEGE FACULTY AND STAFF. 24 MONTHS, \$660,000.

Stark differences in the relative percentages of low-income, first generation college goers, African American, Latino, new immigrant, and white students who earn college degrees increasingly concern the nation. In response many colleges and universities recognize the need to redirect undergraduate education to the purpose of cultivating talent rather than harvesting it. Efforts to support the necessary shift in college culture have emerged in recent years. They share an approach rooted in continuous scrutiny of evidence about student learning in their institutions. This project supports efforts to spread the adoption of one approach, the Equity Scorecard, through the development of facilitator training to help implement it. University-level leadership, including financial support for implementation, is central to the Scorecard process.

#### STANFORD UNIVERSITY, *Stanford, CA*

FOR SUPPLEMENTARY FUNDING OF RESEARCH EXAMINING THE RELATIONSHIP BETWEEN MEASURES OF PRESERVICE TEACHER PREPARATION, INDIVIDUAL TEACHER QUALITY, TEACHING PRACTICES AND STUDENT ACHIEVEMENT GAINS. 14 MONTHS, \$244,900.

Recent research has established that the quality of the teacher is the most important factor in student achievement. While current research provides some glimpses of the elements that contribute to this effect, most studies focus on generic indicators of teacher quality. With a grant from the Corporation, researchers are studying the relationship between dimensions of teacher quality including specific components of teacher preparation programs, perspectives of teachers' on their preparation and induction support, practices of new teachers, and pupil achievement growth in order to provide guidance to preparation programs and policy makers interested in targeting resources to components of teacher quality that have the strongest link to pupil learning. With supplementary funding, the study will be expanded to include an additional cohort of beginning teachers in the sample.

#### THOMAS B. FORDHAM INSTITUTE, *Washington, DC*

TOWARD A PROJECT ON K-12 STANDARDS IN SCIENCE AT THE STATE, NATIONAL AND INTERNATIONAL LEVELS. 15 MONTHS, \$140,700.

The Fordham Institute has generated highly regarded state academic standards and publications assessing and appraising programs such as Advanced Placement and the International Baccalaureate. Previous Corporation funding includes a mapping and assessment of state science standards focused on rigor, clarity, and scientific accuracy. This project seeks to update the status of science standards across the country as part of a larger effort to review standards in English-language arts, mathematics, and U.S. History. This work will help to inform the work of the common science standards work that is being discussed as part of the mobilization effort of The Opportunity Equation.

#### TURNAROUND FOR CHILDREN, INC., *New York, NY*

FOR A CODIFICATION OF SCHOOL TURNAROUND PARTNERSHIP MODEL AND DEVELOPMENT OF STRATEGIC PLAN FOR EXPANSION. 12 MONTHS, \$240,300.

The spotlight on No Child Left Behind has generated national awareness of the number of failing schools that exist across the country. Schools in corrective action or restructuring are most often urban schools serving minority populations in communities with high levels of

poverty. Research suggests that intentional and coherent school designs that align student supports, operational systems and instructional approaches to students' needs can produce high levels of student achievement under high poverty circumstances. The American Recovery and Reinvestment Act provides new support for interventions addressing the country's lowest-performing schools. At the same time, education intermediaries are organizing to generate large scale district reform by bringing school turnaround partnership innovations to scale. Turnaround for Children has operated as a school transformation partner in New York City. This project will support Turnaround's efforts to strategically scale its operations as a participant in the national turnaround reform movement.

UNIVERSITY OF WASHINGTON, *Seattle, WA*

FOR CASE STUDIES ON INNOVATION IN URBAN DISTRICT SCHOOL MANAGEMENT. 30 MONTHS, \$1,200,000.

Urban school districts across the nation are grappling with challenges of how to more effectively educate disadvantaged children. Innovative practitioners, in light of the complex and diverse realities facing them, have begun to implement a portfolio strategy, which aims to both improve existing schools and create new good options. Innovations in district and school design and management have been linked to academic achievement gains and increased graduation rates in cities such as New York City, Chicago, and Boston. The Center on Reinventing Public Education (CRPE), a faculty-run research center housed at the University of Washington Bothell, and Paul Hill, an accomplished researcher and author of *It Takes a City*, will conduct a major research project on this work in key cities across the country to distill lessons from innovative portfolio districts and facilitate learning and innovation across these districts and to other potential innovators.

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## Urban Education and Higher Education

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AMERICAN FEDERATION OF TEACHERS EDUCATIONAL FOUNDATION, *Washington, DC*

TOWARD THE DEVELOPMENT OF AN INNOVATION FUND AND A TEACHER EVALUATION FRAMEWORK. 12 MONTHS, \$625,000.

To close the achievement gap, we must ensure that there is an effective teacher in every classroom in every high-need urban school. To do this requires a system for regularly evaluating teachers based on student achievement, providing feedback and support and, ultimately,

making personnel decisions based on those evaluations. Historically, efforts to link teacher evaluation to student achievement have been opposed by teachers unions. Through the work supported by this grant, the AFTEF, under the leadership of President Randi Weingarten, is making significant strides toward a more collaborative and productive role in reform. This grant supports the AFTEF's effort through two related initiatives: an Innovation Fund and a Teacher Evaluation Framework.

AMERICAN INSTITUTES FOR RESEARCH IN THE BEHAVIORAL SCIENCES, *Washington, DC*

TOWARD REVIEW OF THE CHILDREN FIRST INITIATIVE. 11 MONTHS, \$200,000.

New York City's public school system has been the site of some of the most bold, extensive, and promising urban school reforms resulting in increases in student achievement and graduation rates in the nation under the Children First initiative. As districts across the nation grapple with the challenge of increasing both achievement and equity for their students, New York City provides a compelling model. Yet, in order for the complexities of New York City's reforms to be understood and successful elements replicated, there is a need for a thorough review of the reform efforts from beginning to present, explaining context, challenges, decision points, and unintended consequences. Toward this end, American Institutes for Research in the Behavioral Sciences (AIR), a nationally recognized expert in evaluating and supporting educational reform efforts, will conduct a retrospective review of New York City's Children First reforms.

THE ASPEN INSTITUTE, INC., *Washington, DC*

FOR THE CONGRESSIONAL PROGRAM ON EDUCATION. 12 MONTHS, \$634,000.

Providing a high-quality education to all citizens is a hallmark of a robust democracy. While much education policy is centered at the state level, federal education policy has a very significant and important role. To effectively raise the quality of education systems and schools across the nation, public policy must be infused with the best scholarship and innovative teaching on important topics. Aspen Institute's Education Reform project will bring together leading members of Congress, scholars, and practitioners to discuss alternative approaches and policy options for improving American public education.

**CARNEGIE CORPORATION OF NEW YORK, *New York, NY***

FOR SUPPORT OF THE CARNEGIE–IAS COMMISSION ON MATH AND SCIENCE EDUCATION. 11 MONTHS, \$330,000.  
FOR SUPPORT OF THE CARNEGIE–IAS COMMISSION ON MATH AND SCIENCE

**CARNEGIE CORPORATION OF NEW YORK, *New York, NY***

AMENDMENT TO B 8416 FOR SUPPORT OF THE CARNEGIE–IAS COMMISSION ON MATH AND SCIENCE EDUCATION. 7 MONTHS, \$400,000.

**CENTER ON EDUCATION POLICY, *Washington, DC***

TOWARD USING STATE TEST DATA TO MONITOR AND ANALYZE STUDENT ACHIEVEMENT TRENDS. 12 MONTHS, \$350,000.

In June of 2007 and 2008, the Center on Education Policy (CEP), a nonpartisan, independent advocate for more effective public schools, issued comprehensive reports analyzing state test results since the enactment of the No Child Left Behind (NCLB) Act in 2002. Funded in part by the Corporation, the reports focused on whether student achievement has increased and achievement gaps have narrowed state by state. This grant will allow CEP to publish its next report in 2010, enabling a continuity of data-based analysis on student achievement since NCLB, including the comparison of state and National Assessment of Educational Progress results, and a new focus on trends in achievement gaps. CEP will also issue a separate policy report based on the data, which will enable its research to become a more actionable and useful tool for policy makers.

**UNIVERSITY OF CHICAGO, *Chicago, IL***

TOWARD DEVELOPING AND IMPLEMENTING A HUMAN–CAPITAL STRATEGY TO ACCELERATE STUDENT ACHIEVEMENT AND COLLEGE READINESS IN HIGH–NEED URBAN SCHOOLS. 35 MONTHS, \$2,053,300.

The failure that has characterized urban school districts is due, in part, to a dearth of excellent teachers and leaders. Since teachers and principals have the greatest impact on student achievement, addressing this challenge requires a human–capital strategy for recruiting, developing, and retaining the best talent in the highest–need schools. The University of Chicago’s Urban Education Institute (UEI) will use this grant to create and implement an integrated human–capital model encompassing a teacher residency, an apprenticeship program, differentiated support in the classroom, and a leadership pathway for excellent teachers and future school leaders. UEI’s work is focused on accelerating student achievement and will use student achievement data to inform the various elements of its human–capital model.

**COALITION OF URBAN TEACHER RESIDENCIES, INC., *Chicago, IL***

TOWARD SUPPORT. 12 MONTHS, \$100,000.

Given the primary importance of teacher quality in driving student achievement, any effective reform effort must address the challenge of recruiting, developing, and retaining excellent teachers in high–need schools. The model of urban teacher residencies is among the most promising innovations for ensuring that teachers enter urban classrooms prepared for their unique challenges and ready to bring about student achievement. The Urban Teacher Residency Institute (UTRI) is creating a training program for emerging residency programs while defining the core elements of a teacher residency. It will use this grant to further define its mission, build its internal capacity, develop a strategy for codifying and spreading best practices, and broadly promote the national teacher residency movement.

**COUNCIL OF CHIEF STATE SCHOOL OFFICERS, INC., *Washington, DC***

FOR RESEARCH AND TECHNICAL ASSISTANCE TO STATES IN THE ADOPTION AND IMPLEMENTATION OF CLEARER, HIGHER STANDARDS IN ENGLISH–LANGUAGE ARTS AND MATHEMATICS. 24 MONTHS, \$1,240,400.

The Common Core Standards for English language arts and mathematics represent a new and important step in reaching consensus among almost all of the states that fewer, clearer and higher standards and more sophisticated assessments can lead to better curriculum instructional tools, which are essential to 21st century American education. However, the development of the Common Core Standards is just the beginning of a longer process in terms of having states adopt the standards. The Council of Chief State School Officers (CCSSO) will focus its efforts on research and technical assistance which lays the foundation for the Common Core adoption process in states. CCSSO will partner with a number of state–based organizations to conduct surveys and in–depth interviews to assess their needs and readiness and assist them in adopting the Common Core Standards.

**D.C. PUBLIC EDUCATION FUND, *Washington, DC***

FOR CAPACITY BUILDING IN THE D.C. PUBLIC SCHOOLS’ OFFICE OF DATA AND ACCOUNTABILITY THAT WILL FURTHER THE DISTRICT’S REFORM AGENDA. 24 MONTHS, \$607,800.

Under the leadership of Chancellor Michelle Rhee, the Washington, D.C., public school system has been the site of intense reform activity. One of its core reform levers is a focus on results, under the Office of Data and Accountability (ODA). Having reviewed and cleaned the district’s

data and gone through a process of reorganizing the staff, ODA is prepared to ramp up its work, beginning with the production of tools, including the School Scorecard and the Value-Added Data Model, that will provide insights into teacher and school quality and student learning. This work is seen by the district as a springboard to achieving its goal of becoming the “highest performing urban school district in the country.” This grant will support the work of the district and will enable ODA to build upon its progress thus far by funding increased staff capacity for ODA.

#### EDUCATION SECTOR INC., *Washington, DC*

TOWARD SUPPORT. 24 MONTHS, \$1,000,000.

Global and domestic forces necessitate that we educate our students to increasingly higher standards. Yet American students, especially those in urban, high-need public schools, consistently under-perform their international peers, indicating the need to significantly improve our public education system. Through rigorous policy research and outreach efforts, Education Sector analyzes and advocates for education reform in four key areas that mirror those of our education strategy at the Corporation. This grant will support Education Sector’s K–12 accountability, human-capital, and undergraduate-education strategies over the next two years, seeking to maximize its impact on public debate and policies at the local, state, and federal levels.

#### THE FUND FOR PUBLIC SCHOOLS, INC., *New York, NY*

TOWARD EXPANDING THE TEACHER DATA INITIATIVE TO PROVIDE SIGNIFICANTLY MORE PRINCIPALS AND TEACHERS WITH TEACHER VALUE-ADDED DATA. 36 MONTHS, \$499,700.

In 2007, funded in part by the Corporation, the NYC Department of Education (DOE) launched the Teacher Data Initiative, measuring the impact of 10,000 Math/ELA teachers and distributing the resulting value-added data reports as tools for improving teacher/principal practice. This grant will enable the DOE to expand this work by more than doubling the number of teachers who receive value-added data reports over the next three years. The DOE will engage an outside partner to conduct feasibility studies to determine which assessments can reliably produce value-added data models of teacher impact and develop/pilot value-added models for the most promising assessments, all with the ultimate goal of creating a broader data set of student outcomes to strengthen teachers, guide management decisions, and accelerate student achievement.

#### NEW SCHOOLS FUND, *San Francisco, CA*

TOWARD DEVELOPING AND FUNDING ITS HUMAN CAPITAL INVESTMENT STRATEGY. 21 MONTHS, \$2,142,800.

To reform high-need urban districts so that all students graduate from high school ready for college, we must both help school systems develop a strategy to recruit, develop, and retain the best teachers and leaders and support the partner organizations and tools that are crucial to realizing this vision. New Schools Venture Fund (NSVF), a pioneer of venture philanthropy in education, focuses on the latter by investing in promising entrepreneurs to expand high-quality educational opportunities for underserved students and to create momentum for broader reform. This grant will expand and fund the human capital investments of NSVF’s Fund III, whose investments overall are focused on promoting innovation through 1) charter schools, 2) new models for human capital, and 3) new designs for data systems.

#### NEW VISIONS FOR PUBLIC SCHOOLS, INC., *New York, NY*

TOWARD DEVELOPING AND LAUNCHING THE NEW YORK TEACHER RESIDENCY WITHIN A NETWORK OF NEW VISIONS SCHOOLS. 24 MONTHS, \$800,000.

