

Carnegie
CORPORATION
OF NEW YORK

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

Andrew Carnegie, *The Gospel of Wealth*, 1900

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International Program

Higher Education and Libraries in Africa

AMERICAN COUNCIL OF LEARNED SOCIETIES, *New York, NY*

A FINAL GRANT FOR FELLOWSHIPS IN THE HUMANITIES IN AFRICA. 66 MONTHS, \$5,450,000.

The American Council of Learned Societies launched the African Humanities Program in 2008 in response to the dearth of research opportunities for early-career African humanities scholars. Fellowships for either doctoral dissertation or postdoctoral research and writing are awarded on a competitive basis to humanities scholars working in universities in Ghana, Nigeria, South Africa, Tanzania, and Uganda. Fellows may apply for additional funds to spend time at an approved study center in another African country. To date, 109 fellowships have been awarded, with another fifty-seven fellows to be selected in April 2012. This grant will support an additional 204 fellowships, including fifty in a new category for senior scholars, and 148 residential allowances. A publications series will be launched, in partnership with the University of South Africa Press, to disseminate fellows' research.

CAPE HIGHER EDUCATION CONSORTIUM, WYNBERG MEWS, *Wynberg, SOUTH AFRICA*

ONE-TIME ONLY GRANT FOR A RESEARCH REVIEW OF U.S. FOUNDATION INITIATIVES IN EQUITY AND TRANSFORMATION AT SOUTH AFRICAN UNIVERSITIES. 12 MONTHS, \$158,000.

U.S. foundations have been supporting equity and transformation of postgraduate education at South African universities since postapartheid. Since 2005, the Corporation has funded postgraduate training and staff development at the University of the Witwatersrand, the University of Cape Town, and the University of KwaZulu-Natal. This support was a component of each university's institutional strategy for transformation. South Africa is currently conducting national investigative research to inform expansion of its postgraduate education system. In this context, the proposed project seeks to research, retrieve, and compile lessons learned from the approaches that were trialed with U.S. foundation support to inform government, universities, and the donor community focused on developing the next generation of academics.

KING'S COLLEGE LONDON, *London, UNITED KINGDOM*

A FINAL GRANT FOR BUILDING A NEXT GENERATION OF SCHOLARS IN PEACE, SECURITY, AND DEVELOPMENT IN AFRICAN UNIVERSITIES. 36 MONTHS, \$1,999,900.

King's College London's (KCL) African Leadership Centre (ALC) is a pioneering project that is built on the recognition of the lack of capacity in an area that is perhaps the greatest threat to African development: peace, security, and development. The ALC combines world class training through internships, placement, and research in a network of eight African institutions, along with an effective mentoring systems—over forty mentors—while building long-term partnerships and relationships with African universities and faculty members. The current ALC renewal will train an additional twenty-four Carnegie Fellows in a twelve-month MA program in peace, security, and development studies. The Fellows will be attached to African universities and will also conduct institutional visits to a range of academic, policy, and research institutions in Europe and the United States.

REGIONAL UNIVERSITIES FORUM FOR CAPACITY BUILDING IN AGRICULTURE (RUFORUM), *Kampala, UGANDA*

FOR STRENGTHENING REGIONAL DOCTORAL PROGRAMS IN AFRICAN UNIVERSITIES. 36 MONTHS, \$997,900.

The Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) seeks, in part, to promote the development of internationally competitive doctoral training programs in African universities. It does this through partnering with its member universities to identify those with capacity in relevant fields, making them focal points for regional training programs. This grant will support twenty-eight doctoral students who have faculty appointments in African universities. Six of these students will be recruited from universities in Ghana and Nigeria; the rest will be staff members of RUFORUM member universities in East and Southern Africa. The grant also will support a visiting professor, upgrading of video-conferencing capacity, publications, and monitoring and evaluation activities.

UNIVERSITY OF CAMBRIDGE, *Cambridge,*
UNITED KINGDOM

FOR COLLABORATION WITH THE UNIVERSITY OF GHANA AND MAKERERE UNIVERSITY TO PROMOTE RESEARCH EXCELLENCE AND RETENTION OF EARLY- AND MID-CAREER SCHOLARS AND SCIENTISTS. 36 MONTHS, \$1,200,000.

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

UNIVERSITY OF CAPE TOWN, RONDEBOSCH,
Western Cape, SOUTH AFRICA

FOR A POSTGRADUATE PROGRAM IN EDUCATIONAL TECHNOLOGY AND AN AFRICAN eLEARNING NETWORK. 48 MONTHS, \$1,499,300.

As universities worldwide are grappling with efficiency and access, the use of technology for teaching and research is creating a disruptive environment and generating radical new ideas about how to reform education. The debate includes both decision makers and the pace of change. Given the urgency of cost and access in Africa, Africans should be part of the debate and innovators in their own context. The Corporation has invested significantly in technology infrastructure at its partner African universities. To build capacity of the next generation of African academics to contribute to reform, the proposed grant aims to support development of a postgraduate diploma in educational technology at the University of Cape Town Center for Educational Technology (CET), provide scholarships for the program to academic staff at partner universities, and develop an Africa e-learning network.

UNIVERSITY OF CAPE TOWN, RONDEBOSCH,
Western Cape, SOUTH AFRICA

FOR A CONFERENCE ON STRATEGIES TO OVERCOME POVERTY AND INEQUALITY. 12 MONTHS, \$100,000.

As part of its long history of support to South Africa, the Corporation in 1938 and 1982 financed inquiries on poverty through Carnegie Commissions. At the request of Minister Trevor Manuel, chairman of the Planning Commission of the Republic of South Africa, University of Cape Town (UCT) proposes a National Conference on Strategies to Overcome Poverty and Inequality to constitute the inception phase for research and policy to tackle the chronic problems of poverty in South Africa. Named Carnegie III, this project will generate 150 papers, films, and multimedia materials, a report to the National Planning Commission (NPC), and the inauguration of a national research and policy agenda around the theme. As the host of the 1982 Carnegie II Inquiry, UCT is well placed in terms of history, research capacity, infrastructure, and national legitimacy to effectively implement this project.

UNIVERSITY OF GHANA, LEGON, *Accra, GHANA*

AS A FINAL GRANT FOR POSTGRADUATE TRAINING AND RESEARCH PROGRAMS TO ADVANCE SCHOLARSHIP AND IMPROVE THE RETENTION OF AFRICAN ACADEMICS. 36 MONTHS, \$2,350,000.

This grant to University of Ghana (UG) is one of four grants that advances the International Program’s Africa strategy of developing and retaining the next generation of African academics through promoting excellence in postgraduate training and research while emphasizing retention and strengthening intellectual communities. This program will strengthen the university’s capability for high-quality postgraduate training and research along with staff retention. It will train twenty Ph.D.s, fifteen M.Phil.s, provide capacity-building and methodological workshops for 300 postgraduate students, writing workshops and mentoring for 120 junior faculty members, and establish Ghana-diaspora faculty exchange in computational and biosphere sciences and sociology, identified as national needs. It will also support retention strategies.

UNIVERSITY OF PRETORIA, *Pretoria, SOUTH AFRICA*

AS A ONE-TIME GRANT FOR A LIBRARY LEADERSHIP INFORMATION AND COMMUNICATION TECHNOLOGY SKILLS TRAINING PROGRAM. 48 MONTHS, \$2,000,000.

Modern academic libraries and librarians provide an enabling environment for a strong academic sector. The changing work environment for information professionals due to the fast pace of technology innovation requires that academic librarians obtain information literacy and innovation leadership skills to respond to the impact of these changes, improve productivity, and inform and support academic researchers and staff for optimal use. For African researchers, the urgency and opportunity to be connected to the global community while addressing local challenges has never been stronger. This proposal supports a four-week in-service training program to enable African academic library staff to provide the necessary ICT-based support, leadership, innovation, and research skills typically required in postgraduate libraries and research commons.

Higher Education in Eurasia

AMERICAN COUNCILS FOR INTERNATIONAL EDUCATION, *Inc., Washington, DC*

A FINAL GRANT FOR A CENTER FOR ADVANCED STUDY AND EDUCATION (CASE) ON SOCIAL TRANSFORMATIONS IN THE WESTERN EURASIA BORDER REGION. 24 MONTHS, \$500,000.