Our increasingly competitive global context requires that we educate more students to higher standards than ever before. To do so requires highly effective teachers, who have the greatest influence on student achievement. This means that any effective reform effort must address how to recruit, develop, and retain excellent teachers in high-need schools. While most traditional teacher training programs are ill-prepared to meet this challenge, urban teacher residencies offer an innovative, comprehensive solution for training and developing new teachers in urban classrooms. With this grant, New Visions for Public Schools (New Visions) will integrate its system of school-based reform (called SAM) into a teacher residency program, not only training highly effective teachers but creating a model for integrating teacher preparation into broader school improvement.

#### TEACH FOR AMERICA, INC., *New York, NY*

TOWARD SUPPORT. 24 MONTHS, \$1,000,000.

Over 18 years, Teach for America (TFA) has confronted the challenge of closing the achievement gap by recruiting, training, and supporting more than 20,000 outstanding college graduates to teach in our country’s highest-need schools. Because of a national focus on service, the current economic condition, and TFA’s sterling reputation and successful recruiting efforts, TFA was confronted with an unexpected challenge: the supply of outstanding applicants exceeded

the funding available to place them. In order to seize this unique opportunity, TFA created a 2013 Growth Fund of \$80 million to place 3,500 additional corps members in underserved districts across the country over the next five years. With Carnegie support, TFA reached its goal of \$80 million.

#### UNIVERSITY OF WASHINGTON, *Seattle, WA*

FOR RESEARCH INTO THE RELATIVE EFFECTIVENESS OF TEACHER TRAINING AND CERTIFICATION PROGRAMS IN WASHINGTON STATE. 36 MONTHS, \$634,100.

Research has shown that teacher quality is critical for student achievement, yet the challenge of how to select and prepare effective teachers remains elusive. This is partly due to a dearth of data linking teacher training and certification programs and their graduates to student achievement, without which it is difficult for states to distill (let alone replicate) best practices, reward the highest-performing programs, and close down the worst. With this grant, Prof. Dan Goldhaber will capitalize on Washington's comprehensive teacher data system, a result of the TNE initiative, to research the extent to which graduation from each program predicts teacher effectiveness, mobility, and attrition. Research results will then be disseminated to policy makers as tools for a smarter, more effective state regulatory system for teacher training and certification.

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## Strengthening U.S. Democracy

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#### LAWYERS' COMMITTEE FOR CIVIL RIGHTS UNDER LAW, *Washington, DC*

TOWARD MODERNIZING VOTER REGISTRATION ADMINISTRATION. 12 MONTHS, \$250,000.

The ability of citizens to fully participate in decision making through voting is a hallmark of representative democracy. Yet, in the United States today, there continue to be significant obstacles to voter registration, creating often disproportionate barriers for the most disadvantaged and vulnerable groups within society. The recent surge in civic participation and engagement among the American public has created a significant and timely opportunity to cement this engagement into more lasting participation. However, there is a need to address the barrier posed by voter registration requirements to fully realize this opportunity. Shifting the onus of registering voters to state election administrators, known as permanent voter registration, would not only engage more citizens in elections, but it would help modernize how elections are administered, decrease costs and increase efficiency. In the coming year, a coalition of national election reform groups, including the Lawyers' Committee for Civil Rights Education

Fund (LCCREF) and the Brennan Center for Justice, will come together to launch a public education campaign to advance permanent voter registration administration.

#### NATIONAL COUNCIL FOR THE SOCIAL STUDIES, *Silver Spring, MD*

A FINAL GRANT TOWARD A NATIONAL COALITION THAT ADVOCATES FOR IMPLEMENTATION OF THE POLICY RECOMMENDATIONS OUTLINED IN THE CIVIC MISSION OF SCHOOLS REPORT. 24 MONTHS, \$313,100.

Schools are a critical place in which to provide students with the knowledge and skills to be informed and engaged citizens, yet too many schools fail to provide students with civic learning opportunities. Because of these longstanding problems with civic learning, in 2003, Carnegie Corporation of New York and the Center for Information on Civic Learning and Engagement produced The Civic Mission of Schools, a consensus document that synthesized the expertise, knowledge, views, and vision of more than fifty experts in the field and provided a set of policy recommendations for incorporating support for a richer, more comprehensive approach to civic education. In the coming two years, the Civic Mission of Schools, now housed at the National Council for the Social Studies, will conduct media and public outreach to raise the profile of effective civic learning and continue to support its state affiliates, work with the new administration to strengthen knowledge of importance of civic learning, and build on its research and publication of best practices in civic learning assessment.

# Discretionary

## AMERICAS SOCIETY INC., *New York, NY*

12 MONTH GRANT OF \$49,900 FOR A PROJECT TO ENGAGE THE PRIVATE SECTOR IN IMMIGRANT INTEGRATION EFFORTS

## ALLIANCE FOR EXCELLENT EDUCATION, *Washington, DC*

6 MONTH GRANT OF \$50,000 TOWARD SUPPORT OF THE RELEASE AND PROMOTION OF THE CARNEGIE ADVISORY COUNCIL FOR ADVANCING ADOLESCENT LITERACY'S FINAL ADOLESCENT LITERACY REPORT, TIME TO ACT

## ASSOCIATION OF AMERICAN COLLEGES AND UNIVERSITIES, *Washington, DC*

20 MONTH GRANT OF \$32,100 FOR A NATIONAL MEETING ON ALIGNING LEARNING OUTCOMES IN GRADES 9–16

## BATTELLE FOR KIDS, *Columbus, OH*

4 MONTH GRANT OF \$50,000 TOWARD THE DEVELOPMENT OF A YEAR—LONG PLANNING AND PILOT PROCESS TO DESIGN VALUE—ADDED BASED PROFESSIONAL DEVELOPMENT FOR HIGH SCHOOLS

## BRIGHAM YOUNG UNIVERSITY, *Provo, UT*

12 MONTH GRANT OF \$50,000 FINAL GRANT TOWARD A PROJECT ON CIVIC ENGAGEMENT AND CAMPAIGN FINANCE

## BROWN UNIVERSITY, *Providence, RI*

12 MONTH GRANT OF \$50,000 TOWARD A PUBLICATION AND TOOLS TO GUIDE COMMUNITIES TO ORGANIZE AND DEVELOP GOOD SCHOOLS WITHIN URBAN DISTRICTS

## UNIVERSITY OF CALIFORNIA, BERKELEY, *Berkeley, CA*

8 MONTH GRANT OF \$50,000 FOR SUPPORTING THE CALIFORNIA DEPARTMENT OF EDUCATION'S ACHIEVEMENT GAP ADVISORY PANEL

## CALIFORNIA STATE UNIVERSITY, *Long Beach, CA*

2 MONTH GRANT OF \$35,000 FOR A CONFERENCE IN IMPROVING COLLEGE SUCCESS FOR ALL STUDENTS IN THE UNIVERSITY SYSTEM

## CAMPAIGN FINANCE INSTITUTE, *Washington, DC*

12 MONTH GRANT OF \$50,000 ONE—TIME FUNDING TOWARD ITS PROJECT ON SMALL DONORS

## CAPITAL AREA INTERMEDIATE UNIT, *Summerdale, PA*

4 MONTH GRANT OF \$20,100 FOR A WHITE PAPER ON ACCESS AND SUCCESS IN POSTSECONDARY EDUCATION

## CENTER FOR AMERICAN PROGRESS, *Washington, DC*

15 MONTH GRANT OF \$50,000 TOWARD POLICY DEVELOPMENT ROUNDTABLES ON IMMIGRATION REFORM

## DEMOCRACY NORTH CAROLINA, *Durham, NC*

12 MONTH GRANT OF \$50,000 TOWARD RESEARCH AND PUBLIC EDUCATION AROUND YOUTH VOTER PRE—REGISTRATION POLICIES

## ECONOMIC POLICY INSTITUTE, *Washington, DC*

2 MONTH GRANT OF \$50,000 FOR A PROJECT ON PROMOTING CONSENSUS IN THE LABOR COMMUNITY AROUND COMPREHENSIVE IMMIGRATION REFORM

## ELECTRONIC PRIVACY INFORMATION CENTER, *Washington, DC*

12 MONTH GRANT OF \$50,000 TOWARD ENHANCING PUBLIC UNDERSTANDING OF BIOMETRICS AND IDENTIFICATION SYSTEMS

## FOUNDATION FOR THE CAROLINAS, *Charlotte, NC*

6 MONTH GRANT OF \$50,000 TOWARD A PROJECT OF THE NORTH CAROLINA LEADERSHIP FOR IMMIGRATION REFORM

## FRENCH—AMERICAN FOUNDATION, *New York, NY*

15 MONTH GRANT OF \$50,000 TOWARD TWO INTERNATIONAL SYMPOSIA ANALYZING MEDIA COVERAGE OF IMMIGRANTS AND IMMIGRATION IN EUROPE AND NORTH AMERICA

## GOOD SHEPHERD SERVICES, *New York, NY*

12 MONTH GRANT OF \$50,000 FOR SUPPORT OF A MONOGRAPH ON THE ROLE OF A HIGH PERFORMING COMMUNITY BASED ORGANIZATION COMMITTED TO YOUTH DEVELOPMENT

## UNIVERSITY OF ILLINOIS AT CHICAGO, *Chicago, IL*

12 MONTH GRANT OF \$50,000 FOR A SURVEY STUDY OF MEANINGFUL TEXTS AMONG ADOLESCENTS.

## UNIVERSITY OF MIAMI, *Coral Gables, FL*

6 MONTH GRANT OF \$49,700 FOR A PROJECT TO PROMOTE SCIENCE AMONG ENGLISH—LANGUAGE LEARNERS IN MIDDLE SCHOOL



THE MIND TRUST INC., *Indianapolis, IN*

12 MONTH GRANT OF \$50,000 FOR THE INITIAL DESIGN AND LAUNCH OF AN EDUCATION ENTREPRENEURSHIP NETWORK

MIGRATION POLICY INSTITUTE, *Washington, DC*

2 MONTH GRANT OF \$25,000 TOWARD A PLANNING GRANT TO DEVELOP STRATEGIES TO ADDRESS IMMIGRANT AND ENGLISH LANGUAGE LEARNER EDUCATIONAL ATTAINMENT

NATIONAL ACADEMY OF SCIENCES, *Washington, DC*

6 MONTH GRANT OF \$50,000 TOWARD PLANNING MEETINGS TO IDENTIFY K–12 CORE SCIENCE STANDARDS

NATIONAL COUNCIL OF LA RAZA, *Washington, DC*

12 MONTH GRANT OF \$50,000 TOWARD ITS VOTER PROTECTION PROJECT

NATIONAL FOUNDATION FOR AMERICAN POLICY, *Arlington, VA*

12 MONTH GRANT OF \$25,000 FOR RESEARCH ON FAMILY IMMIGRATION PATTERNS AND IMMIGRANT BORDER DEATHS TO INFORM UPCOMING IMMIGRATION DEBATES

NATIONAL INSTITUTE ON MONEY IN STATE POLITICS, *Helena, MT*

12 MONTH GRANT OF \$50,000 TOWARD THE DEVELOPMENT OF A BUSINESS PLAN TO ENSURE FINANCIAL SUSTAINABILITY

THE NEW TEACHER CENTER, *Santa Cruz, CA*

4 MONTH GRANT OF \$50,000 FOR THE DEVELOPMENT OF A TWO–YEAR STRATEGIC GROWTH AND IMPLEMENTATION PLAN

NEW YORK HALL OF SCIENCE, *Queens, NY*

9 MONTH GRANT OF \$50,000 FOR A PROJECT TO ADDRESS THE CRITICAL NEED FOR IMPROVED SCIENCE, TECHNOLOGY, ENGINEERING AND MATH EDUCATION AMONG DIVERSE AUDIENCES

NONPROFIT INFORMATION NETWORKING ASSOCIATION, *Boston, MA*

5 MONTH GRANT OF \$50,000 TOWARD SUPPORT OF A SPECIAL ISSUE OF NONPROFIT QUARTERLY FOCUSING ON THE CHALLENGES NONPROFITS FACE IN SERVING IMMIGRANT POPULATIONS

PIVOT LEARNING PARTNERS, *San Francisco, CA*

6 MONTH GRANT OF \$50,000 FOR THE DEVELOPMENT OF A PLAN TO IMPLEMENT A COMPREHENSIVE DISTRICT–LEVEL HUMAN–CAPITAL STRATEGY FOCUSED ON CALIFORNIA

POSSE FOUNDATION, *New York, NY*

12 MONTH GRANT OF \$50,000 FOR AN EVALUATION OF A PROGRAM TO RECRUIT, TRAIN, AND MENTOR URBAN STUDENTS STUDYING SCIENCE IN COLLEGE

THE REGENTS OF THE UNIVERSITY OF MICHIGAN, *Ann Arbor, MI*

24 MONTH GRANT OF \$50,000 TOWARD A SURVEY TO ASSESS AMERICAN VALUES REGARDING IMMIGRATION AND SOCIAL INTEGRATION

RENNIE CENTER FOR EDUCATION RESEARCH AND POLICY, *Cambridge, MA*

6 MONTH GRANT OF \$50,000 FOR THE DEVELOPMENT OF A WEB SITE AND WEB–BASED OUTREACH STRATEGY FOR TEACH PLUS

RESEARCH FOUNDATION OF THE CITY UNIVERSITY OF NEW YORK, *New York, NY*

14 MONTH GRANT OF \$50,000 TOWARD A PLANNING GRANT FOR THE EXPANSION AND REPLICATION OF GATEWAY SCHOOLS

RICE UNIVERSITY, *Houston, TX*

24 MONTH GRANT OF \$49,800 FOR RESEARCH ON THE IMPACT OF STATE–BASED CAMPAIGN FINANCE LAWS ON THE LEGISLATIVE AGENDA

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY, *New Brunswick, NJ*

12 MONTH GRANT OF \$50,000 TOWARD UNDERSTANDING THE ROLE OF COMMUNITY–BASED ORGANIZATIONS IN IMMIGRANT INTEGRATION

SAN FRANCISCO SCHOOL ALLIANCE, *San Francisco, CA*

5 MONTH GRANT OF \$49,000 FOR DEVELOPING THE GROUNDWORK FOR A PERFORMANCE–MANAGEMENT SYSTEM FOR THE SAN FRANCISCO UNIFIED SCHOOL DISTRICT