Robust and independent social sciences and humanities research is crucial to societal transformations. Modern approaches to study, teaching, and publication in these fields help move societies toward democracy, transparency, and international integration. To advance the social sciences and humanities in Russia and other post-Soviet states, the Corporation created a network of thirteen Centers for Advanced Study and Education (CASEs) that includes nine centers in Russia, one center in the western part of Eurasia (Belarus) and three centers in the South Caucasus (Armenia, Azerbaijan, and Georgia). This grant will continue the center focusing on social transformations in the Western Eurasia border region of Belarus, Ukraine, and Moldova, by supporting research, fellowships, publications, and academic mobility.

EURASIA FOUNDATION, INC., *Washington, DC*

AS A FINAL GRANT FOR INTERDISCIPLINARY RESEARCH AND TRAINING CENTERS IN THE CAUCASUS. 24 MONTHS, \$2,000,000.

At the core of the Corporation's initiative on Higher Education in the former Soviet Union are the Centers for Advanced Study and Education (CASEs) in Russia, Belarus, and the South Caucasus (Armenia, Azerbaijan, and Georgia). These thirteen university-based centers serve as vehicles for reforming higher education through research and travel fellowships, library support, and opportunities for professional advancement and public policy outreach. The centers have reached thousands of individuals, produced hundreds of scholarly events and publications, and contributed to the process of revitalizing scholarship in the region. The Caucasus Research Resource Centers (CRRC) will continue the programs of fellowships, research grants, professional training workshops, public policy data surveys, and interregional collaboration.

INTERNATIONAL RESEARCH AND EXCHANGES BOARD, INC., *Washington, DC*

FOR IMPROVING UNIVERSITY ADMINISTRATION IN EURASIA, GHANA, UGANDA AND TANZANIA. 24 MONTHS, \$668,000.

Well-functioning universities shape leaders who will support and promote democratic governance and a productive economy. The International Research and Exchanges Board (IREX) through its University Administration Support Program (UASP) helps universities in developing countries by strengthening their foundations in academic leadership. The program comprised of eight-week U.S. university study visits, case study development, and a pilot grants program exposes participants to alternative leadership cultures, approaches, and strategies with application to issues relevant to their own management and institutions. IREX proposes to implement UASP in Armenia, Georgia, Ukraine, and Belarus, and to further expand the program to include Ghana, Uganda, and Tanzania by providing international exposure to participants in national higher education leadership training programs.

International Peace and Security

AMERICAN UNIVERSITY, *Washington, DC*

FOR A JOINT PROJECT, WITH THE UNIVERSITY OF CALIFORNIA, BERKELEY AND DUKE UNIVERSITY, ON GLOBAL STRATEGIC CHALLENGES AND FOREIGN POLICY. 24 MONTHS, \$595,000.

The next phase of the Bridging the Gap initiative, involving a collaboration among American University, Duke University, and the University of California, Berkeley, will continue its commitment to three core goals: 1) To develop and lead policy-relevant research projects that tap the particular expertise of project principals; 2) To train, develop, and mentor an expanded cohort of scholars whose work is oriented toward policy-relevant scholarship and/or theoretically informed policy work; and 3) To collaborate with like-minded colleagues and programs for broader and fundamental changes that move international relations and political science scholarship toward greater policy relevance. The project intends to build on its progress to date by scaling up and extending its efforts while focusing substantive research on new, medium-term foreign policy challenges.

ARAB COUNCIL FOR THE SOCIAL SCIENCES, *Beirut, LEBANON*

FOR REFRAMING KNOWLEDGE IN THE WAKE OF THE ARAB SPRING. 24 MONTHS, \$500,000.

There is a critical need for improved research and teaching in the Arab region in fields such as demography, economics, political science, and sociology, as well as allied disciplines like law and public health. Social scientists who contributed to the United Nations Development Programme's (UNDP) Arab Human Development Reports (2002–2012) worked for years to organize a professional association to build capacity and standards in social science. In 2011 the Arab Council for the Social Sciences (ACSS) was finally registered as a nonprofit under Lebanese law. Its mission includes advancing critical thinking and the intellectual freedom of researchers and scholars. Corporation funds are sought for scaling up the ACSS web site in Arabic, English, and French; producing a biennial Arab Social Science Report; small research grants and meetings; and creating a directory of Arab scholars. Later stages may include policy dialogues, curriculum development, and setting the region's research protocols, codes of ethics, and standards of peer review and quality control.

ASPEN INSTITUTE, INC., *Washington, DC*

FOR THE WORK OF THE CONGRESSIONAL PROGRAM ON U.S. AND EUROPEAN PROSPERITY. 12 MONTHS, \$600,000.

The Aspen Institute Congressional Program (the Aspen Program) is an educational initiative for members of Congress aimed to provide the lawmakers with a stronger grasp of critical public policy issues. Through a series of high-level conferences, the legislators hear from internationally recognized academics and experts, study their ideas, and explore various policy alternatives. At the urging of International Program (IP) staff, Aspen will emphasize nuclear security issues over the next grant period. It will center much of its project on the constitutional responsibility of Congress to approve or disapprove treaties, a focus chosen because of upcoming possible congressional action on critical nuclear weapons-related treaties.

ATLANTIC COUNCIL OF THE UNITED STATES, INC., *Washington, DC*

FOR A PROJECT ON POLITICAL AND ECONOMIC TRANSITIONS IN THE ARAB REGION. 24 MONTHS, \$500,000.

During a period of dramatic change and steep challenges in U.S. relations with both governments and societies in the Arab region, the Corporation is committed to keeping in-depth expertise in the hands of policymakers and the wider public. Through regular meetings and events in Washington and through its online platforms and policy briefings, the Atlantic Council will connect experts, policymakers, and wider audiences to events in Egypt and other transition countries beginning with Tunisia, Libya, and Yemen. It will work on both political and economic means of addressing the transitions, with a focus on designing joint U.S. and European actions and policies. Support will also go toward the innovative EgyptSource web platform featuring next-generation analysts and activists based in the region.

BROOKINGS INSTITUTION, *Washington, DC*

FOR THE FOREIGN POLICY PROGRAM. 24 MONTHS, \$700,000.

The United States and the international community face a complex set of security challenges in the 21st century that require cooperative and multilateral approaches at a time when the dynamics of world affairs is changing rapidly. The Foreign Policy Program at the Brookings Institution will undertake a series of activities aimed at generating policy-level research and outreach on the emerging global order. The work will focus on issues related to global governance, especially in the context of rising China and other major powers, the implications for the United States

and the world of the Eurozone crisis, and nuclear security in the context of U.S.-Russian relations. Corporation support will also fund competitive pre-doctoral research fellowships on these issues.

CARNEGIE COUNCIL FOR ETHICS IN INTERNATIONAL AFFAIRS, New York, NY

FOR PROMOTING ETHICS THROUGH GLOBAL EDUCATION. 24 MONTHS, \$500,000.

The Carnegie Council for Ethics in International Affairs (the Council) is a sister organization animated by Andrew Carnegie's belief that social change requires innovative thinking. The Council embodies interests similar to those of the Corporation—education and the peaceful resolution of conflict—but approaches international affairs with an ethical lens. It analyzes the standards by which policy choices are made, using the guiding principles of pluralism, rights and responsibilities, and fairness. As it prepares to enter its second century and in response to the rapid evolution of technology, the Council is adopting a global digital platform. To support its goal of providing people with the tools they need to think hard about choices in world politics, the Council will develop a lecture series on advancing ethical inquiry and create and shape content for television and radio distribution through a Carnegie Ethics Studio. By the grant's end, the project will have produced close to 200 lectures; special programs for television, radio, and classroom use; dozens of international debates; and hundreds of video podcasts.

CENTER FOR A NEW AMERICAN SECURITY, Washington, DC

FOR POLICY ANALYSIS AND OUTREACH OF IRAN, AFGHANISTAN, AND OTHER KEY NATIONAL SECURITY ISSUES IN THE RUN UP TO THE U.S. PRESIDENTIAL ELECTION AND BEYOND. 24 MONTHS, \$321,600.