SPRING INSTITUTE FOR INTERCULTURAL LEARNING, *Denver, CO*

9 MONTH GRANT OF \$25,000 TOWARD A CONFERENCE TO PROMOTE IMMIGRANT INTEGRATION



STANFORD UNIVERSITY, *Stanford, CA*

13 MONTH GRANT OF \$50,000 FOR A RESEARCH PROJECT TO IMPROVE AND DISSEMINATE DATA COLLECTION FOR ENGLISH—LANGUAGE LEARNERS

SYRACUSE UNIVERSITY, *Syracuse, NY*

23 MONTH GRANT OF \$50,000 FOR A RESEARCH PROJECT ON INDIAN AMERICAN POLITICAL ENGAGEMENT

TEACHERS COLLEGE, COLUMBIA UNIVERSITY,  
*New York, NY*

12 MONTH GRANT OF \$25,000 FOR A CONFERENCE IN THE PREPARATION OF CONTENT—DRIVEN LITERACY FOR SECONDARY SCIENCE AND SOCIAL STUDIES TEACHERS

TIDES CENTER, *San Francisco, CA*

12 MONTH GRANT OF \$50,000 TOWARD DEVELOPMENT OF EDUCATION—RELATED POLICY RECOMMENDATIONS TO INFORM REAUTHORIZATION OF THE WORKFORCE INVESTMENT ACT (WIA)

UNIVERSITY OF WASHINGTON, *Seattle, WA*

12 MONTH GRANT OF \$49,900 FOR A PROJECT ON RE—IMAGINING TEACHER EDUCATION FOR DIGITAL NATIVES

UNIVERSITY OF WISCONSIN, MADISON, *Madison, WI*

18 MONTH GRANT OF \$50,000 TOWARD DEVELOPMENT OF A COLLEGE PAYBACK CALCULATOR TOOL PROJECT

WOODROW WILSON INTERNATIONAL CENTER FOR  
SCHOLARS, *Washington, DC*

5 MONTH GRANT OF \$10,100 TOWARD A CONFERENCE ON HISTORICAL AND CONTEMPORARY PERSPECTIVES ON IMMIGRATION REFORM

ZOCALO: A CULTURAL FORUM FOR THE NEW L.A.,  
*Los Angeles, CA*

12 MONTH GRANT OF \$50,000 FOR FORUMS TO PROMOTE IMMIGRANT INTEGRATION

# Carnegie Scholars

ABDULLAHI AHMED AN-NA'IM, *Tucker, GA*

24 MONTH GRANT OF \$75,000 FOR A RESEARCH PROJECT TITLED "ENHANCING CITIZENSHIP: AMERICAN MUSLIMS AND AMERICAN SECULARISM"

NATHAN J. BROWN, *Vienna, VA*

24 MONTH GRANT OF \$99,200 FOR A RESEARCH PROJECT TITLED "ISLAMIST MOVEMENTS IN ARAB POLITICS"

RICHARD BULLIET, *New York, NY*

12 MONTH GRANT OF \$99,800 FOR A RESEARCH PROJECT TITLED "ISLAM AND MILITARY RULE"

ROBERT CREWS, *San Carlos, CA*

12 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED "MUSLIMS WITHOUT BORDERS?: EMPIRES, STATES, AND TRANSNATIONAL COMMUNITIES FROM THE CAUCASUS TO THE HINDU KUSH"

DALE EICKELMAN, *Hanover, NH*

24 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED "MAINSTREAMING ISLAM: TAKING CHARGE OF THE FAITH"

MONA EL-GHOBASHY, *New York, NY*

24 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED "PETITION AND PROTEST IN AUTHORITARIAN EGYPT"

HUSSEIN ANWAR FANCY, *Ann Arbor, MI*

18 MONTH GRANT OF \$96,000 FOR A RESEARCH PROJECT TITLED "CRUSADE FOR JIHAD: BEYOND TOLERANCE AND INTOLERANCE IN THE MEDIEVAL MEDITERRANEAN"

JOHN GHAZVINIAN, *Philadelphia, PA*

24 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED "CHILDREN OF THE REVOLUTION: IRAN AND AMERICA FROM THE MAYFLOWER TO THE MULLAHS"

YVONNE YAZBECK HADDAD, *Bethesda, MD*

12 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED "SAYYID QUTB: FROM VILLAGE BOY TO ISLAMIST "MARTYR"

VALERIE HOFFMAN, *Urbana, IL*

12 MONTH GRANT OF \$92,700 FOR A RESEARCH PROJECT TITLED "ISLAMIC SECTARIANISM RECONSIDERED: IBADI ISLAM IN THE MODERN AGE"

ASIM KHWAJA, *Somerville, MA*

23 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED "THE HAJJ: ISLAM'S GLOBAL GATHERING"

USSAMA MAKDISI, *Houston, TX*

12 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED "A MUTUAL CONCERN: U.S.-ARAB RELATIONS 1820-1920"

TAREK MASOUD, *Cambridge, MA*

24 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED "WHY ISLAM WINS: ELECTORAL ECOLOGIES OF POLITICAL ISLAM IN FOUR MUSLIM-MAJORITY COUNTRIES"

ASIFA QURAISHI, *Madison, WI*

24 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED "LOST IN NON-TRANSLATION: WHAT'S MISSING WHEN WE SAY 'SHARI'A'"

INTISAR RABB, *Princeton, NJ*

24 MONTH GRANT OF \$75,000 FOR A RESEARCH PROJECT TITLED "ISLAMIC CRIMINAL LAW AND LEGAL CHANGE: THE INTERNAL CRITIQUE"

SAMUEL RASCOFF, *New York, NY*

23 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED "UNDERSTANDING HOW THE U.S. GOVERNMENT UNDERSTANDS ISLAM"

KISHWAR RIZVI, *New Haven, CT*

24 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED "IDEOLOGY AND ARCHITECTURE: TRANSNATIONAL MOSQUES IN THE CONTEMPORARY MIDDLE EAST"

GEORGE SALIBA, *Lawrenceville, NJ*

23 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED "THE ENCOUNTER BETWEEN MODERN EUROPEAN SCIENCE AND ISLAMIC SOCIETIES"

SAMER SHEHATA, *Arlington, VA*

12 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT  
TITLED “ISLAMIST ELECTORAL AND PARLIAMENTARY  
PARTICIPATION IN EGYPT, MOROCCO, AND KUWAIT”

ABDULKADER SINNO, *Bloomington, IN*

24 MONTH GRANT OF \$99,500 FOR A RESEARCH PROJECT  
TITLED “MUSLIMS IN WESTERN PARLIAMENTS:  
MUSLIM MINORITY REPRESENTATION IN WESTERN  
DEMOCRATIC INSTITUTIONS”

DENISE SPELLBERG, *Austin, TX*

19 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED  
“THOMAS JEFFERSON’S QU’RAN: ISLAM AND THE FOUNDERS”

SHIRIN TAHIR-KHELI, *Bala Cynwyd, PA*

12 MONTH GRANT OF \$75,000 FOR A RESEARCH PROJECT  
TITLED “AMERICA AND THE MUSLIM WORLD AFTER 9/11”

MARK TESSLER, *Ann Arbor, MI*

12 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED  
“ARAB ATTITUDES TOWARD THE POLITICAL ROLE OF ISLAM”

MALIKA ZEGHAL, *Chicago, IL*

12 MONTH GRANT OF \$100,000 FOR A RESEARCH PROJECT TITLED  
“SACRED POLITICS: ISLAM AND THE STATE IN THE MIDDLE EAST”

## Cross-Program Initiatives

FOREIGN POLICY ASSOCIATION INC., *New York, NY*

TOWARD GREAT DECISIONS IN THE CLASSROOM, AN INTERNATIONAL AFFAIRS PROGRAM FOR SECONDARY SCHOOLS. 12 MONTHS, \$75,000.

Now in its 25th season, the Great Decisions television series is the longest running television program devoted solely to international affairs and foreign policy. Its distribution on PBS also makes it one of the most viewed. The series addresses the lack of awareness on global issues by producing engaging, “big picture” programs that link U.S. foreign policy to local concerns. The program helps Americans of all ages, from leisure time seniors to high school students, compete in an increasingly globalized world by better understanding how international issues impact their communities and lives. Each of the eight-show series brings together experts on a specific topic in order to examine all sides of a foreign policy issue. Support from the Corporation will help cover some of the fixed costs of production, including closed captioning, high-definition broadcast and online support for teachers and students who use the series as part of their classroom curriculum.

NATIONAL PUBLIC RADIO, INC., *Washington, DC*

TOWARD EXPANDED NEWS REPORTING ON EDUCATION REFORM ISSUES. 24 MONTHS, \$200,000.

National Public Radio’s (NPR) balanced reporting, analysis, and commentary reach the largest audience of any American noncommercial news outlet, and a particularly influential portion of the American public. With support from the Corporation, NPR will provide comprehensive coverage of issues and events in education to its listening and online audiences. Its education reporting, led by experienced reporters, producers, and editors who bring years of journalistic experience to the beat, will include comprehensive reporting and analysis on the important changes occurring in American schools—from early childhood education initiatives to the rising demand for vocational programs and community colleges.

## Dissemination

BBC WORLD SERVICE TRUST, *London, UNITED KINGDOM*

TOWARD A PROJECT TO BUILD MEDIA IN RURAL UGANDA TO REPORT ON PUBLIC POLICY-RELATED ISSUES. 16 MONTHS, \$197,800.

The BBC World Service Trust’s (WST) goal is to reduce poverty and promote good governance in developing countries and countries in transition through the creative use of the media. This project, developed from extensive consultation with stakeholders from government, print and broadcast media in Uganda as part of its African Media Development Initiative, seeks to build the capacity of the media in rural Uganda to cover public affairs. Recognizing that good journalism can shape public opinion and act as a lever for policy change, the project’s objective is to build sustainable capacity for six local radio stations to cover local issues effectively and to provide opportunities for their audiences to interact with local elected officials. The Corporation’s support would leverage additional funds from the European Union.

CARNEGIE CORPORATION OF NEW YORK, *New York, NY*

FOR PROGRAM DISSEMINATION OF THE CORPORATION’S WORK. 12 MONTHS, \$2,000,000.

CARNEGIE DUNFERMLINE TRUST, *Dunfermline, SCOTLAND*

TOWARD THE ANDREW CARNEGIE BIRTHPLACE MUSEUM INTERPRETATION UPGRADE PROJECT. 12 MONTHS, \$152,500.

The museum is located at the birthplace of Andrew Carnegie, in the home where his father worked and he grew up. But ultimately it can be seen as the birthplace of Andrew Carnegie’s philanthropy and the home of his continuing legacy. The Dunfermline Trust in Scotland has fiscal and administrative management of the museum. Since the Carnegie Medal of Philanthropy events held in Scotland in 2005, a conscious decision was taken to embark on a major upgrading project at the museum. With input and support from other Carnegie endowed institutions, the Trustees are now fully committed to turning the museum and the educational experience into a world class center that builds on the interconnections between all the worldwide Carnegie institutions.

#### COLUMBIA UNIVERSITY, *New York, NY*

TOWARD A PROJECT ON THE CAUSES, EFFECTS AND SOLUTIONS TO INFORMATION OVERLOAD. 8 MONTHS, \$100,000.

Founded in 1961 under the auspices of Columbia University's Graduate School of Journalism, *Columbia Journalism Review (CJR)* examines day-to-day press performance as well as the forces that affect that performance. With journalism in turmoil and its role simultaneously more central than ever in an emerging information economy, *CJR* is widening its audience beyond practicing journalists, and aiming at all who care about the quality of news. One way they do this is by taking on journalism's most daunting challenges, in deeply reported pieces designed to stimulate serious conversation about solutions. With support from the Corporation, they will lead a discussion and debate that will encourage journalism organizations to consider new ways to produce and present news in an era of information overload, thus helping to ensure the widespread dissemination of the kind of journalism a democratic society requires to thrive.

#### NORTHWESTERN UNIVERSITY, *Evanston, IL*

TOWARD THE VISITING FELLOWS IN NATIONAL SECURITY JOURNALISM PROGRAM. 24 MONTHS, \$200,000.

The Medill School of Journalism at Northwestern University has developed a multi-part initiative on National Security Journalism, which encompasses national and homeland security, defense and the military, and civil liberties. Portions of the initiative have been funded by the McCormick Foundation. The School now seeks support from the Corporation for an innovative Visiting Fellows program that will focus on practical and actionable research that seeks to understand the public need for news and information on these critical issues from the public's perspective and that explores ways that journalism can effectively respond. As well as creating new knowledge, the Fellowship program, which will bring Fellows to Medill, will also expose students, educators and practitioners to distinguished professionals and scholars in the field through classes, lectures and conferences.

#### UNITED NATIONS FOUNDATION, *Washington, DC*

ONE-TIME FUNDING TOWARD EXPANDING THE RADIO NEWS SERVICE. 24 MONTHS, \$150,000.

Originally conceived in 2005 by the United Nations' Department of Public Information and the United Nations Foundation as way to inform an American audience about the aims and accomplishments of the organization, the United Nations Radio News Service (UNRNS)—with

its daily online offerings of news reports and audio—has become a trusted news source for dozens of American radio networks and their affiliate stations. Broadcasters from some 100 countries have also downloaded reports and audio from the UNRNS Web Site. With Corporation support, the UNRNS is seeking to build on its success in the U.S. and to expand its global reach with its broadcast-ready news products by creating a multimedia gateway to the organization for all content providers seeking raw audio material, professional packaged news reports and supporting media.

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## Journalism Initiative

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#### COLUMBIA UNIVERSITY, *New York, NY*

FOR A LEADERSHIP ROLE IN CURRICULUM ENHANCEMENT AND ESTABLISHING GRADUATE JOURNALISM STANDARDS. 24 MONTHS, \$100,000.

With its reputation for high-quality professional education and ongoing commitment to innovation, Columbia University's Graduate School of Journalism is ideally suited to take a leadership role in the curriculum enrichment effort of the Carnegie-Knight initiative to transform journalism education in the U.S. In keeping with its efforts to raise the standards and stature of journalism schools within the academy, the Corporation's grant will enable the Dean of the School to develop standards for what graduate journalism education should stand for. Its strategic objectives are to develop those standards and practices and engage journalism educators who will adopt and disseminate them.