The Center for a New American Security (CNAS) is a nonpartisan organization with a reputation for conducting pragmatic analyses of the United States' toughest national security challenges. The proposed project has three components. The first seeks to deal with how to establish a future deterrence and containment regime regarding Iran that can inform U.S. decisions now before it crosses the nuclear threshold. The second involves support for CNAS outreach efforts regarding two influential reports on the opportunities and potential consequences of reducing defense spending and of the changing U.S. strategy in Afghanistan. Finally, CNAS, with the American Enterprise Institute and the New America Foundation, will partner to bring attention to, and inform the candidates and the public about, national security issues during the presidential campaign.

CENTER FOR POLICY STUDIES IN RUSSIA, Monterey, CA

FOR A PROJECT TO STRENGTHEN INTERNATIONAL SECURITY AND NONPROLIFERATION WITH JOINT INDEPENDENT RESEARCH AND ADVANCED TRAINING IN RUSSIA. 24 MONTHS, \$450,000.

Russia plays an important role in attaining critical U.S. foreign policy objectives. Cooperation between the two countries is threatened by divergent positions and a lack of productive dialogue in such areas as nuclear nonproliferation, terrorism, energy security, and Iran's nuclear aspirations. The Center for Policy Studies in Russia (PIR Center) believes that the rapprochement of the Russian and U.S. positions on a number of critical security issues could be helped through bilateral dialogue; and it intends to re-energize and elevate U.S.-Russian consultations on the Iran nuclear issue. PIR Center also recognizes that shortcomings in U.S.-Russian cooperation could result from a lack of expertise of independent research on new political and technology issues. To help create and nurture that expertise, PIR Center will train and promote young leaders concerned with international security and nuclear proliferation.

CENTER FOR STRATEGIC AND BUDGETARY ASSESSMENTS, Washington, DC

FOR KEY NONPROLIFERATION CHALLENGES OF THE SECOND NUCLEAR AGE: CASCADING PROLIFERATION AND THE ERODING NUCLEAR-CONVENTIONAL FIREBREAK. 12 MONTHS, \$325,000.

The nonpartisan, policy-oriented Center for Strategic and Budgetary Assessments (CSBA) will produce and disseminate two monographs on important, under-studied security policy issues. The first, on the Dangers of a Proliferated Middle East, will focus on the characteristics of an Israeli-Iranian bipolar nuclear balance, the prospects for establishing a nonproliferation firebreak in the face of the pressures of other regional powers, and the conditions under which nonproliferation efforts might fail and a nuclear proliferation cascade ensue. The second will address the Narrowing Firebreak between Nuclear and Conventional Precision Weapons, and will examine the implications of the emergence of conventional precision strike weapons that approach the effectiveness of nuclear weapons, and the pursuit of low-yield, low-collateral-damage nuclear weapons with precision effects by countries such as Russia.

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

FOR A PROGRAM ON IMPROVING NUCLEAR SECURITY IN ASIA.
24 MONTHS, \$250,100.

East Asia will have a major bearing on the global nuclear future. This project aims to sustain momentum in Asia on nuclear material security beyond the 2012 Seoul Nuclear Security Summit by promoting regional collaboration and transparency among the Korean, Chinese and Japanese Centers of Excellence. It will also seek to broaden thinking about regional nuclear security beyond nuclear material security and toward fuel cycle collaboration. Working groups will bridge the gap between technical nuclear security measures and more politically sensitive nonproliferation efforts related to the fuel cycle. The project will conduct a series of workshops with key academic and governmental participants from each of the three regional partners and the United States, and will then disseminate the findings from these workshops.

CENTURY FOUNDATION, New York, NY

FOR AN INTERNATIONAL WORKING GROUP AND PARALLEL PAKISTAN WORKING GROUP ON CHALLENGES POSED BY PAKISTAN AND WAYS TO ADDRESS THEM. 18 MONTHS, \$489,400.

Building on the work of the Corporation-supported International Task Force on Afghanistan, the Century Foundation (TCF) will organize an international working group of experts and former foreign policymakers with strong interest in and expertise on Pakistan. One-fourth of the members will be from the United States, along with individuals from other countries that have had important ongoing partnerships with Pakistan, including China, Japan, Saudi Arabia, Europe, and Turkey. This working group will operate in conjunction with a complementary group with an entirely Pakistani membership, organized by the Independent Centre for Research and Security Studies in Islamabad, involving participants from civil society, the ranks of rising political leaders across the party spectrum, and from the economic and media sectors, as well as respected retired military.

COLUMBIA UNIVERSITY, New York, NY

FOR THE GULF 2000 PROJECT. 24 MONTHS, \$250,000.

The Gulf/2000 project, based at Columbia University, connects and strengthens the community of specialists working on Persian Gulf issues. Established in 1993 by Gary Sick, the project comprises a selective worldwide association of 1,600 specialists on Gulf issues, many from within the region. Network members share and expand their expertise by communicating directly through the Gulf/2000's moderated, members-only web site. This site assembles the best available information on the region from media, academic papers, congressional hearings, workshops, and other sources, and helps to uncover and disseminate stories that are beneath the headlines. This information is available free to members and is preserved in a searchable archive. As a result, Gulf/2000's "public intelligence" routinely filters its way into regional and world media, as well as to governments around the world.

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

FOR A SERIES OF MEDIA GUIDES ON GLOBAL CHALLENGES AND THE COUNCIL OF COUNCILS INITIATIVE. 24 MONTHS, \$450,000.

Two projects at the Council on Foreign Relations (CFR) will use technology to fulfill CFR's commitment to disseminate foreign policy analysis with respect to a changing global dynamic. In one, CFR will develop and produce in-house a string of interactive media guides tentatively called "global risk snapshots" and promote them as educational materials. The media guides will combine storytelling with analysis and research from CFR's think tank and editorial staff. Specific topics will be selected in response to international developments. The second project will encourage greater interchange among foreign policy organizations through a global network called the Council of Councils Initiative (CoC). Through the CoC, member organizations will exchange ideas virtually and in person. The aim is to close gaps in understanding that could impede effective solutions to international challenges.

EMORY UNIVERSITY, *Atlanta, GA*

FOR A COMPARATIVE PROJECT ON RECOVERY FROM CONFLICT IN WEST AFRICA AND SOUTHEAST ASIA. 24 MONTHS, \$298,900.

Building on previous Corporation support for its States at Regional Risk Project (SARR), Emory University will launch a Comparative Postconflict Recovery Project (CPRP) to examine the connections, gaps, and disjunctions between state institutions and their practical impact in facilitating or forestalling peace and security in West Africa (Liberia, Guinea, Sierra Leone, and Côte d'Ivoire), and Inner and Southeast Asia (Cambodia, Vietnam, Laos, Mongolia, Nepal, and parts of northern India). In connecting statebuilding directly with peacebuilding, the project will draw on SARR networks, and will use ethnographic field methods and techniques of engaged anthropology to expand the role of local knowledge for bridging gaps between top-down initiatives and grass-roots realities. CPRP will seek to show how these dynamics play out—and how they can be changed—in actual experience.

FINANCIAL SERVICES VOLUNTEER CORPS, INC.,
New York, NY

FOR A PROJECT ON RELATIONS AMONG THE UNITED STATES, RUSSIA, CHINA, AND INDIA. 24 MONTHS, \$410,000.

The last several years have seen major changes in foreign and domestic policies of the United States, Russia, and China. The complexity and interdependence of national and international challenges necessitate engagement among these powers. One way to foster this is through unofficial discussions that are structured to help advance official policies. The Financial Services Volunteer Corps (FSVC) has been conducting trilateral meetings involving the United States, Russia, and China. The meetings, which also include representatives from India and Europe, provide venues for experts and practitioners to discuss topics that lie at the intersection of security, economic, financial, and energy considerations in defining foreign policies. With continued support, the project will hold two annual international symposia, several working group meetings, and publish recommendations for action.

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

ONE-TIME ONLY GRANT FOR THE ANDREW CARNEGIE DISTINGUISHED LECTURE IN HONOR OF DAVID HAMBURG. 24 MONTHS, \$200,000.

In his 2002 book, *No More Killing Fields: Preventing Deadly Conflict*, Carnegie Corporation President Emeritus David Hamburg, wrote, “Concepts and techniques for reducing the damage of hatred and violence need to be much more widely understood by publics everywhere.” In the ensuing decade, Hamburg’s imperative has remained a focus of diverse constituencies around the world that seek to advance norms and interests predicated upon peace. To honor and advance this imperative, the Foreign Policy Association (FPA) will launch a ten-year, annual lecture series involving leading international figures recognized for their penetrating insights on international relations and practical accomplishments in peacebuilding. Building on FPA’s strengths, these lectures will be supplemented by local discussions and wide dissemination of materials for further public debate.