#### FUND FOR THE CITY OF NEW YORK, INC., *New York, NY*

TOWARD A LOCAL MEDIA PROGRAM THAT INFORMS AND EMPOWERS IMMIGRANT PARENTS IN THEIR CHILDREN'S EDUCATION. 12 MONTHS, \$60,000.

New York Community Media Alliance (NYCMA), under the fiscal sponsorship of Fund for the City of New York, promotes social justice by helping strengthen the immigrant and community press in New York City, recognizing the critical role it plays in organizing, advocating and promoting civic engagement in the communities they serve. With a grant from the Corporation, NYCMA will continue to support the Ethnic and Community Press Fellowship on Public Education which aims to empower parents in immigrant and low-income communities of color to become advocates for their children's education, to ensure that they get a solid education and side-step a lack of economic opportunity. The program also looks

to build capacity in the ethnic and community press by helping to develop an education beat for the publications to benefit their readers.

**UNIVERSITY OF MARYLAND, COLLEGE PARK,**  
*College Park, MD*

FOR ENHANCING JOURNALISM CURRICULA AND DEEPENING JOURNALISM SCHOOL IMPACT ON UNIVERSITY RESOURCES. 36 MONTHS, \$375,000.

Since the University of Maryland was invited to join the Carnegie–Knight Initiative in 2006, it has introduced a Carnegie Seminar and Practicum on public affairs reporting. With further support from the Corporation, it plans to continue the successful elements from the first three years of the grant and to begin expanding the program’s reach beyond campus, to the large number of working journalists in the Washington area. The college plans to develop and launch a cross–discipline graduate certificate program for journalists. A certificate would let it experiment with ways to extend the seminar’s philosophy, approach and reach; provide a potential source of new funding; and give the Carnegie–Knight Initiative permanence in its curriculum beyond the grant.

**UNIVERSITY OF MISSOURI–COLUMBIA, Columbia, MO**

FOR ENHANCING JOURNALISM CURRICULA IN THE ARTS AND DEEPENING JOURNALISM SCHOOL IMPACT ON UNIVERSITY RESOURCES. 36 MONTHS, \$375,000.

The Carnegie Arts–in–Depth Program at the University of Missouri began as a project in 2006 as part of its Carnegie–Knight Initiative on the Future of Journalism Education reform plans. With Corporation support, Missouri established an interdisciplinary program at the School of Journalism that tapped the best music, art and theater professors at the University of Missouri and emphasized the attendance of plays, concerts and exhibitions. The School has provided students with creative opportunities and infused the overall journalism program with new energy. It also filled a lacunae in its curriculum offerings. With this renewal grant, the School wants to continue to explore new ways to enrich its students’ experiences and to serve as a model for other journalism programs in the country.

**THE PALEY CENTER FOR MEDIA, New York, NY**

FOR CONVENING THE 12 JOURNALISM SCHOOLS OF THE CARNEGIE–KNIGHT INITIATIVE TO EXAMINE THE PROGRESS OF EDUCATION REFORM AND CHANGES IN THE NEWS BUSINESS. 8 MONTHS, \$100,000.

The Paley Center for Media has a long history of conven-

ing the public, industry and media professionals to explore the past, interpret the present, and anticipate the future of television, radio, and emerging media platforms. With support from the Corporation, the Paley Center will once again convene the faculty of 12 member universities involved in the Carnegie–Knight Initiative on the Future of Journalism Education to bolster their leadership role in defining the future of journalism in this country, and in preparing their students for the challenges and opportunities that lie ahead. The meetings will further the Corporation’s efforts to accelerate change at universities educating tomorrow’s journalists. By bringing the schools together with industry leaders, the discussions will reinforce the schools as true agenda setters in journalism education, and foster a greater sense of collaboration among them.

**SYRACUSE UNIVERSITY, Syracuse, NY**

TOWARD JOURNALISM CURRICULUM ENRICHMENT FOCUSING ON RELIGION AND CLIMATE CHANGE. 36 MONTHS, \$375,000.

With initial support from the Corporation for curriculum enrichment, the Newhouse School at Syracuse University has begun a process of encouraging new thinking among their students about the world and their professional role in it by introducing a new minor on religion and the media. With further support from the Corporation, they plan to introduce a new course offering on science and climate change. They wish to enhance the intellectual offerings available to their journalism students both in breadth and depth, raise course profiles on campus through special events and tie it more directly with the wider world of academic scholarship on religion and climate change by bringing students directly to meet with scholars and intellectually informed practitioners of various faith groups and scientific communities.

**UNIVERSITY OF TEXAS AT AUSTIN, Austin, TX**

FOR ENHANCING JOURNALISM CURRICULA TO BRIDGE CAMPUS, COMMUNITY AND THE DIGITAL MEDIA DIVIDE. 36 MONTHS, \$375,000.

In the second phase of its curriculum enrichment grant, the University of Texas at Austin will enhance the phase–one commitment to media literacy, demographics and technology by placing its efforts into a new framework. It will add two new courses that highlight intellectual inquiry as the basis for good journalism, maintain two popular phase–one entries (“Journalism, Society and the Citizen Journalist” and “Covering the Latino Community”) and integrate all offerings into a Web–based content–delivery mechanism for greater focus and impact. The first new course, “Practicing Investigative Reporting in a



Globalizing World,” will introduce students to the latest computer-based techniques for researching community issues—whether they result from little-understood global forces, statehouse politics or government agencies. The second new offering, “Reporting Public Health and Science,” will help young reporters develop an intellectually demanding specialty that will allow them to serve the public interest by unraveling complex issues that impact readers’ daily lives.

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## Special Initiatives

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### THE GRADUATE CENTER FOUNDATION, *New York, NY*

TOWARD A FORUM ON CRITICAL ISSUES AROUND RELIGION.  
12 MONTHS, \$100,000.

The Great Issues Forum at CUNY Graduate Center was launched in 2008 with funding provided by the Corporation’s Academic Leadership Award presented to Chancellor Matthew Goldstein in 2007. The Great Issues Forum explores a series of critical issues of the time, each through a single thematic lens. The Forum is aimed at the educated public and seeks to bring current scholarship to bear on topics of contemporary interest in a way that informs and reframes debate on many important political and cultural issues. With additional support from the Corporation, the Great Issues Forum will focus on Religion as a topic. They will seek to understand the variety and dynamism of religious institutions and ideas, to ask fundamental questions about the nature of religion and secularity, and to consider the future of religion in the light of its evolutionary past, with a special focus on Islam.

### RESEARCH FOUNDATION OF THE CITY UNIVERSITY OF NEW YORK, *New York, NY*

TOWARD SUPPORT OF THE HYPERLOCAL NEWS PROJECT,  
AN INNOVATIVE STUDENT REPORTING PARTNERSHIP WITH  
*THE NEW YORK TIMES*. 24 MONTHS, \$300,000.

The City University of New York (CUNY) Graduate School of Journalism is collaborating with *The New York Times* in a bold experiment using the latest in newsgathering and dissemination tools to create a “pilot neighborhood” in which the community can help inform itself. The project’s goal is to use new technology to engage citizens of a chosen community in grassroots journalism, in a way that is both sustainable and replicable. Journalism students will join forces with *New York Times* staffers to nurture a network of independent blogs and online sites focused on Fort Greene, Brooklyn with the goal of better informing residents and bolstering their sense of community.

### RESEARCH FOUNDATION OF STATE UNIVERSITY OF NEW YORK, *Albany, NY*

TOWARD A PROJECT ON THE IMPACT OF GLOBALIZATION ON  
NEW YORK. 24 MONTHS, \$300,300.

In this era of globalization, New York has arguably benefited more (New York City: Wall Street, financials flows, immigration), and suffered more (upstate post-industrial deterioration) than any other state. New York therefore offers a unique laboratory in which to study the impact of globalization on the country at large. The newly established Neil D. Levin Graduate Institute of International Relations and Commerce at the State University of New York (SUNY) in New York City, an innovative center for research and learning created to take advantage of the intellectual capital of New York City, is proposing a project called New York in the World. The Levin Institute, and this project in particular, will contribute valuable fact-based information to those involved in the debates over globalization throughout New York State: in government, policy institutions, media and the general public, helping to shape policies for a 21st Century economy.

### UNIVERSITY OF SOUTH CAROLINA, *Columbia, SC*

FOR THE CREATION OF AN INTERDISCIPLINARY INSTITUTE  
OF CHANGE AT THE UNIVERSITY OF SOUTH CAROLINA.  
24 MONTHS, \$299,900.

The University of South Carolina plans to establish an Institute for Change to focus the university’s resources across several disciplines—including political science, history, sociology, business, education and journalism—on identifying ways to overcome persistent barriers to positive political, social and economic changes that would benefit the people of South Carolina. Support from the Corporation will help the University plan, develop and implement this Institute over the next two years. The Institute would raise and seek to answer the question: “What are the barriers to obtaining or achieving positive policy changes in South Carolina? How might those barriers be overcome?” By studying both successful (such as the Education Improvement Act campaign of 1984) and unsuccessful (recent efforts to raise the state’s cigarette tax) change initiatives both in South Carolina and elsewhere, the Institute would seek to discover what works and what does not, with the goal of documenting reliable, replicable tools for effecting change that concerned citizens from across the political spectrum could employ with success.

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## Discretionary

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### ANGELA FLORES, *Cambridge, MA*

2 MONTH GRANT OF \$7,500 FOR PARTICIPATION AS A CARNEGIE FELLOW IN 2009 ABC SUMMER INSTITUTE

### ARIZONA STATE UNIVERSITY FOUNDATION, *Tempe, AZ*

3 MONTH GRANT OF \$20,100 FOR A MEETING ON JOURNALISM EDUCATION ATTENDED BY DEANS PARTICIPATING IN THE CARNEGIE-KNIGHT INITIATIVE

### THE BDA FUND, *New York, NY*

12 MONTH GRANT OF \$25,000 TOWARD THE DEVELOPMENT OF MARKETING MATERIALS TO IMPROVE RELATIONS BETWEEN AMERICANS AND PEOPLE FROM OTHER CULTURES

### THE BROOKINGS INSTITUTION, *Washington, DC*

12 MONTH GRANT OF \$25,000 FOR AN OUTREACH CAMPAIGN ON A RECENTLY RELEASED REPORT, ENTITLED VOICES OF AMERICA: U.S. PUBLIC DIPLOMACY FOR THE 21ST CENTURY

### THE BUREAU FOR INTERNATIONAL REPORTING, *New York, NY*

12 MONTH GRANT OF \$50,000 FOR THE PRODUCTION OF INTERNATIONAL NEWS REPORTS ON STATES AT RISK

### CIVITAS ASSOCIATES, *St. Louis, MO*

12 MONTH GRANT OF \$50,000 TOWARD INTERNATIONAL REPORTING ON STATES AT RISK

### CENTER FOR INVESTIGATIVE REPORTING, INC., *Berkeley, CA*

12 MONTH GRANT OF \$50,000 TOWARD A REPORTING PROJECT ON IMMIGRATION COURTS

### EDUCATIONAL BROADCASTING CORPORATION, *New York, NY*

9 MONTH GRANT OF \$50,000 TOWARD TIME FOR SCHOOL, A DOCUMENTARY FILM SPOTLIGHTING THE GLOBAL CRISIS IN ACCESS TO EDUCATION

### FOREIGN POLICY ASSOCIATION INC., *New York, NY*

11 MONTH GRANT OF \$25,000 TOWARD GREAT DECISIONS IN THE CLASSROOM, AN INTERNATIONAL AFFAIRS PROGRAM FOR SECONDARY SCHOOLS

### GEORGE WASHINGTON UNIVERSITY, *Washington, DC*

6 MONTH GRANT OF \$15,000 TOWARD A CONFERENCE ON NEW MEDIA AND PUBLIC DIPLOMACY

### GRANTMAKERS FOR EDUCATION, *Portland, OR*

12 MONTH GRANT OF \$15,000 TOWARD THE 2009 MEMBER BRIEFING ON SCIENCE, TECHNOLOGY, ENGINEERING AND MATHEMATICS (STEM) EDUCATION

### HARVARD UNIVERSITY, *Cambridge, MA*

12 MONTH GRANT OF \$50,000 FOR ANALYSIS AND DOCUMENTATION OF NEW BUSINESS MODELS FOR QUALITY JOURNALISM

### HARVARD UNIVERSITY, *Cambridge, MA*

12 MONTH GRANT OF \$39,400 FOR A CONFERENCE ON NEW BUSINESS MODELS FOR JOURNALISM

### JOEL STONINGTON, *New York, NY*

2 MONTH GRANT OF \$7,500 FOR PARTICIPATION AS A CARNEGIE FELLOW IN 2009 ABC SUMMER INSTITUTE

### JOHNS HOPKINS UNIVERSITY, *Baltimore, MD*

8 MONTH GRANT OF \$40,000 TOWARD INTERNATIONAL FELLOWSHIPS FOR JOURNALISTS FOCUSING ON INTERNATIONAL NUCLEAR PROLIFERATION ISSUES

### JORDAN MEDIA INSTITUTE, *Amman, JORDAN*

12 MONTH GRANT OF \$50,000 FOR SUPPORT TO BRING AMERICAN CURRICULUM STANDARDS TO JOURNALISM TRAINING IN JORDAN

### KIERAN K. MEADOWS, *Brooklyn, NY*

2 MONTH GRANT OF \$7,500 FOR PARTICIPATION AS A CARNEGIE FELLOW IN 2009 ABC SUMMER INSTITUTE

### LINSAY ROUSSEAU BURNETT, *Berkeley, CA*

2 MONTH GRANT OF \$7,500 FOR PARTICIPATION AS A CARNEGIE FELLOW IN THE 2009 ABC SUMMER INSTITUTE

### THE MILLER CENTER FOUNDATION, *Charlottesville, VA*

12 MONTH GRANT OF \$50,000 TOWARD SUPPORT OF A DEBATE ON NUCLEAR IRAN

### MISSIONARY SOCIETY OF ST. PAUL THE APOSTLE, *New York, NY*

12 MONTH GRANT OF \$50,000 TOWARD A MEDIA PROJECT ON YOUNG ADULT IMMIGRANTS AND THEIR STORIES

UNIVERSITY OF MISSOURI—COLUMBIA, *Columbia, MO*

6 MONTH GRANT OF \$10,000 FOR AN INITIATIVE DESIGNED TO EXAMINE THE EVOLUTION OF THE NEWS INDUSTRY IN THE U.S. AND ITS ROLE IN A DEMOCRATIC SOCIETY