GEORGE WASHINGTON UNIVERSITY, *Washington, DC*

FOR A COMPREHENSIVE STRATEGY FOR A BIPARTISAN NUCLEAR SECURITY CONSENSUS. 12 MONTHS, \$300,000.

Under the direction of nuclear expert Janne Nolan, this project will continue the ongoing work of the established bipartisan working group now at George Washington University’s Elliot School of International Affairs, with regular meetings to review priorities and to oversee the deliberations of three new subgroups on issues of particular importance in the nuclear security area: U.S.-Russia, Iran, and cooperative missile defense. Subgroups on each issue will focus in greater depth on the details of these topics, reporting findings to the larger group and preparing presentations for the members of a revived Congressional Nuclear Caucus. The core goal of the Caucus is to spark greater interest in, and deeper knowledge about, nuclear security on Capitol Hill, while systematically working to identify new areas of common ground. Members of the project working group are being tapped to serve as an informal brain trust for the Caucus.

GEORGIA TECH RESEARCH CORPORATION, *Atlanta, GA*

FOR A PROJECT ON ISSUES OF STRATEGIC STABILITY IN A POST-NUCLEAR WEAPONS ERA. 24 MONTHS, \$591,600.

Three years ago, a Corporation study noted that support for a nuclear weapons free world had gained momentum in policy circles but failed to resonate within the academy. The Program on Strategic Stability Evaluation (POSSE) was founded to address this challenge, applying a proven Corporation model to create a network of young scholars in the United States, Russia, and China. While the issue of strategic stability has provided a focal point, the project has catalyzed debate on extended deterrence, missile defenses, and China's role in future nuclear cuts. POSSE will build on the network's initial achievements and expand the core group to India, Pakistan, Israel, and France, deepen the virtual component of its dialogue, connect to an emerging Chinese community of arms control scholars, and present joint research at scholarly and international forums.

HARVARD UNIVERSITY, *Cambridge, MA*

FOR TRAINING PROGRAMS FOR MILITARY OFFICERS AND POLICYMAKERS. 24 MONTHS, \$940,000.

For two decades, the Eurasia Security Program (the Program) has brought together senior military officials from the United States and selected Eurasian nations to build trust and confidence. These exchanges have facilitated open, off-the-record communication between academics, government officials and military participants, and have created a transnational alumni network of senior officers. The current project will build on this work and extend the model to include China, if feasible. The Program will conduct five substantive exchanges during the grant period, including two six-day seminars at Harvard's Kennedy School that involve a rigorous schedule of academic lectures and discussions by policymakers and academic experts.

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

FOR A PROJECT TO DEVELOP THE NEXT GENERATION OF LEADERS IN PEACE AND SECURITY ISSUES. 24 MONTHS, \$400,000.

Solutions to critical nuclear weapons issues need to be analyzed and implemented over a long period of time by both national leaders and peace and security specialists. To meet the challenges of the coming years, the nuclear security community must recruit, develop, and nurture talented young people. This need is all the more acute given the lack of opportunities for on-the-job training in the field. The Herbert Scoville Jr. Peace Fellowship has the ability and a proven track record to bring bright, energetic, committed individuals into that community. Established in 1987, it is a highly competitive national fellowship program that provides college graduates and graduate students with the opportunity to gain a Washington, D.C. perspective on key issues of peace and security. Twice a year a group of outstanding young individuals is selected to spend six to nine months in Washington, D.C. Supported by a salary, the fellows serve as full-time junior staff members at the participating organization of their choice, and meet with policy experts. Many former fellows have gone on to international relations and related fields and taken prominent positions in the field of peace and security with public-interest organizations, the federal government, and in academia.

INSTITUTE FOR SCIENCE AND INTERNATIONAL SECURITY, *Washington, DC*

FOR EXPANDING PUBLIC EDUCATION AND OUTREACH ON IRAN'S NUCLEAR ACTIVITIES. 24 MONTHS, \$280,000.

With Corporation funding since 2008, the Institute for Science and International Security (ISIS) has developed as one—if not the only—resource within the nuclear security field that provides experts, policymakers, media, and the informed public with technically sound analysis about Iran's nuclear capabilities. ISIS develops information about the direction of Iran's nuclear activities and disseminates it via a web site that centralizes news and assessments of Iran's nuclear program, reports on diplomatic activity to halt the country's uranium enrichment production, and provides satellite imagery with analysis of Iran's nuclear-related sites. As it is likely that the crisis of confidence over Iran's nuclear program will only increase, the international community will continue to need robust new policy options for heading off Iran's various future nuclear options. Over this next grant phase, ISIS's role will become even more important.

INTERNATIONAL CRISIS GROUP, *New York, NY*

FOR A PROJECT PROMOTING EFFECTIVE STATEBUILDING AND PEACEBUILDING IN AFRICA THROUGH LOCALLY DRIVEN RESEARCH, ANALYSIS, POLICY DEVELOPMENT, AND ADVOCACY. 24 MONTHS, \$350,000.

To establish the essential conditions for effective state-building and peacebuilding in Africa, policymakers need real-time guidance based on deeply rooted local knowledge. This knowledge combines in-depth understanding of the multiple dimensions of particular conflicts with the regional and international processes affecting efforts to rebuild fragile and conflict-prone states. Unfortunately, there are few organizations with the independent mandate, local knowledge, and policy expertise to make such recommendations and bring their assessments to policymakers. In meeting this need, International Crisis Group (Crisis Group) plans to explore peacebuilding and state-building challenges and solutions in a subset of African countries. Corporation funding will allow Crisis Group to deepen its current investment in local and field-based expertise for existing work on this theme in Africa.

KING'S COLLEGE LONDON, *London, UNITED KINGDOM*

FOR NUCLEAR SAFEGUARDS AND NUCLEAR SECURITY RESEARCH IN SUPPORT OF THE INTERNATIONAL ATOMIC ENERGY AGENCY. 18 MONTHS, \$524,900.

The International Atomic Energy Agency (IAEA) plays a critical role in preventing nuclear proliferation but lacks the budget and authority to fulfill its mandate. Several Corporation strategy sessions have concluded that the IAEA could increase its capacity by harnessing the independent analytical sector, and this project is a pilot grant in utilizing this approach. It will bolster the research infrastructure at King's College London (King's), which has conducted open-source analysis for the IAEA for nearly a decade. With funding through a special program from the United Kingdom's foreign office, King's has compiled open-source studies that address unmet needs at the IAEA. These studies utilize special linguistic and technical skills that King's can assemble more easily than the IAEA. This initiative will expand this approach to address nuclear security as well as safeguards.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY, *Cambridge, MA*

FOR THE SECURITY STUDIES PROGRAM. 36 MONTHS, \$900,000.

MIT's Security Studies Program (the Program) plays a unique and highly valued role among university-based research centers on international affairs. The Program is both the nation's top graduate training center in security studies and a leading contributor of rigorous and policy relevant analytical research. Corporation funding will support a combination of teaching, writing, and policy outreach to achieve the goals of better informing Washington, D.C. policy on select issues and training the next generation of security scholars. Researchers will disseminate their work through publications (books, book chapters, and journal articles), conferences and meetings, lectures, speeches, and media outreach. Target outputs include books on Civil War dynamics, North Korea and its nuclear program, Chinese military doctrine and strategy, and U.S. grand strategy.

NATIONAL COMMITTEE ON AMERICAN FOREIGN POLICY, *New York, NY*

FOR A MULTILATERAL DIALOGUE ON NORTH KOREA. 24 MONTHS, \$300,000.

The continuing impasse over North Korea's nuclear program threatens both regional and global security, and presents U.S. government with one of the major challenges on its over-brimming foreign policy agenda. During the past eight years of on-again, off-again official negotiations, Track II dialogues supported by the Corporation have, for much of this period, provided the only channel of communication between North Korean officials and their American and regional counterparts, and other experts. Over the next two years, the National Committee on American Foreign Policy (the National Committee) hopes to build on its record of success in organizing such dialogues by continuing to substantively engage North Koreans in a series of high-level meetings and activities to complement and advance official negotiating efforts related to the denuclearization of the Korean peninsula in the post-Kim Jong Il era.

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

A ONE-TIME ONLY GRANT FOR THE CENTER FOR TRANSATLANTIC SECURITY STUDIES' PROJECT ON THE UNITED STATES, RUSSIA, AND EUROPE. 12 MONTHS, \$250,000.

U.S. relations with Russia remain a central concern for the Obama administration. But, despite promising signs following the reset, the relationship remains challenging. One of the divisive issues is the lack of a cooperative security framework that includes Russia. A new project of the Center for Transatlantic Security Studies at the National Defense University will focus on Russia's relations with the existing European security structures and the prospects for redefining them to meet common concerns. It will entail analyses and international engagements among American, Russian, and European experts and policy officials. The project will result in publications and policy and public outreach activities aiming to recommend new forms of engaging Russia in transatlantic security.

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

FOR ARCHIVAL PROGRAMS ON NUCLEAR SECURITY AND U.S.-RUSSIA ENGAGEMENT. 24 MONTHS, \$1,000,000.

The National Security Archive Fund (the Archive) seeks renewed support for its work to expand the universe of primary sources available to scholars, journalists, and citizens on two issues of central importance to the Corporation: nuclear security and U.S.-Russian relations. This grant merges two previous Archive initiatives on these issues. Over the past decade, the Archive has conducted extensive work to document and publish untold stories on nuclear and former Soviet history. This project will build on this foundation. It is a dynamic moment for historical research in the post-Soviet space because new laws in Armenia, Azerbaijan, Georgia, and Russia enable, in principle, greater access to government-held records. With current debates on the role of nuclear weapons, it is also an opportune time to unearth and examine archival information related to past efforts at transforming the U.S. nuclear posture.

NAUTILUS OF AMERICA INC., *San Francisco, CA*

FOR A PROJECT ON NEW APPROACHES TO NUCLEAR FUEL CYCLE AND SPENT FUEL MANAGEMENT IN ASIA. 24 MONTHS, \$350,000.

Fuel cycle and spent fuel management decisions in Japan, China, and South Korea will have a major influence on the future safety, security, and nonproliferation resistance of nuclear energy. One year after Fukushima, these countries are especially open to reconsidering their options. This project by Nautilus of America (Nautilus) will assess radiological risks and make realistic recommendations for changes in storage, management, and disposal of spent fuel. Nautilus has assembled country teams from China, Japan, and South Korea, which are examining how alternative spent fuel storage locations, management strategies, and storage technologies (including the novel approach of deep boreholes) can minimize the risk of radioactive releases from nuclear terrorism or accidents. This grant will continue this multi-track process using a mix of qualitative analysis and quantitative modeling.

NEW AMERICA FOUNDATION, *Washington, DC*

FOR THE NEW VOICES, NEW IDEAS, NEW NETWORKS: RESETTling AMERICAN FOREIGN POLICY IN A TIME OF TRANSITION PROJECT. 24 MONTHS, \$500,000.

Responding to the need for new policy conversations and next-generation partners in the Arab region and Pakistan, this grant covers two projects of New America Foundation. The New Voices project will bring writers, civil society activists, rising military officers, and reformers to Washington for six-week think tank residencies. They will participate in policy briefings, media events, and meetings with officials from the State Department, National Security Council, Department of the Treasury, and members of Congress. In addition, a Track II dialogue series will convene fifteen to eighteen leading figures from the Arab region and Iran, together with Americans and Europeans, in three meetings to be held in the Middle East in cooperation with the Carnegie Middle East Center. Workshops and briefings will then take place in Washington, Brussels, and Cairo.

NONZERO FOUNDATION, *Princeton, NJ*

AS A FINAL GRANT FOR SUPPORT OF A WEB-BASED VIDEO DIALOGUE SERIES FOCUSED ON LOCAL PERSPECTIVES ON INTERNATIONAL PEACE AND SECURITY ISSUES. 24 MONTHS, \$250,000.

Bloggingheads.tv (BhTV), founded in 2005, was the first web site devoted to split-screen video dialogues about public affairs. It quickly gained a reputation among bloggers and other journalists as a place for high-quality discourse about politics and policy, free of constraints encumbering mainstream media. Renewed funding will enable BhTV to extend its programming that addresses issues of relevance to IPS for two additional years, at a rate of one episode per week. It will also allow the series to be improved in several ways, including instituting a regular American host; further broadening the field of dialogue participants to include both experts in the foreign countries under discussion and some scholars at U.S. universities and think tanks, including Corporation grantees; and providing excerpts of programming on the web sites of both *Slate* magazine and *The Atlantic*.

NUCLEAR THREAT INITIATIVE INC., *Washington, DC*

FOR SUPPORT OF RESEARCH, MEETINGS, AND OUTREACH TO PROMOTE NUCLEAR SECURITY. 24 MONTHS, \$1,000,000.

To help build global consensus on securing the highly enriched uranium or separated plutonium needed to produce nuclear weapons stored today in hundreds of buildings and bunkers in dozens of countries around the world, the Nuclear Threat Initiative (NTI) will lead a Global Dialogue on Nuclear Materials Security Priorities. This project will include developing a second edition of the groundbreaking NTI Nuclear Materials Security Index and convening a series of meetings before the 2014 Nuclear Security Summit to facilitate an integrated discussion among government officials, experts, and nuclear industry representatives about priorities and elements of a common governance framework. Since effective nuclear threat reduction requires the global community to address important questions about the future of the global nuclear security architecture, NTI aims to create a process to answer these questions and offer solutions to the Summit process for 2014.

PRINCETON UNIVERSITY, *Princeton, NJ*

FOR AN ANALYSIS OF POST-CONFLICT AFGHANISTAN AND ITS FUTURE. 24 MONTHS, \$325,000.

With ten years of experience on this issue, and the involvement of some of the world's top experts on Afghanistan and the region, Princeton University's Liechtenstein Institute on Self-Determination (LISD) engages in work on Afghanistan that is "by, for, and with the Afghans and Afghanistan." LISD also looks to facilitate research and policy recommendations from nontraditional channels, including a unique triangular network of U.S., European Union, and local and regional actors. This renewal grant will convene these leaders and experts with representatives of Afghanistan's successor generation to focus on analysis and policy-related research on economic development and civilian capacity-building in Afghanistan, with a special emphasis on promoting constructive regional relationships between Afghanistan and its neighbors.

STANFORD UNIVERSITY, *Stanford, CA*

FOR RESEARCH AND WRITING ON INTERNATIONAL SECURITY. 24 MONTHS, \$1,000,000.

The Center for International Security and Cooperation (CISAC) at Stanford University has as its hallmark the collaboration of scientists and engineers with social scientists, government officials, military officers, and business leaders. Its goal is to provide, through training, a deep and innovative understanding of some of the world's most pressing security problems and to generate original thinking and promote solutions to those challenges. CISAC's work within this grant includes a contemporary historical project regarding nuclear security; a project to strengthen U.S.-Russia cooperation on nuclear security and counterterrorism; a new endeavor headed by, among others, former Secretary of Defense William J. Perry to promote peace and stability with Pakistan; a study on collaborative military-civilian operations that could strengthen communities in Afghanistan post-2014; and an evaluation of local programs to reduce violence and promote peacebuilding in states in transition, using Kenya as a case study.

TIDES CENTER, *San Francisco, CA*

FOR ReTHINK MEDIA'S EFFORTS TO BUILD MEDIA CAPACITY OF SELECT NUCLEAR SECURITY GRANTEES. 24 MONTHS, \$287,100.

ReThink Media was founded, as a project of the Tides Center, in response to a 2007 assessment that surveyed seventy-one organizations in the field and found substantial gaps in media and communication capacity. Through this grant, ReThink will work with selected Corporation grantees to help them better articulate and build support for their policy recommendations. In addition to technical support and coaching in media skills, each organization will receive access to state-of-the-art tools that are typically available only to large organizations with a dedicated media shop: a dynamic journalist database and a specialized press tracking system. Finally, ReThink will work closely with polling organizations to synthesize the latest public opinion research and help Corporation grantees better frame and articulate their message.