NATIONAL LEADERSHIP ROUNDTABLE ON CHURCH MANAGEMENT, *Washington, DC*

3 MONTH GRANT OF \$25,000 FOR A CASE STUDY ABOUT STRENGTHENING NONPROFIT MANAGEMENT PRACTICES

UNIVERSITY OF OXFORD, *Oxford, UNITED KINGDOM*

12 MONTH GRANT OF \$50,000 FOR AN INTERNATIONAL STUDY ON JOURNALISM PROVISION, CONSUMPTION AND TRUST IN A RAPIDLY CHANGING BROADCASTING ENVIRONMENT

THE POYNTER INSTITUTE FOR MEDIA STUDIES, INC., *St. Petersburg, FL*

9 MONTH GRANT OF \$50,000 TOWARD A PROJECT TO SUSTAIN QUALITY JOURNALISM

ROBERT C. MAYNARD INSTITUTE FOR JOURNALISM EDUCATION, *Oakland, CA*

5 MONTH GRANT OF \$50,000 TOWARD “RACE, URBAN SCHOOL REFORM, AND AMERICA’S GLOBAL COMPETITIVENESS: A SUMMIT FOR JOURNALISTS, BUSINESS, AND EDUCATION LEADERS ON THE CRISIS IN EDUCATION”

SCHOOL OF JOURNALISM FOUNDATION OF NORTH CAROLINA INC., *Chapel Hill, NC*

8 MONTH GRANT OF \$20,000 FOR A MEETING OF JOURNALISM SCHOOL DEANS TO DISCUSS THE CURRICULUM ENRICHMENT AND REVITALIZATION OF JOURNALISM EDUCATION

UNIVERSITY OF SOUTHERN CALIFORNIA, *Los Angeles, CA*

12 MONTH GRANT OF \$50,000 TOWARD A PROJECT ON PUBLIC POLICY AND THE FUTURE OF THE NEWS

TALKING SCIENCE, *New York, NY*

12 MONTH GRANT OF \$50,000 TOWARD IMPROVEMENT OF THE TALKING SCIENCE WEB SITE

# Special Opportunities

## THE COMPUMENTOR PROJECT, *San Francisco, CA*

TOWARD DEVELOPMENT OF A REPOSITORY OF EQUIVALENCY DETERMINATION INFORMATION FOR FOREIGN NONGOVERNMENTAL ORGANIZATIONS. 9 MONTHS, \$100,000.

Equivalency determination is one of the two options under Internal Revenue Service (IRS) rules that enable U.S. grantmakers to make direct grants to non-U.S. nongovernmental organizations. The process is time consuming and expensive for both funders and NGOs, and much of the work is duplicated. Currently, each foundation must make equivalency determinations for every applicable non-U.S. grantee, regardless of whether another foundation has made an identical determination. Similarly, each grantee is required to submit financial and governance information to each foundation needing to make the determination, duplicating the process on their end as well. The Compumentor Project, commonly known as TechSoup Global, will develop a centralized repository of equivalency determinations and supporting documentation, approved by the IRS, to eliminate duplication for both foundations and NGOs.

## EDUCATIONAL BROADCASTING CORPORATION, *New York, NY*

TOWARD A SERIES TO EXPLORE THE ANCESTRY AND FAMILY STORIES OF AMERICAN ETHNICITIES. 12 MONTHS, \$400,000.

While America's diversity enriches this country, it also makes the question of American identity much more complex. Because of this, there is a need to promote understanding of Americans' shared history. Educational Broadcasting Corporation (Thirteen/WNET) has a history of providing educational and cultural products and programs that reflect the diversity and complexity of the world. Over the past two years, Thirteen/WNET produced a PBS documentary series, *African American Lives*, hosted by Professor Henry Louis Gates, Jr., which used genealogical research and DNA testing to discover the ancestors of African American individuals and the role they played in shaping American history. In this vein, and with Corporation support for production, education and public outreach, Professor Gates will again host a series, *Faces of America*, which will highlight a group of individuals from a diverse set of ethnic backgrounds and, through DNA analysis, identify these individuals' ancestors. He will show how their ancestors—and the various ethnic communities of which they were a part—helped contribute to and shape American history.

## HOWARD UNIVERSITY, *Washington, DC*

ONE-TIME FUNDING FOR PLANNING THE ESTABLISHMENT OF A CENTER ON DEMOCRACY, MARKETS, COMMUNICATION AND TECHNOLOGY. 24 MONTHS, \$150,000.

Howard University, a research-oriented, historically Black private university, plans to create a multidisciplinary initiative that draws from five of its prominent academic schools and colleges. The John H. Johnson School of Communications, School of Law, School of Business, College of Arts and Science, and College of Engineering, Architecture and Computer Science have committed their resources, deans, and key faculty members to promote interdisciplinary research, creative projects and special symposia surrounding relationships among government entities, the global media system, the marketplace, and their impact upon democratic systems. Corporation support would enable the University to focus its current research, as well as the work of prominent outside scholars and experts investigating health and the changing worldview of America, through the lenses of democracy, markets, communication, and technology, with the goal of creating a center at the university that could influence policy and Washington lawmakers.

## HUMAN RIGHTS FIRST, *New York, NY*

TOWARD SUPPORT. 24 MONTHS, \$300,000.

Human rights challenges persist across the globe, as threats including terrorism, hate crimes and genocide threaten to undermine civil societies in wide swaths of the world. Grappling with these pressing problems is complicated by globalization, which has brought increasing numbers of people from different cultures, ethnicities, and languages to more communities than ever before. Human Rights First (HRF), a leader in the field of advancing human rights, engages with these issues through its programs on the protection of civil liberties, refugee and asylum seeker protection, challenging of hate crimes and violence against minorities, combating crimes against humanity and genocide, and supporting the voices of local human rights defenders around the world. In the coming two years, it will continue its work in these areas by building coalitions, undertaking strategic communications efforts, engaging in advocacy and litigation, and conducting research on the importance of human rights around the world.

**HUMAN RIGHTS WATCH, INC., *New York, NY***

TOWARD SUPPORT. 24 MONTHS, \$300,000.

In spite of significant advances in the human rights movement, human rights violations persist in many regions of the world, with victims being denied freedom of religion, expression, assembly, and the right to live. Human Rights Watch (HRW) is the largest human rights organization based in the United States, with a global reach and reputation. HRW conducts on-site investigations in villages, refugee camps, prisons, detention centers and other areas to identify evidence of abuse; documents human rights abuses; disseminates this information through reports, letters, press releases, photo essays, video documentaries, and through its Web site; and conducts advocacy on human rights issues by meeting with policy makers, governments, the United Nations, and other international institutions. With Corporation support, HRW will continue investigating, raising attention to, and mitigating human rights abuses around the world.

**INSTITUTE OF INTERNATIONAL EDUCATION, INC.,  
*New York, NY***

FOR A SYSTEM FOR ASSESSING AND CLASSIFYING MIDDLE EASTERN AND NORTH AFRICAN HIGHER EDUCATION INSTITUTIONS. 18 MONTHS, \$233,000.

There has been a rapid expansion of higher education institutions in the Middle Eastern and Northern African region, with an increase in new home institutions and new branch campuses of overseas institutions. Additionally, universities are being seen as necessary in order to prepare citizens that are globally competitive. However, despite the expansion of the higher education sector and the effects of globalization on the sector, there are no regional assessments of higher education institutions in the Middle Eastern and Northern African region. The Institute for International Education (IIE) will develop a new classification system to rank higher education institutions in the Middle East and Northern Africa that will inform the global higher education community and provide an understanding of this region's range of institutions and their characteristics.

**THE UNIVERSITY OF MARYLAND FOUNDATION, INC.,  
*Adelphi, MD***

AS A FINAL GRANT FOR RESEARCH AND ANALYSIS ON THE PUBLIC ATTITUDES AND THE MEDIA IN THE MIDDLE EAST. 24 MONTHS, \$393,400.

Under the direction of Shibley Telhami, the Anwar Sadat chair for Peace and Development at the University of

Maryland as well as a highly regarded scholar and political analyst of the region, the university will continue its project on Arab Public Opinion. The project has produced six-high quality, methodologically sophisticated annual surveys of the Arab public in six Middle East countries (Egypt, Jordan, Lebanon, Morocco, Saudi Arabia and the United Arab Emirates) on various issues including identity, U.S. foreign policy, regional and social issues, the Iraq War and regional media. The survey results have contradicted conventional wisdom of media viewership on public opinion (such as, reporting on Iraq increases anti-Americanism) and offer new insights into the relationship between demographics and public opinion on a range of issues.

**MAYOR'S FUND TO ADVANCE NEW YORK CITY,  
*New York, NY***

TOWARD SUPPORT FOR NYC SERVICE, WHICH AIMS TO PROMOTE CIVIC ENGAGEMENT AND SERVICE IN NEW YORK CITY. 24 MONTHS, \$500,000.

Service is a critical lever of civic engagement, fostering direct connections and mutual accountability between individuals and their communities. However, finding opportunities for meaningful service, especially in large metropolitan areas like New York City, is not as easy or straightforward as it should be. In response to President Obama's national call to service, New York City brought together leaders in the public, nonprofit, philanthropic, and private sectors to develop a plan to maximize service opportunities and impact. Out of these initial discussions was born NYC Service, an effort to promote and facilitate service in New York City. NYC Service will establish a comprehensive local approach to supporting service and citizen engagement.

**THE SILK ROAD PROJECT, *Providence, RI***

ONE-TIME FUNDING TOWARD AN INTERDISCIPLINARY CURRICULUM AND RELATED CONCERT SERIES IN NEW YORK CITY. 18 MONTHS, \$125,000.

Interdisciplinary studies relating the arts to other subject areas have positive impact on student achievement and understanding. Yet, these types of programs are often under funded and under supported in highly pressed schools. The Silk Road Project, under the auspices of artistic director Yo-Yo Ma, has outlined four priorities for effective education exemplified in the project's programs: making a subject memorable, inspiring passion-driven learning, developing a disciplined imagination, and fostering empathy for others. In practice, this four-pronged approach translates to providing multiple avenues to pique student interest in complex and interdisciplinary topics.

In the coming two years, the Silk Road Project will build on the successes of its educational programs in Chicago and design and implement programs in New York City's public schools. These programs will be the cornerstone of the Silk Road Project's 10th anniversary season.

TEAM PENNSYLVANIA FOUNDATION, *Harrisburg, PA*

ONE-TIME FUNDING TOWARD AN INITIATIVE SUPPORTING IMPROVED STANDARDS AND ASSESSMENTS FOR HIGH SCHOOL GRADUATION REQUIREMENTS. 12 MONTHS, \$200,000.

The nation faces an urgent challenge to increase the knowledge and skills of its high school graduates. Establishing common and rigorous standards and implementing sophisticated and aligned assessments builds an essential foundation for increased student achievement. Broadly reforming standards and assessments often requires significant policy change. With Corporation support, and recognizing a timely policy opportunity to strengthen graduation requirements in the state, the Team Pennsylvania Foundation will work to build public understanding of the urgent need for reform of graduation requirements.

U.S.–MEXICO FOUNDATION, *Washington, DC*

ONE-TIME ONLY GRANT TOWARD SUPPORT. 24 MONTHS, \$250,000.

Mexico has great economic disparity. Ten percent of the population holds 41 percent of the country's income, and 18 percent of the population lives in extreme poverty. Additionally, the majority of Mexicans have not received an education beyond 6th grade. Despite these challenges, Mexico's civil society, philanthropic, and business sectors are growing, and corporate social responsibility in the country has advanced in recent years. However, global giving to Mexico is still low. The U.S.–Mexico Foundation (USMF) was founded to expand opportunity for Mexicans through philanthropy and cross-sector collaboration and to serve as a vehicle for corporate support in Mexico. With Corporation support, the USMF will establish its founding leadership team, strengthen its governance structure, develop its long-term fundraising program and advance its programs and collaborative grant making strategies for Mexico.

WINROCK INTERNATIONAL INSTITUTE FOR AGRICULTURAL DEVELOPMENT, *Arlington, VA*

ONE-TIME FUNDING TOWARD SUPPORT OF THE JOHN D. ROCKEFELLER SCHOLARS PROGRAM. 12 MONTHS, \$100,000.

Sustainable development of rural areas is a pressing issue across the world. Particularly across wide swaths of Asia, Africa, and Central and South America, the ability to establish successful sustainable development programs in complex environmental areas will have a critical impact on poverty, education, and opportunity. Winrock International, a nonprofit organization that addresses rural development and sustainable resource management, has a long history of successful agricultural and environmental training programs in Asia. Its John D. Rockefeller Scholars Program was established in 2004 to carry on the tradition established by the Agricultural Development Council of giving promising Asian scholars the education, networks, and skills required to become leaders in agricultural development. As the program moves to become self-sustaining, the Corporation is providing support toward the program's administrative costs.