TIDES FOUNDATION, *San Francisco, CA*

AS A FINAL GRANT FOR CONNECT U.S. FUND'S WORK ON NUCLEAR NONPROLIFERATION AND DISARMAMENT. 12 MONTHS, \$200,000.

The Connect U.S. Fund (Connect) was founded seven years ago as a donor collaborative to promote responsible U.S. engagement and coordinate outreach efforts that are greater than the sum of their parts. Connect has been especially effective in building coalitions to secure weapons-usable nuclear materials through its Fissile Materials Working Group (FMWG). It has also made progress through its Nuclear Posture Review (NPR) Working Group, which contributed to better outcomes in the 2010 Nuclear Posture Review and the subsequent implementation studies. Connect is in transition away from a donor collaborative and the organization, as currently configured, will only exist for another year or so. However, a targeted one-year final grant for nuclear issues will help Connect achieve meaningful short-term goals that help prevent nuclear terrorism and clear road blocks to nuclear disarmament.

TRIALOGUE EDUCATIONAL TRUST, *London, UNITED KINGDOM*

AS A FINAL GRANT FOR A TRANSATLANTIC TRACK OF STRATEGIC ENGAGEMENT WITH TURKEY. 18 MONTHS, \$350,000.

Turkey's geostrategic rise makes it increasingly high profile in the global arena. As Turkey continues to assert its position in the region, it could be advantageous for Europe and the United States to open an additional track of strategic engagement with that country. The Trialogue Educational Trust, doing business as the Institute for Strategic Dialogue (ISD), wants to create a framework for an open and constructive dialogue via creation of a Track II task force. The task force will identify and build support for feasible areas of collaboration among Turkey, the United States, and Europe that could be taken forward at Track I levels. A consultative group of experts with relevant regional, issue, and policy knowledge will support the work of the task force and help ensure its effectiveness. ISD has established a partnership with the Brookings Institution (Brookings) for this work.

UNION OF CONCERNED SCIENTISTS, *Cambridge, MA*

FOR A PROJECT TO TRAIN THE NEXT GENERATION OF INDEPENDENT TECHNICAL SECURITY ANALYSTS. 36 MONTHS, \$347,000.

The Union of Concerned Scientists (the Union) summer symposium, which will soon enter its twenty-fifth year, represents one of the most important opportunities for technically trained scientists to apply their expertise to policy questions. It is also one of the few "on ramps" for physicists and engineers looking to make a transition to policy work and to expand their international professional network. This project will continue this longstanding summer symposium and alumni network. It will also add a new pilot project to use emergent communication technology to strengthen the field of technical security analysts. Using online meeting software, the project will host a series of virtual "net-work shops" that combine the benefits of networks and workshops. The Union will also bolster several online resources aimed at sustaining and enlarging the technical security community.

UNIVERSITY OF GEORGIA, *Athens, GA*

FOR A PROJECT ON STRENGTHENING NUCLEAR SECURITY AND NONPROLIFERATION IN SOUTHEAST ASIA. 36 MONTHS, \$449,200.

Southeast Asia is one of the few regions where the expansion of nuclear power is a real, rather than rhetorical, possibility. Unfortunately, the legal, political, and regulatory conditions in the region create elevated risks, as demonstrated by Malaysia's central role in AQ Khan's procurement network. University of Georgia's Center for International Trade and Security (the Center) has a twenty-five year track record in providing analytical support and training, and has ties with influential regional authorities who are alumni of its training programs. This project will expand the Center's ongoing training and policy work in Indonesia to create a broader Southeast Asia effort. This will involve training and support activities in the ASEAN countries of Thailand, Vietnam, and Malaysia, as well as efforts to engage with Myanmar, a military-dominated country with a checkered history on nonproliferation.

UNIVERSITY OF NOTRE DAME, *Notre Dame, IN*

FOR A PROJECT TO HELP BRIDGE THE GAP BETWEEN SCHOLARSHIP AND POLICY RELATED TO INTERNATIONAL PEACE AND SECURITY. 36 MONTHS, \$277,000.

Since World War II there has been consistent interest among policymakers in drawing upon academic social science expertise in support of more effective national security policymaking. However, despite this interest, there also has been enduring frustration on both sides of the "theory-policy gap" with the inability to bridge it. Building on a discretionary grant-supported pilot project, the International Security Studies Program at the University of Notre Dame will embark on a follow-up effort to help address this problem through conducting and publicizing a survey of the policy relevance of university political science and international relations programs, documenting the history and need for closer collaboration between the scholarly and policy worlds, and the convening of workshops involving scholars, policymakers, and Corporation grantees working on similar issues.

UNIVERSITY OF NOTRE DAME, *Notre Dame, IN*

FOR A PROJECT ON DEVELOPING ALTERNATIVE INDICATORS FOR MEASURING LOCAL PERCEPTIONS OF PROGRESS TOWARD PEACEBUILDING AND STATEBUILDING IN AFRICA. 18 MONTHS, \$179,900.

Many existing peacebuilding and statebuilding indicators are based on aggregate data that bear little relation to the everyday life experience of individuals and households in societies emerging from violent conflict. Or, indicators are narrowly tied to the monitoring and evaluation of specific projects but have little relevance for wider society. The proposed research involves the piloting of bottom-up, crowd-sourced indicators in partnership with selected communities in five sub-Saharan settings. Inspired by practice in sustainable development, these "Everyday Peace Indicators" (EPIs) would be identified by communities themselves and embedded in their everyday experience. (EPIs) would operate in tandem with existing indicators and allow the forging of hybrid systems that showcase the utility of local wisdom on issues often seen through an overly technocratic lens.

UNIVERSITY OF PENNSYLVANIA, *Philadelphia, PA*

FOR A PROJECT ON THE RELATIONSHIP BETWEEN INFORMATION AND COMMUNICATION TECHNOLOGIES AND PEACEBUILDING AND STATEBUILDING IN AFRICA. 24 MONTHS, \$303,000.

The role of the media in processes of transitioning out of conflict and post-conflict states is highly significant, yet interventions to direct or shape media systems often fall short of their objectives. The University of Pennsylvania's Annenberg School for Communications proposes to address this critical and understudied issue by examining the relationship between media (including new information and communication technologies [ICTs]), and the process of peacebuilding and statebuilding. This will involve a comparison of case studies primarily in Kenya, Somalia/Somaliland, and Ethiopia. Each case study will examine the role of local actors in shaping the media, the interrelationship between local actors and international players, and the utilization of local knowledge in understanding the implications for governance.

US PUGWASH, *Washington, DC*

FOR MULTILATERAL DIALOGUE ON SECURITY ISSUES IN THE GREATER MIDDLE EAST. 24 MONTHS, \$500,000.

Over its more than fifty-year history, the Pugwash Conferences (Pugwash) have been facilitating Track II dialogues among parties in conflict around the world, especially where the presence of nuclear weapons magnifies the danger of nuclear war. The Pugwash Group in Iran is led by Saideh Lotfian, associate professor of political science at the faculty of law and political science at the University of Tehran, and Deputy Director of the Center for Middle East Strategic Studies in Tehran. With her help and that of her colleagues in Iran, Pugwash has established a strong relationship with senior levels of the Iranian policy community, resulting in several Pugwash organized and cosponsored meetings in Tehran and elsewhere since 2003. During the next two years, Pugwash plans to organize workshops and consultations on a range of Iran-related security issues bringing Iranians together with Americans, Europeans, and others from the region.

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

FOR THE CONGRESSIONAL SEMINAR SERIES ON FOREIGN POLICY. 24 MONTHS, \$400,000.

Congress makes decisions on critical foreign policy challenges facing the United States and the world. It can declare war; fund diplomacy and development; negotiate international agreements; and approve treaties (in the Senate). Thus it is important that members of Congress and the staff members who advise them possess a working, nuanced knowledge about peace and security issues. However, Congress provides no funding for issue education or professional development for staff members, creating gaps on knowledge of foreign and security affairs with serious policy implications. The Woodrow Wilson Center Congressional Seminar Series on Foreign Policy (the seminar series), an eight-week educational program with a capstone trip, will nurture congressional staffers and enhance their grasp of foreign and international security policies with a special emphasis on nuclear security challenges.

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

FOR A PROJECT PROMOTING ENGAGEMENT BETWEEN THE GLOBAL NORTH AND SOUTH ON INTERNATIONAL PEACEBUILDING AND STATEBUILDING ISSUES. 24 MONTHS, \$350,000.

This proposed project will build on work previously funded by the Corporation addressing a persistent gap between information flow and influence in international policy circles surrounding issues affecting both the global North and South, but where only Northern perspectives are regularly heard. Over the course of the proposed grant, the Woodrow Wilson International Center for Scholars will engage in a multifaceted project to strengthen South-South collaboration, increase South-North communication and information-sharing, bring new African scholarship to Washington, D.C., and continue to provide opportunities for North-South engagement, including organizing multicountry visits by congressional staffers to Africa with the objective of tying scholarship, policy, and practice together through an examination of a series of peacebuilding issues.

YALE UNIVERSITY, *New Haven, CT*

FOR THE INTERASIA: BUILDING A TRANSREGIONAL SCHOLARS' NETWORK FOR THE ASIAN CENTURY PROGRAM. 24 MONTHS, \$500,000.

Following an initial grant made by the International Program to the InterAsia scholars network in 2010, the Corporation saw it needed institutional grounding in order to become a sustained program and not only a series of conferences. In addition, it needed a comprehensive online platform showcasing scholars and research. Yale University's MacMillan Center brings considerable assets to the InterAsia program including a physical location, dozens of participating faculty and visiting scholars, a platform for events and webcasting, an outreach program to educators, in-kind support, and a monetary contribution toward conference and travel costs. Yale will also host a postdoctoral research position to document, analyze, and disseminate the products of the network.

Islam Initiative

AMERICAN POLITICAL SCIENCE ASSOCIATION,
Washington, DC

FOR A PROGRAM OF ANNUAL WORKSHOPS FOR SOCIAL SCIENTISTS FROM THE ARAB WORLD, IN PARTNERSHIP WITH THE AMERICAN UNIVERSITY IN CAIRO. 24 MONTHS, \$500,000.

Since 2011, civil society has mobilized in the Arab region. Going forward, the professionalization of political and social science in the region could generate research and analysis to benefit future policymaking. The American Political Science Association (APSA) aims to build a cohort of political scientists who have the capacity and intellectual networks to address contemporary political, economic, and security challenges. In order to build scholarly communities and standards of practice, improve training, and generate research, APSA will host scholars mainly from the Arab region but with some American and European participants in two-week summer workshops. Participants will be networked online and as members of APSA, and also increase their web presence and peer-reviewed publications.

CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE,
Washington, DC

FOR NETWORKS AND RESEARCH ON POLITICAL AND ECONOMIC TRANSITIONS IN THE ARAB REGION. 24 MONTHS, \$500,000.

Following the citizen uprisings of 2011, the Carnegie Endowment for International Peace (the Endowment) is moving to expand its program work in the Arab region, including the creation of satellite offices in Egypt, Morocco, and Qatar. Working with local universities, think tanks, and foundations, Endowment experts based in the region will carry out research, analysis, and public communication on political transitions and governance, the economics of transitions, and reform of education. The overall aim is to advance policy grounded in research and oriented toward robust democratic civic participation. But a longer term aim remains building the next generation of expertise and spreading think tank models that facilitate transparency and accountability.

Discretionary Grants

Higher Education and Libraries in Africa

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

12 MONTH GRANT OF \$1,500 FOR BUILDING A LOCAL COLLECTION OF BOOKS

CITY OF JOHANNESBURG, *Johannesburg, SOUTH AFRICA*

12 MONTH GRANT OF \$1,500 FOR BUILDING A LOCAL COLLECTION OF BOOKS

LOYOLA MARYMOUNT UNIVERSITY, *Los Angeles, CA*

12 MONTH GRANT OF \$50,000 FOR STRUCTURED MODELS OF CONNECTING AFRICAN DIASPORA FACULTY WITH AFRICAN UNIVERSITIES

RHODES UNIVERSITY, *Grahamstown, SOUTH AFRICA*

12 MONTH GRANT OF \$50,000 FOR PLANNING A POST-GRADUATE DIPLOMA IN ADVANCEMENT

UNIVERSITY OF PRETORIA, *Pretoria, SOUTH AFRICA*

12 MONTH GRANT OF \$1,500 FOR BUILDING A LOCAL COLLECTION OF BOOKS

UNIVERSITY OF STELLENBOSCH, *Stellenbosch, SOUTH AFRICA*

12 MONTH GRANT OF \$1,500 FOR BUILDING A LOCAL COLLECTION OF BOOKS

Higher Education in Eurasia

TEMPLE UNIVERSITY, *Philadelphia, PA*

12 MONTH GRANT OF \$50,000 FOR A PROJECT TO ENHANCE THE CAPACITY OF TEACHER-SCHOLAR NETWORKS IN POST-SOVIET RUSSIA'S REGIONAL UNIVERSITIES

International Peace and Security

ALLIANCE FOR PEACEBUILDING, *Washington, DC*

13 MONTH GRANT OF \$49,900 FOR A PEACEBUILDING EVALUATION PROJECT

BOARD OF TRUSTEES OF THE UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN, *Champaign, Illinois*

12 MONTH GRANT OF \$50,000 FOR MINIMIZING THE PROLIFERATION POTENTIAL OF SPENT NUCLEAR FUEL MANAGEMENT

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

12 MONTH GRANT OF \$50,000 FOR A PROJECT ON THE STRATEGIC IMPACTS OF EURASIA'S GEOPOLITICAL, ECONOMIC, AND SECURITY LANDSCAPE

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

6 MONTH GRANT OF \$50,000 FOR A PROJECT ON POST-CONFLICT RECONSTRUCTION

CHICAGO COUNCIL ON GLOBAL AFFAIRS, *Chicago, IL*

5 MONTH GRANT OF \$50,000 FOR WORKSHOPS TO EXAMINE THE ROLE OF RISING POWERS AND THEIR EFFECTS ON INTERNATIONAL INSTITUTIONS

FEDERATION OF AMERICAN SCIENTISTS, *Washington, DC*

12 MONTH GRANT OF \$50,000 FOR STRATEGIC PLANNING

HUDSON INSTITUTE, INC., *Washington, DC*

6 MONTH GRANT OF \$40,000 FOR NONPROLIFERATION IMPLICATIONS OF THE EVOLVING CHINA-RUSSIA STRATEGIC RELATIONSHIP: THE CASES OF IRAN AND NORTH KOREA

INTERNATIONAL NETWORK OF EMERGING NUCLEAR SPECIALISTS, *London, UNITED KINGDOM*

11 MONTH GRANT OF \$50,000 FOR SUPPORT TO DEVELOP ADMINISTRATIVE CAPACITY AND ADVANCE THE NETWORK'S ACTIVITIES

JOHNS HOPKINS UNIVERSITY, *Baltimore, MD*

12 MONTH GRANT OF \$50,000 FOR A WEB-BASED INITIATIVE
ON EVENTS RELATED TO NORTH KOREA

MIDDLEBURY COLLEGE, *Middlebury, VT*

4 MONTH GRANT OF \$30,000 FOR RESEARCH ON REDUCING
GOVERNANCE CHALLENGES AT THE INTERNATIONAL ATOMIC
ENERGY AGENCY

NATIONAL DEFENSE UNIVERSITY FOUNDATION, INC.,
Washington, DC

9 MONTH GRANT OF \$50,000 FOR A CONFERENCE ON POST-
COLD WAR EUROATLANTIC SECURITY

NAUTILUS OF AMERICA INC., *San Francisco, CA*

8 MONTH GRANT OF \$50,000 FOR THE PROJECT “DEEP
BOREHOLE AND SPENT NUCLEAR FUEL IN EAST ASIA”

NEW AMERICA FOUNDATION, *Washington, DC*

6 MONTH GRANT OF \$50,000 FOR A PILOT PROGRAM
TO CREATE EDUCATIONAL TOOLS FOR FUTURE SECURITY
SPECIALISTS IN THE U.S. CONGRESS

THE NEW SCHOOL, *New York, NY*

12 MONTH GRANT OF \$30,000 FOR A CONFERENCE ENTITLED
“EGYPT IN TRANSITION”

UNITED NATIONS, *New York, NY*

6 MONTH GRANT OF \$50,000 FOR A REPORT AND POLICY
OUTREACH ON THE “RESPONSIBILITY TO PROTECT” PROJECT

National Program

Strengthening Democracy

AMERICA'S VOICE EDUCATION FUND, *Washington, DC*

FOR GENERAL SUPPORT. 18 MONTHS, \$1,500,000.