Discretionary

ACADEMY OF POLITICAL SCIENCE, *New York, NY*

12 MONTH GRANT OF \$25,000 FOR A STUDY ON THE PRESIDENTIAL NOMINATING PROCESS

AMERICAN AGORA FOUNDATION INC., *New York, NY*

12 MONTH GRANT OF \$25,000 TOWARD SUPPORT

ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES, *Washington, DC*

12 MONTH GRANT OF \$25,000 TOWARD PRODUCTION AND DISSEMINATION OF A PUBLICATION ON STRATEGIC IMPERATIVES FOR HIGHER EDUCATION LEADERSHIP

ASSOCIATION OF LITERARY SCHOLARS AND CRITICS, *Boston, MA*

12 MONTH GRANT OF \$30,000 ONE-TIME FUNDING TOWARD SUPPORT

ASSOCIATION OF PERFORMING ARTS PRESENTERS INC., *Washington, DC*

5 MONTH GRANT OF \$25,000 TOWARD THE DEVELOPMENT OF AN INVENTORY OF ONGOING CULTURAL DIPLOMACY PROGRAMS



**CARNEGIE HALL SOCIETY INC., *New York, NY***

10 MONTH GRANT OF \$50,000 TOWARD A MUSIC EDUCATION PARTNERSHIP WITH NEW YORK CITY'S PUBLIC SCHOOLS

**A CHILD'S HAVEN, *Greenville, SC***

12 MONTH GRANT OF \$50,000 TOWARD ESTABLISHMENT OF EARLY CARE AND EDUCATION SPACES FOR CHILDREN AT RISK

**CHILDREN FOR CHILDREN FOUNDATION, *New York, NY***

12 MONTH GRANT OF \$50,000 TOWARD SUPPORT OF THE STRATEGIC ALIGNMENT BETWEEN CHILDREN FOR CHILDREN AND HANDSON NETWORK

**CITIZENS TO STOP NUCLEAR TERRORISM, *Dallas, TX***

12 MONTH GRANT OF \$25,000 TOWARD A STRATEGY ON MOBILIZING U.S. BUSINESS LEADERS TO ADDRESS THE ISSUE OF NUCLEAR TERRORISM

**COMMON CAUSE EDUCATION FUND, *Washington, DC***

12 MONTH GRANT OF \$25,000 TOWARD SUPPORT

**COMMUNICATIONS CONSORTIUM MEDIA CENTER, *Washington, DC***

12 MONTH GRANT OF \$50,000 TOWARD SUPPORT

**CONCORD REVIEW, *Sudbury, MA***

24 MONTH GRANT OF \$50,000 TOWARD SUPPORT

**EDUCATIONAL BROADCASTING CORPORATION, *New York, NY***

12 MONTH GRANT OF \$25,000 TOWARD A WEEKLY TELEVISION INTERVIEW PROGRAM ON PUBLIC AFFAIRS AND THE DIGITAL ARCHIVING OF PAST PROGRAMS

**FEDERATION OF AMERICAN SCIENTISTS, *Washington, DC***

5 MONTH GRANT OF \$25,000 TOWARD THE DEVELOPMENT OF A MANAGEMENT PLAN FOR THE NATIONAL CENTER FOR RESEARCH IN ADVANCED INFORMATION AND DIGITAL TECHNOLOGIES

**GRANTS MANAGERS NETWORK, *Washington, DC***

12 MONTH GRANT OF \$25,000 TOWARD ITS PROJECT ON STREAMLINING THE GRANT MAKING PROCESS

**LIBRARY OF AMERICA, *New York, NY***

6 MONTH GRANT OF \$45,000 TOWARD PUBLICATION AND DISSEMINATION OF AN ANTHOLOGY BY IMMIGRANTS ON THE IMMIGRANT EXPERIENCE

**THE MACDOWELL COLONY, *New York, NY***

12 MONTH GRANT OF \$25,000 ONE-TIME FUNDING TOWARD SUPPORT

**NATIONAL URBAN FELLOWS, INC., *New York, NY***

12 MONTH GRANT OF \$20,000 TOWARD A STUDY OF THE NATIONAL URBAN FELLOWS, A LEADERSHIP DEVELOPMENT PROGRAM FOR PEOPLE OF COLOR

**PENNSYLVANIA STATE UNIVERSITY, *University Park, PA***

12 MONTH GRANT OF \$25,000 TOWARD MEETINGS ON NATIONAL SECURITY AND HIGHER EDUCATION

**PHILANTHROPY NEW YORK, *New York, NY***

5 MONTH GRANT OF \$25,000 TOWARD DEVELOPING A SPECIAL EDITION PUBLICATION ON DIVERSITY AND EFFECTIVENESS ISSUES IN FOUNDATION AND PUBLIC GOVERNANCE

**RICE UNIVERSITY, *Houston, TX***

12 MONTH GRANT OF \$25,000 TOWARD RESEARCH PROJECT ON THE IMPACT OF THE WHITE HOUSE FELLOWS PROGRAM

**RICE UNIVERSITY, *Houston, TX***

5 MONTH GRANT OF \$10,000 TOWARD DISSEMINATING RESULTS OF THE WHITE HOUSE FELLOWS' SURVEY

**SMITHSONIAN INSTITUTION, *Washington, DC***

12 MONTH GRANT OF \$50,000 ONE-TIME ONLY GRANT TOWARD ITS EDUCATION PROGRAMS IN THE SCHOOLS

**HENRY L. STIMSON CENTER, *Washington, DC***

6 MONTH GRANT OF \$5,000 TOWARD ITS PROJECT ON THE RULE OF LAW FOR THE OCEANS

**THE NEW SCHOOL, *New York, NY***

3 MONTH GRANT OF \$14,500 TOWARD A CONFERENCE ON THE CHANGING NATURE OF THE UNIVERSITY

**UNITED STATES DIPLOMACY CENTER, *Washington, DC***

12 MONTH GRANT OF \$25,000 TOWARD THE THIRD ANNUAL GEORGE C. MARSHALL CONFERENCE

**WORLD POLICY INSTITUTE, *New York, NY***

6 MONTH GRANT OF \$25,000 TOWARD A RESEARCH PROJECT EXAMINING DIVERSE, PEACEFUL SOCIETIES

# 21st Century Fund

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MEDICARE RIGHTS CENTER, *New York, NY*

12 MONTH GRANT OF \$25,000 TOWARD SUPPORT, IN HONOR  
OF EDWARD SERMIER

RESEARCH FOUNDATION OF THE CITY UNIVERSITY OF  
NEW YORK, *New York, NY*

12 MONTH GRANT OF \$25,000 TOWARD ITS EXECUTIVES  
ON CAMPUS PROGRAM AT BARUCH COLLEGE, IN HONOR OF  
EDWARD SERMIER

# Leadership Initiative

## BARD COLLEGE, *Annandale-on-Hudson, NY*

12 MONTH GRANT OF \$500,000 ACADEMIC LEADERSHIP  
AWARD IN RECOGNITION OF BARD COLLEGE PRESIDENT  
LEON BOTSTEIN'S OUTSTANDING ACADEMIC AND  
INSTITUTIONAL LEADERSHIP

## THE UNIVERSITY OF MARYLAND FOUNDATION, INC., *Adelphi, MD*

12 MONTH GRANT OF \$500,000 ACADEMIC LEADERSHIP  
AWARD IN RECOGNITION OF UNIVERSITY SYSTEM  
OF MARYLAND CHANCELLOR WILLIAM KIRWAN'S  
OUTSTANDING ACADEMIC AND INSTITUTIONAL LEADERSHIP

## UNIVERSITY OF PENNSYLVANIA, *Philadelphia, PA*

12 MONTH GRANT OF \$500,000 ACADEMIC LEADERSHIP  
AWARD IN RECOGNITION OF UNIVERSITY OF PENNSYLVANIA  
PRESIDENT AMY GUTMANN'S OUTSTANDING ACADEMIC AND  
INSTITUTIONAL LEADERSHIP

## TULANE UNIVERSITY, *New Orleans, LA*

12 MONTH GRANT OF \$500,000 ACADEMIC LEADERSHIP  
AWARD IN RECOGNITION OF TULANE UNIVERSITY  
PRESIDENT SCOTT COWEN'S OUTSTANDING ACADEMIC AND  
INSTITUTIONAL LEADERSHIP

## 2009 Report on Finances

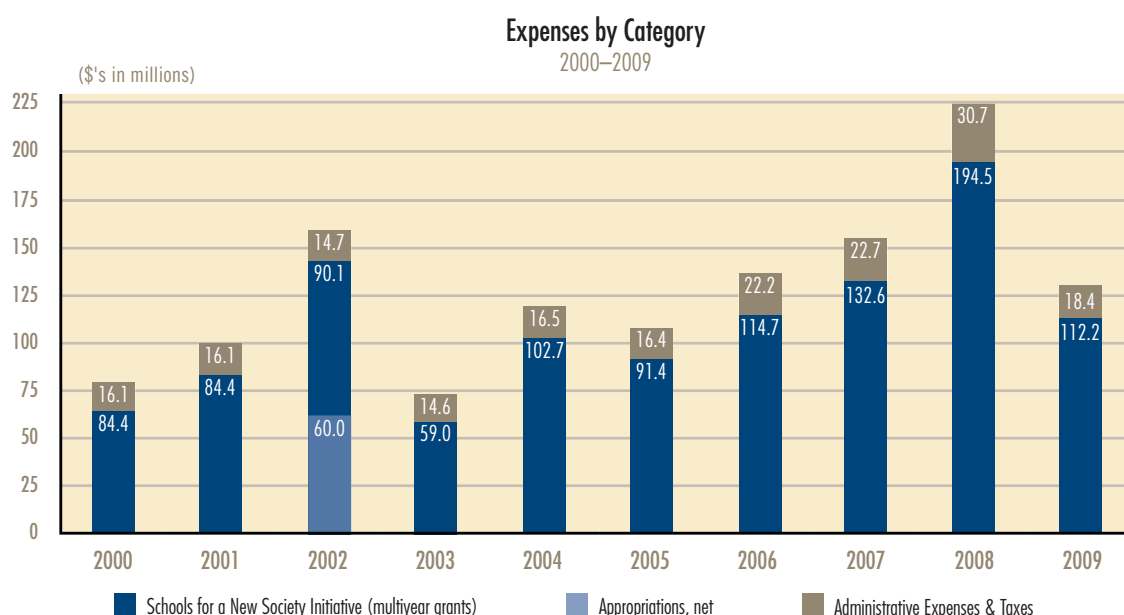
# Financial Highlights

## Appropriations and Expenses

For the ten years ended September 30, 2009, the Corporation awarded 5,636 grants totaling \$1,101.4 million and incurred expenses of \$145.9 million for direct charitable activities and administrative

expenses, excluding investment expenses, and \$43.1 million for taxes, for a total of \$1,290.4 million.

The graph below illustrates the growth in expenses by category over the ten-year period ended September 30, 2009.



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, 2009, 31 percent of the appropriated funds were paid within the fiscal year. Appropriations, net of refunds and cancellations, totaled \$112.2 million, compared to \$194.5 million in the preceding year. In 2008, Carnegie awarded 2-year grants totaling \$60 million to support arts and social service organizations located in New York City funded from the donation of an anonymous donor.

Program management and direct charitable activities expenses were \$13.2 million in the fiscal

year ended September 30, 2009, compared with \$12.6 million in the previous fiscal year. Included in these amounts are direct charitable activities of \$3.4 million in 2009 and in 2008. 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 \$4.5 million in 2009 and \$4.4 million in 2008.

The schedule below breaks down total expenses, excluding appropriations and taxes, into categories for the year ended September 30, 2009.

	Program management and direct charitable activities	Investment	General administration	Total
Salaries	\$ 5,825,483	\$ 2,542,438	\$ 1,913,769	\$ 10,281,690
Employee benefits	2,774,197	416,220	874,547	4,064,964
Investment advisory and custody fees	—	2,474,544	—	2,474,544
Rent	1,362,758	158,327	638,897	2,159,982
Legal and accounting services	—	992,501	350,858	1,343,359
Consultants	527,573	134,726	224,643	886,942
Publications	587,558	—	—	587,558
Conferences and meetings	556,588	6,544	13,470	576,602
Travel	455,641	70,696	24,187	550,524
Computer equipment and services	278,360	43,169	123,510	445,039
Office expenses	234,869	31,070	107,670	373,609
Amortization and depreciation	86,123	—	40,377	126,500
Trustees' honoraria and expenses	74,410	3,675	24,884	102,969
Other	424,125	32,390	149,465	605,980
<b>Total</b>	<b>\$13,187,685</b>	<b>\$ 6,906,300</b>	<b>\$ 4,486,277</b>	<b>\$ 24,580,262*</b>

\* In FY2008, total expenses, excluding appropriations and taxes, were \$25.4 million, which included \$8.4 million of investment expenses.

## Taxes

Under the provisions of the Tax Reform Act of 1969, Carnegie 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 the 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 rate in 2009 but not in 2008. During 2009, the Corporation had unrelated business income losses from certain investment partnership activities. By carrying forward these losses, the Corporation expects to recover \$333,100 in unrelated business income taxes paid in the previous year. 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 Accountant

The bylaws provide that the Corporation's accounts are to be audited each year by an independent public accountant. Accordingly, the firm of McGladrey & Pullen, LLP audited the Corporation's financial statements as of and for the year ended September 30, 2009. The Corporation's financial statements, together with the independent auditor's report, appear on the following pages.



# Independent Auditors' Report

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

We have audited the accompanying balance sheets of Carnegie Corporation of New York (the "Corporation") as of September 30, 2009 and 2008, and the related statements of changes in net assets, and cash flows for the years then ended. These financial statements are the responsibility of the Corporation's management. 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 of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our 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, 2009 and 2008, and the results of its operations and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

*McGladrey & Pullen, LLP*

New York, New York  
March 4, 2010

# Balance Sheets

as of September 30, 2009 and 2008

	2009	2008
<b>Assets</b>		
Cash	\$ 136,350	\$ 63,046
Investments	2,429,482,004	2,630,632,644
Tax receivable	2,259,937	1,301,153
Contributions receivable	—	30,000,000
Prepaid expenses and other assets	111,075	90,026
Fixed assets	593,170	615,378
Total assets	2,432,582,536	2,662,702,247
<b>Liabilities and net assets</b>		
<b>Liabilities</b>		
Grants payable	146,500,961	165,571,162
Accounts payable and other liabilities	1,868,009	1,765,156
Deferred taxes payable	2,552,141	2,319,567
Total liabilities	150,921,111	169,655,885
<b>Net assets</b>		
Unrestricted	2,146,324,557	2,357,709,494
Permanently restricted	135,336,868	135,336,868
Total net assets	2,281,661,425	2,493,046,362
Total liabilities and net assets	\$ 2,432,582,536	\$ 2,662,702,247

See accompanying notes to financial statements.

# Statement of Changes in Net Assets

for the years ended September 30, 2009 and 2008

	2009	2008
Revenues		
Investment income		
Interest and dividends	\$ 8,618,363	\$ 25,392,571
Income and (losses) from partnerships, net	(21,343,334)	187,998,086
Net realized gains	1,973,958	116,751,078
Total realized investment income (losses)	(10,751,013)	330,141,735
Less investment expenses paid directly	(6,906,300)	(8,435,076)
Net realized investment income (loss)	(17,657,313)	321,706,659
Contributions	—	60,431,890
Total revenues (losses)	(17,657,313)	382,138,549
Expenses		
Grant appropriations	112,195,444	194,501,846
Program management and direct charitable activities	13,187,685	12,602,958
General administration	4,486,277	4,398,711
Provision for taxes	695,634	13,687,165
Total expenses	130,565,040	225,190,680
(Deficiency) excess of revenues over expenses	(148,222,353)	156,947,869
Decrease in unrealized appreciation of investments, net of related credit of \$(1,289,032) in 2009 and \$12,278,380 in 2008	(63,162,584)	(601,640,631)
Change in net assets	(211,384,937)	(444,692,762)
Net assets, beginning of year	2,493,046,362	2,937,739,124
<b>Net assets, end of year</b>	<b>\$ 2,281,661,425</b>	<b>\$ 2,493,046,362</b>

See accompanying notes to financial statements.

# Statements of Cash Flows

for the years ended September 30, 2009 and 2008

	2009	2008
<b>Cash flows from operating activities</b>		
Change in net assets	\$ (211,384,937)	\$ (444,692,762)
Adjustments to reconcile change in net assets to net cash (used in) provided by operating activities		
Change in unrealized appreciation of investments	64,451,616	613,919,011
Net realized gains	(1,973,958)	(116,751,078)
Depreciation and amortization	126,500	105,782
Change in deferred taxes payable	232,574	(14,863,663)
Total adjustments	62,836,732	482,410,052
Change in taxes receivable, contributions receivable and prepaid expenses and other assets	29,020,167	(31,296,942)
Change in grants payable, accounts payable and other liabilities and taxes payable	(18,967,348)	48,419,346
Net cash (used in) provided by operating activities	(138,495,386)	54,839,694
<b>Cash flows from investing activities</b>		
Proceeds from sales or redemptions of investments	948,923,504	1,266,778,642
Purchases of investments	(810,250,522)	(1,321,356,939)
Purchases of fixed assets	(104,292)	(270,248)
Net cash provided by (used in) investing activities	138,568,690	(54,848,545)
<b>Change in cash</b>	73,304	(8,851)
Cash, beginning of year	63,046	71,897
<b>Cash, end of year</b>	<u>\$ 136,350</u>	<u>\$ 63,046</u>

# Notes to Financial Statements

September 30, 2009 and 2008

## (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. The Corporation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code; however, the Corporation is liable for federal excise taxes (see note 5).

## (2) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

The accompanying financial statements have been prepared on the accrual basis of accounting.

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 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.

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.

Contributions are recognized as revenue in the period the promise to give is received. All contributions revenue in 2008 were unrestricted or were restricted and released from restriction during the same period.

Grant appropriations, including multi-year 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 \$102 million within one year and the remaining balance within three years.

The Financial Accounting Standards Board (the "FASB") has issued FASB Interpretation No. 48 ("FIN 48"), *Accounting for Uncertainty in Income Taxes - an interpretation of FASB Statement 109*. FIN 48 clarifies the accounting for uncertainty in income taxes recognized in an enterprise's financial statements in accordance with FASB Statement No. 109, *Accounting for Income Taxes*. FIN 48 prescribes a recognition threshold and measurement standard for financial statements of an income tax position taken or expected to be taken on a tax return, including positions that an organization is exempt from income taxes or not subject to income taxes on unrelated business income. In addition, FIN 48 provides guidance on derecognition, classification, interest and penalties, accounting in interim periods, disclosure and transition.

The Corporation presently recognizes income tax positions based on management's estimate of whether it is reasonably possible that a liability has been incurred for unrecognized income tax benefits by applying FASB Statement No. 5, *Accounting for Contingencies*.

The Corporation has elected to defer the application of FIN 48 in accordance with FASB Staff Position FIN 48-3. This FSP defers the effective date of FIN 48 for nonpublic enterprises included within its scope to the annual financial statements for fiscal years beginning after December 15, 2008. The Corporation will be required to adopt FIN 48 in its financial statements for the year ending September 30, 2010. The provisions of FIN 48 are to be applied to all tax positions upon initial application of this standard. Only tax positions that meet the more-likely than-not recognition threshold at the effective date may be recognized or continue to be recognized upon adoption.

# Notes to Financial Statements

September 30, 2009 and 2008

The cumulative effect of applying the provisions of FIN 48 will be reported as an adjustment to the opening balance of net assets for the fiscal year of adoption. Management is currently assessing the impact of FIN 48 on its financial position and results of operations and believes that the effects will not have a material impact on the Corporation.

The resources of the Corporation consist of permanently restricted and unrestricted net assets. Permanently restricted net assets represent the original sums received from Andrew Carnegie who, by the terms of the conveying instrument, stipulated that the principal may never be expended; however, the income is expendable. Unrestricted net assets are not subject to donor-imposed restrictions.

For purposes of the statements of cash flows, cash includes all cash held in bank accounts at September 30, 2009 and 2008.

The Corporation evaluates events occurring after the date of the financial statements to consider whether or not the impact of such events needs to be reflected or disclosed in the financial statements. Such evaluation is performed through the date the financial statements are issued, which is March 4, 2010 for these financial statements.

## (3) INVESTMENTS:

Readily marketable investments are reported at fair value on the basis of quoted market prices. Limited partnerships and similar interests are reported at fair value based on financial information received from the fund managers or general partners. The fund managers or general partners determine the fair value of securities using quoted market prices, if available, or using other valuation methods. Investments in limited partnerships and similar interests totaled \$2,031,476,341 at September 30, 2009 and \$2,183,543,114 at September 30, 2008.

Investments are comprised of the following at September 30, 2009 and 2008:

	2009		2008	
	Cost	Fair Value	Cost	Fair Value
Global equity	\$ 846,224,321	\$ 913,459,912	\$ 953,204,953	\$ 911,464,671
Fixed income	154,102,732	154,102,732	229,347,503	253,895,802
Real estate & resources	307,245,966	268,390,675	288,658,000	345,866,443
Absolute return	597,601,244	659,546,165	619,738,467	699,759,270
Private equity	408,839,463	432,963,973	361,108,037	419,974,887
Due (to)/from brokers, net	997,814	1,018,547	(346,397)	(328,429)
<b>Total</b>	<u>\$ 2,315,011,540</u>	<u>\$ 2,429,482,004</u>	<u>\$ 2,451,710,563</u>	<u>\$ 2,630,632,644</u>

Included in the table above is accrued investment income of \$360,489 and \$1,698,259 at September 30, 2009 and 2008, respectively.

At September 30, 2009, the Corporation had unfunded capital commitments of approximately \$656.5 million in various limited partnership investments.

During the reporting period, the Corporation received distributions of marketable securities with a total fair value of approximately \$13.9 million from limited partnerships.



# Notes to Financial Statements

September 30, 2009 and 2008

In certain cases, the Corporation uses swap contracts to invest in real estate limited partnerships. As of September 30, 2009, the fair value of these swaps, which are included in investments, was approximately \$3.2 million. 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.

Effective October 1, 2008, the Corporation adopted Statement of Financial Accounting Standards No. 157, *Fair Value Measurements* ("SFAS No. 157"), issued by the FASB. SFAS No. 157 defines fair value 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 and sets out a fair value hierarchy. 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 SFAS No. 157 as assumptions market participants would use in pricing an asset or liability. The three levels of the fair value hierarchy under SFAS No. 157 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 in this category generally include 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 in this category generally include equity and debt positions in private companies.

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 Management. Investments in investment partnerships are valued at fair value based on the applicable percentage ownership of the investment partnerships' net assets as of the measurement date, as determined by Management. In determining fair value, Management utilizes valuations provided by the investment partnerships. The majority of investment partnerships value securities and other financial instruments on a fair value basis of accounting. The estimated fair values of certain investments of the investment

# Notes to Financial Statements

September 30, 2009 and 2008

partnerships, which may include private placements and other securities for which prices are not readily available, are determined by the Management or sponsor of the respective investment partnerships 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 investment partnerships generally represents the amount the Corporation would expect to receive if it were to liquidate its investment in the other investment partnerships, excluding any redemption charges that may apply. Certain investment partnerships, primarily those who hold private equity and real estate investments, do not permit redemptions. These financial instruments are classified in Level 3 in the fair value hierarchy.

In conjunction with the adoption of SFAS No. 157, the Corporation elected to early adopt the measurement provisions of Accounting Standards Update No. 2009-12, Investments in Certain Entities That Calculate Net Asset Value per Share (or Its Equivalent) ("ASU 2009-12"), to certain investments in funds that do not have readily determinable fair values, including hedge funds, absolute return funds and other funds. This guidance amends SFAS No. 157 and allows, as a practical expedient, for the estimation of the fair value of investments in investment companies for which the investment does not have readily determinable fair values using net asset value per share or its equivalent.

Also, in accordance with ASU 2009-12, the Corporation categorizes its investments in investment funds as a Level 2 fair value measurement if the Corporation had the ability to redeem its investment on September 30, 2009 or the near term, which is defined as 90 days or less from September 30, 2009. All other investment funds, including real estate and private equity funds, are categorized as Level 3.

The following table presents the Corporation's fair value hierarchy based on the definition provided in SFAS No. 157 and ASU 2009-12 for those assets and liabilities measured at fair value as of September 30, 2009:

	Fair Value Measurements Using			
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Global equity	\$ 913,459,912	\$ 126,034,931	\$ 659,581,986	\$ 127,842,995
Fixed income	154,102,732	154,102,732	—	—
Real estate & resources	268,390,675	—	24,918,701	243,471,974
Absolute return	659,546,165	—	475,293,621	184,252,544
Private equity	432,963,973	—	—	432,963,973
Due (to)/from brokers, net	1,018,547	1,018,547	—	—
<b>Total</b>	<b>\$2,429,482,004</b>	<b>\$ 281,156,210</b>	<b>\$1,159,794,308</b>	<b>\$ 988,531,486</b>

# Notes to Financial Statements

September 30, 2009 and 2008

The following table presents a reconciliation for all Level 3 assets measured at fair value for the period October 1, 2008 to September 30, 2009:

Beginning balance, October 1, 2008	\$1,088,379,560
Total net realized and unrealized gains (losses)	(173,485,301)
Purchases, sales and other settlements, net	73,637,227
Ending balance, September 30, 2009	<u>\$ 988,531,486</u>

The change in unrealized losses attributable to Level 3 securities still in position as of September 30, 2009 was \$(133,479,304).

The Corporation's investment objective is to maintain or increase in perpetuity the purchasing power of its assets, net of spending, so that its grantmaking capacity can be maintained or increased in real terms for generations to come. In order to balance the tension between (1) its spending requirement of 5.5% of the lagging 12-quarter average market value and, (2) the maintenance of the real value of its assets net of spending, the Corporation must invest in a portfolio of assets that will generate high expected returns. Therefore, equity or equity-like investments dominate the portfolio. The Corporation maintains an allocation to fixed income for diversification purposes and to protect the portfolio during periods of financial stress. With significant allocations to seven asset classes that have different risk and return characteristics, the Corporation maintains a highly diversified portfolio that is expected to generate strong returns on a risk-adjusted basis.

## (4) FIXED ASSETS

Fixed assets are composed of the following at September 30, 2009 and 2008:

	2009	2008
Leasehold improvements	\$ 4,195,460	\$ 4,195,460
Furniture and equipment	4,013,348	3,909,056
	8,208,808	8,104,516
Less accumulated depreciation and amortization	(7,615,638)	(7,489,138)
<b>Total</b>	<u>\$ 593,170</u>	<u>\$ 615,378</u>

## (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 2009, but not in 2008. Therefore, current taxes are estimated at one percent of net investment income, as defined, in 2009 and two percent in 2008.

# Notes to Financial Statements

September 30, 2009 and 2008

Deferred taxes represent two percent of unrealized appreciation of investments at September 30, 2009 and 2008, 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.

During 2009, the Corporation had unrelated business income losses of \$951,727 from certain investment partnership activities. By carrying forward these losses, the Corporation expects to recover \$333,100 in unrelated business income taxes paid in the previous year. This amount is included in the provision for taxes. During 2008, the Corporation had unrelated business income of \$18,371,100. Federal and state taxes of \$5,550,000 in 2008 on this income are calculated using applicable corporate tax rates and are included in the provision for taxes.

The Corporation paid federal excise taxes of \$1,600,000 in 2009 and \$8,650,000 in 2008. The Corporation also paid federal and state unrelated business income taxes of \$240,000 in 2009 and \$19,719,500 in 2008.

## (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, 2009 and 2008 was \$1,318,300 and \$1,264,300, respectively.

In addition, the Corporation has a noncontributory defined benefit annuity plan to supplement the basic plan described above. This plan is also administered by Teachers Insurance and Annuity Association and College Retirement Equities Fund. Contributions to this plan are based on actuarial calculations. No contribution was required in 2009 or 2008. At December 31, 2008, the actuarial present value of accumulated plan benefits exceeded the assets of the plan by approximately \$351,500. Accumulation of benefits under this plan has been frozen effective April 1, 2007.

In addition, the Corporation provides certain medical benefits to its retirees. The cost of providing these benefits was \$366,400 in 2009 and \$332,400 in 2008, on a pay-as-you-go basis.

## (7) LEASES:

The Corporation occupies office space at 437 Madison Avenue under a lease agreement expiring December 31, 2013. The following is a schedule of the future minimum lease payments at September 30, 2009:

Fiscal year ending September 30	Amount
2010	\$ 1,693,000
2011	1,693,000
2012	1,693,000
2013	1,693,000
2014	425,000
Total	<u>\$ 7,197,000</u>

Rental expense for 2008 and 2007, including escalations, was \$2,108,100 and \$1,960,200, respectively.

# Notes to Financial Statements

*September 30, 2009 and 2008*

## (8) LINE OF CREDIT FACILITY:

The Corporation has a \$50 million line of credit facility with Bank of America for grant funding and administrative expenses. There were no borrowings on this facility as of and during the year ended September 30, 2009. In November 2009, the Corporation drew down \$23 million for grant funding and administrative expenses. The interest rate on the loan is indexed to the one-month London Interbank Offered Rate ("LIBOR"). The loan was paid in full in December 2009.

## Report on Administration 2009



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## Board and Committees

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Annual elections were held at the December 3, 2009, board meeting. The trustees re-elected Governor Thomas Kean as chairman and Secretary Richard Riley as vice-chairman.

Geoffrey Boisi, of Roundtable Investment Partners, rejoined the board of trustees as of December 3, 2009.

James Wolfensohn, Chairman Wolfensohn and Company, LLC joined the board of trustees as of December 3, 2009.

The board elected members to serve on various committees for calendar year 2010.

### **The Corporation's standing committees were constituted as follows:**

Elected to serve on the investment committee were Pedro Aspe, Kurt Schmoke, Janet Robinson, *ex officio*, Norman Pearlstine, James Wolfensohn, and Geoffrey Boisi elected chair by the committee members.

Elected to serve on the planning and finance committee were Dr. Amy Gutmann, Kurt Schmoke, Richard Beattie, and Janet Robinson elected chair by the committee members.

Elected to serve on the committee on trustees were Secretary Richard Riley, Richard Brodhead, Richard Beattie, Ralph Cicerone, and Susan Hockfield elected chair (through December 2, 2010) by the committee members.

Elected to serve on the audit committee were Ambassador Thomas Pickering, Richard Brodhead, Norman Pearlstine, Ana Palacio, Dr. Amy Gutmann, and Pedro Aspe elected chair by the committee members.

Both Governor Thomas 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 Governor Thomas Kean, chairman of the board, Secretary Richard Riley, vice chairman of the board, Geoffrey Boisi, chairman of the investment committee and Janet Robinson, chair of the planning and finance committee.

At the December 4, 2008 board meeting, Governor James Hunt and Bruce Alberts retired from the board. The minute of appreciation for each member read, in part: "sincere appreciation for your eight years of service, including your work on behalf of the Education, International Peace and Security and International Development program committees."

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## Board Actions

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At the board meeting on March 5, 2009, the trustees resolved to accept a gift of \$30 million from an individual who wished to remain anonymous. The trustees authorized the president to appropriate those funds in a manner consistent with the Corporation's missions and the donor's general intent. The grant supported small and medium sized arts and cultural institutions and social services providers throughout New York City. It was the seventh year the Corporation received the anonymous donor's gift.

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## Milestones

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During the fiscal year 2009, there were a number of staff changes as the Corporation recognized professional growth with promotions and welcomed new people to the foundation. Appreciation was also expressed to departing staff members.

### **The following individuals joined the Corporation in fiscal year 2009:**

**JON-MICHAEL CONSALVO**, *Investment Operations Analyst*

**ANDREW GERAGHTY**, *Program Assistant, U.S. Democracy Program*

**LEAH J. HAMILTON**, *Program Officer, Urban Education, National Program*

**ALISA MALL**, *Associate Director of Investments*

**VIRGINIA MALLON-ACKERMANN**, *Administrative Assistant, President's Office*

**NILUFER SATIC**, *Human Resources Manager*

**YOTARO SHERMAN**, *Business Application Delivery Manager, Information Technology*

**The following individuals expanded their responsibilities in fiscal year 2009:**

ELLEN J. BLOOM, *Vice President, Chief Administrative Officer and Corporate Secretary*

AZZURRA COX, *Program Assistant, Urban Education*

JEANNE D'ONOFRIO, *Chief of Staff and Operations, President's Office*

AMBIKA KAPUR, *Program Associate, Dissemination Program and the Journalism Initiative*

GREGORY ROZOLSKY, *Sr. Financial Analyst*

ROBERT J. SEMAN, *Chief Financial Officer*

RIKARD TREIBER, *Associate Corporate Secretary and Director of Grants Management*

**The following individual retired from the Corporation in fiscal year 2009:**

LORETTA A. GRAFF, *Human Resources Associate*

**The following individuals resigned from the Corporation in fiscal year 2009:**

CAROLYN BIDO, *Grants/Records Assistant*

SA'UDA K. DUNLAP-FRAZIER, *Administrative Assistant, International Program*

ANNE M. MONTESANO, *Project/Research Assistant, U.S. Democracy Program*

EVEROD L. NELSON, *Staff Assistant, External Affairs*

JUNE SHAND, *Executive Assistant, International Program*

KAVERI VAID, *Program Assistant, U.S. Democracy Program*

REBECCA ZINN, *Investment Information Coordinator*

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

DENISE A. CLARE, *Controller, 10 Years*

ROSE MARIE CHIN, *Receptionist, 20 years*

GERALDINE P. MANNION, *Program Director, U.S. Democracy & Special Opportunities Fund, 20 years*

## Report on Investments 2009

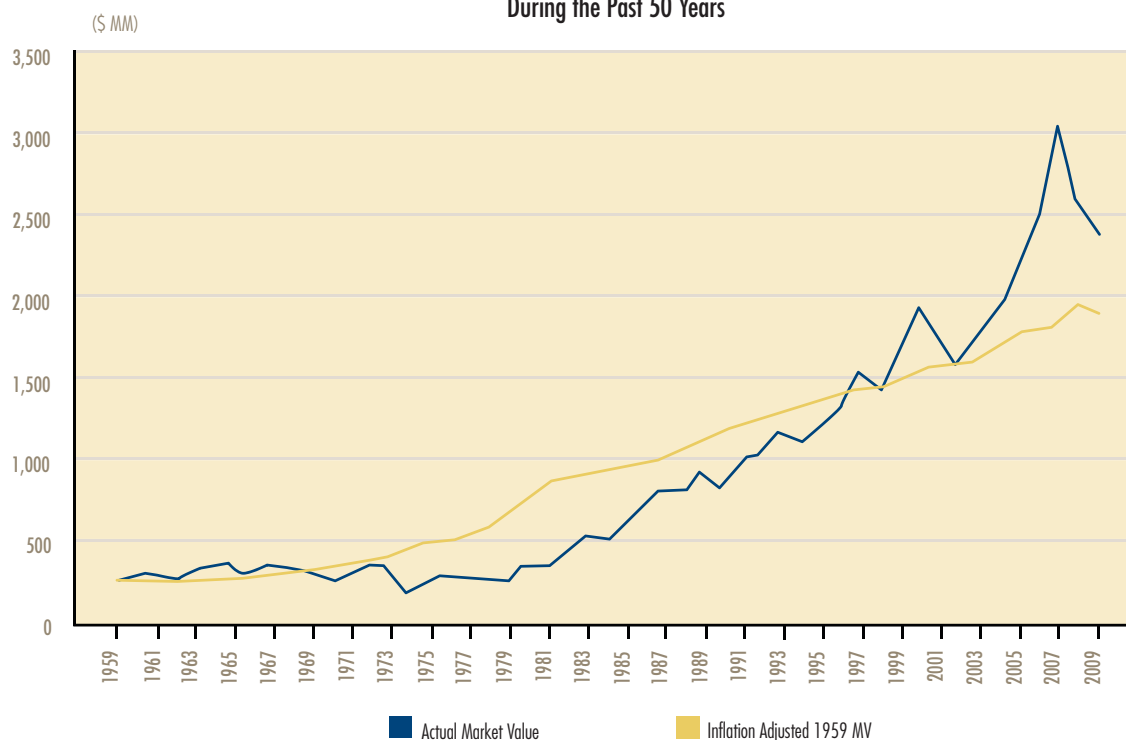
# Annual Report — Fiscal 2009

The fiscal year ending September 30, 2009 was a “Tale of Two Cities” for the Corporation. As the ripple effect from the Lehman Brothers bankruptcy in September, 2008 cascaded through the market, the first two quarters of fiscal year 2009 were the most volatile in the Corporation’s history, in which only U.S. treasuries emerged unscathed. In the second half of fiscal 2009, however, equity markets around the world bounced back with force, allowing the portfolio to stabilize. The Corporation’s investment performance was down a modest 2.6 percent. Including the \$125 million the Corporation spent on grants and administrative expenses, the total market value declined by a total of 7.6 percent from \$2.63 billion to \$2.43 billion.

The Corporation’s investment policy is designed to maintain the endowment in real terms in perpetuity, net of spending. Despite the economy’s recent tumult, the Corporation has maintained, and in fact materially increased, purchasing power net of spending over the past 10, 25 and 50 year periods—one of only a handful of institutions to do so. Over the past decade, the value of investible assets has increased at a *real* rate of 0.9 percent per annum while spending approximately \$1 billion, a remarkable achievement in light of the rollercoaster of the last 24 months.

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Purchasing Power Has Materially Increased  
During the Past 50 Years



**Historical Returns, Spending and Market Value (SMM)**  
As of September 30, 2009

	1 Year	10 Years	25 Years	50 Years
Annualized Return	-2.6%	8.6%	11.6%	9.5%
Spending %	4.8%	4.6%	5.1%	4.9%
Nominal Change in MV	-7.6%	3.4%	6.5%	4.6%
Annualized Inflation	-1.3%	2.6%	2.9%	4.1%
Real Growth	-6.4%	0.9%	3.6%	0.5%
Beginning MV	\$ 2,630.3	\$ 1,738.2	\$ 504.8	\$ 261.2
Ending MV	\$ 2,429.1	\$ 2,429.1	\$ 2,429.1	\$ 2,429.1
Total Spending	\$ 120.4	\$ 975.4	\$ 1,814.8	\$ 2,178.4

\* Spending includes grants, admin expenses and excise tax but excludes UBIT and investments of office expenses

Private investments lag the public markets, and as to be expected, the severe write-downs in 2009 on the Corporation's investments in private assets—private equity and private real estate—were the primary drivers of negative performance, returning -11.2 percent and -30.1 percent respectively, relative to 6.6 percent for the Corporation's marketable assets. The staff encouraged managers of private assets to approach write-downs aggressively, and hope that the worst of it is behind us. While these

two asset classes have come under attack as of late, and the one year performance numbers are disappointing, the Corporation's allocation to private equity and private real estate has been a key contributor to long-term performance. Over the ten year period, the Corporation's private equity portfolio and private real estate portfolio returned 9.5 percent and 11 percent, respectively. The Corporation's one year and ten year performance by asset class is shown below.

**Carnegie Corporation of New York**  
Period Ending September 30, 2009

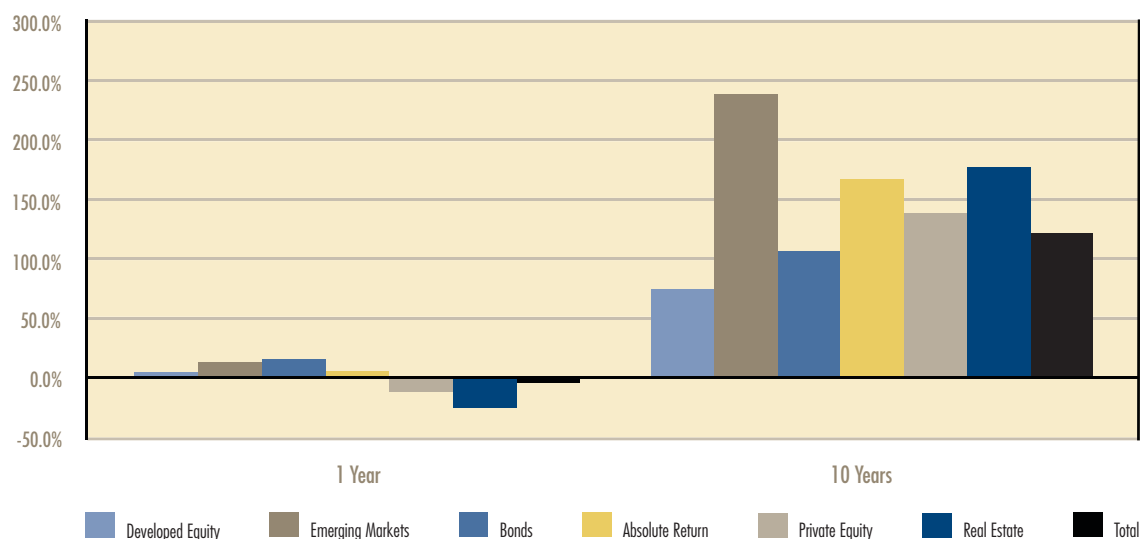
	1 Year		10 Years	
	CCNY	Benchmark	CCNY	Benchmark
Developed Markets	3.0%	-1.6%	5.7%	1.4%
Emerging Markets	9.5%	19.4%	12.9%	11.7%
Bonds	11.6%	7.6%	7.8%	6.5%
Absolute Return	3.7%	0.5%	10.5%	7.4%
Private Equity	-11.2%	-19.2%	9.5%	8.3%
Real Estate	-30.8%	-22.1%	11.0%	7.5%
Composite	-2.6%	-3.6%	8.6%	5.7%

Guided by the tenets of modern portfolio theory, the Corporation's asset allocation decisions are designed to enhance returns bearing in mind risk characteristics and correlations among competing asset classes and to protect capital through diversification. Looking at the Corporation's results over the one and ten year periods, the following served as both key drivers of performance and protection against permanent capital impairment:

- Allocations to high-quality fixed income and equity strategies helped cushion the impairment caused by the private portfolio during fiscal 2009.
- Absolute Return provided a strong anchor for the portfolio, returning an annualized 10.0% return over the decade, fulfilling its role as a diversifying return generator.
- The Corporation's tactical overweighting to emerging markets over the last several years, driven by the staff's belief in its potential to generate strong earnings growth, recognition of exploitable public market inefficiencies, and relative value, has paid off in spades in both the short and long term. Emerging markets is the Corporation's highest returning asset class over the ten year period. We expect that these markets will continue to grow in light of their demographics and low level of indebtedness, however, not likely at the same pace. Future returns are likely to be more modest and increasingly choppy, and we will review our allocation to the asset class with these opinions in mind.

The first two quarters of fiscal 2009 can be viewed only as a global financial crisis, the likes of which we have not seen in decades. Although the Corporation's portfolio suffered significant impairment during this period, the second two quarters of fiscal 2009 proved to be quite encouraging. We survived the short-term stress on the portfolio through a combination of stringent liquidity management and strong portfolio management, with a notable assist from the rebounding equity markets. Today we find ourselves in a position of strength with a defensive asset allocation and manageable liquidity pressures. Fiscal 2010 is proving to be challenging, however, we intend to maintain the Corporation's investment discipline, focusing on superior management selection, substantial diversification and avoidance of high-risk strategies. Maintaining purchasing power net of spending continues to be the investment program's beacon. While this goal is ambitious, we are determined to achieve it and continue the Corporation's track record of success, regardless of the tests the markets may bring.

**CCNY Cumulative Performance by Asset Class**  
Period Ending September 30, 2009







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\* Through March 2010, including fiscal years 2008 and 2009

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<sup>2</sup> as of July 2009

<sup>3</sup> as of October 2008

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<sup>5</sup> as of September 2009

<sup>6</sup> as of December 2008

<sup>7</sup> as of September 2009

<sup>8</sup> as of January 2009

<sup>9</sup> as of August 2009

<sup>10</sup> as of May 2009