America's Voice Education Fund (AVEF) was established in September 2008 in light of the role of the news media, including social media, in informing the national immigration debate and the need for the immigrant integration reform movement to project a unified voice from the top down and bottom up. In less than five years, AVEF has become the voice of the immigrant integration field, capable of engaging and educating the wider public and creating the political space for good policy development and implementation, both at the federal and state level. With renewed Corporation support, AVEF will continue to influence media coverage of the issue in new ways, educate policymakers at the federal and state level, and increase the communications capacities of local organizations.

CENTER FOR COMMUNITY CHANGE, *Washington, DC*

FOR GENERAL SUPPORT. 36 MONTHS, \$1,000,000.

For forty years, the Center for Community Change has worked with low-income communities nationwide to develop their public policy skills and their leadership capacity to encourage positive change in their communities and the policies that affect them. The center's history of working with diverse communities has given it an advantage in forging partnerships between immigrant communities and African American, faith-based, low-income white, union, and other groups. With renewed Corporation support over the next three years, the center will continue to help grow this diverse tent and build the capacity of these constituencies working with local and state-based groups nationwide to advance immigrant integration policies at the federal and state levels.

CENTER ON BUDGET AND POLICY PRIORITIES, *Washington, DC*

FOR A PROJECT TO ANALYZE THE ECONOMIC IMPACT OF STATE-LEVEL IMMIGRATION LAWS. 24 MONTHS, \$300,000.

As comprehensive immigration reform remains intractable at the federal level, state immigrant integration bills have become the focus of the immigration debate. In today's economic context of states facing extremely tight budgets, an accurate gauge of fiscal costs and

benefits can make a substantial difference in the way that immigration-related policies are viewed by policymakers, the media, and by the public. With Corporation support, the Center on Budget and Policy Priorities (CBPP), working in collaboration with national immigration and fiscal policy groups as well as several state policy institutes, will inform immigrant integration policy debates in several states with analyses of the fiscal implications of proposed policies and also of the economic value of immigrants to those states.

IMMIGRANT LEGAL RESOURCE CENTER, *San Francisco, CA*

FOR A NATIONAL CITIZENSHIP INITIATIVE. 36 MONTHS, \$5,000,000.

The number of foreign-born people residing in the United States, 38 million, is at the highest level in U.S. history and has reached a proportion of the population, 12.5 percent, not seen since the early 20th century; of that total, only 16.4 million are naturalized citizens. An estimated 8.2 million legal immigrants are currently eligible for citizenship. Naturalization is a foundational component of immigrant civic integration: it brings significant social, economic, and civic benefits not only to newcomers and their families but also to communities, states, and the country as a whole. To help large numbers of immigrants become U.S. citizens, the nation needs a stronger immigrant integration infrastructure, to include legal services, citizenship application assistance, and English language instruction. With renewed Corporation support, the New Americans Collaboration, now completing its pilot phase and housed at the Immigrant Legal Resource Center, will launch a national citizenship campaign this fall to register large numbers of legal permanent residents and increase the capacity of local and national organizations nationwide to provide naturalization and legal services to immigrant constituencies.

NATIONAL IMMIGRATION FORUM, INC., *Washington, DC*

FOR A PROJECT TO BUILD CONSENSUS AMONG EVANGELICAL CHRISTIAN AND BUSINESS COMMUNITIES AS WELL AS OTHER STAKEHOLDERS ON IMMIGRANTS AND IMMIGRANT INTEGRATION. 12 MONTHS, \$300,000.

Advocates for comprehensive immigration reform have worked to establish deep alliances with a diverse group of partners inside the immigrant community and out. Establishing a big tent that includes as many members of diverse communities as possible is crucial to the move-

ment's success. With Corporation support, the National Immigration Forum will collaborate with Evangelical Christian, business, and other conservative leaders to galvanize support for immigration reform both at the federal and state levels.

PUBLIC INTEREST PROJECTS, *New York, NY*

FOR THE FOUR FREEDOMS FUND, A DONOR COLLABORATIVE ON IMMIGRANT INTEGRATION AT THE STATE LEVEL. 12 MONTHS, \$5,000,000.

The Four Freedoms Fund (FFF), a donor collaborative housed at Public Interest Projects, was launched to support immigrant-serving coalitions that incorporate three areas of work-immigrant civic engagement and integration, policy advocacy, and defense of immigrant rights. The adaptive capacity of FFF has enabled it to take a central role in the immigrant integration movement. FFF supports state-based immigrant advocacy coalitions in six areas of competency: policy advocacy, civic engagement, strategic communications, base building, defense of immigrant rights, and alliance building. Anticipating all possible developments, in the coming year FFF will prepare the field for next steps in the field of immigrant integration, especially in response to anti-immigrant efforts at the state level.

PUBLIC INTEREST PROJECTS, *New York, NY*

FOR THE STATE INFRASTRUCTURE FUND, A DONOR COLLABORATIVE RELATED TO NONPARTISAN VOTER ENGAGEMENT. 18 MONTHS, \$3,000,000.

Establishing a citizenry that is habitually engaged in civic activity requires an ongoing investment in local and state-based Get-Out-The-Vote (GOTV) efforts; strengthened and aligned strategic communications and media outreach strategies to educate voters about candidates and issues; increased use of tools that build capacity for voter mobilization and facilitate coordination between non-partisan civic/voter engagement groups; and coordinated national and local civic engagement funding. The State Infrastructure Fund (the fund), housed at Public Interest Projects (PIP), has been established to further these activities. As a donor collaborative, the fund will provide an accountable mechanism for the Corporation and other national foundations to channel their funding to local and state-based organizations doing nonpartisan voter education and mobilization work in 2010 and beyond.

Urban and Higher Education

ACHIEVE, INC., *Washington, DC*

FOR THE COMPLETION OF THE NEXT GENERATION SCIENCE STANDARDS. 12 MONTHS, \$800,000.

There is an urgent need in our nation for fewer, clearer, and higher standards in math and science leading to instructional improvement that will prepare all American students for the global economy. Leading this effort, Achieve, Inc. is undertaking the writing of the Next Generation Science Standards (NGSS) in collaboration with a number of organizations. Two previous grants have been made to Achieve for the development of the Next Generation Science Standards. The original grant assisted Achieve in taking the National Academy of Sciences Conceptual Framework and turning the document into science standards. A second grant was given to Achieve to encourage states to adopt and be involved in the development of the Next Generation Science Standards. To date, there are twenty-six states participating in the development and eventual adoption of the standards. This final grant will support enhancements and completion of the writing and review process, which includes the twenty-six states, and forty-one writers and experts.

ACHIEVEMENT NETWORK, *Boston, MA*

FOR 100Kin10 PARTNER PROJECT TO LEVERAGE COMMON CORE STATE STANDARDS BY ENGAGING EXCELLENT MATH TEACHERS TO SUPPORT CLASSROOM EFFECTIVENESS. 21 MONTHS, \$600,000.

For the 100Kin10 movement, the implementation of the Common Core State Standards (CCSS) in mathematics presents an unprecedented opportunity to increase student interest and achievement in mathematics and to equip all students with a foundation of knowledge that opens up pathways to higher levels of STEM learning. The Achievement Network (ANet) has emerged as a key national source of assistance for districts and schools that wish to improve student performance and adopt data-driven decision-making practices. ANet provides schools in low-income communities with a package of supports, including assessments to identify gaps in student learning, professional services, and networking opportunities. Last year, ANet-affiliated schools in every district or network posted increases in achievement that outpaced statewide gains, often by more than twice as much. This grant will enable ANet to identify the highest performing math teachers in its schools and develop online and other tools based on their successful practices.

ASIA SOCIETY, *New York, NY*

FOR DEVELOPMENT OF THE GLOBAL CITIES EDUCATION NETWORK. 18 MONTHS, \$300,000.

Asia Society seeks to create a network of urban districts from the United States and the Asia Pacific region to work toward understanding common problems, designing flexible solutions, and catalyzing change in policy and practice. As the implementation challenges of higher, internationally benchmarked standards begin to be addressed in the U.S., the country needs to forge new, learning-oriented relationships with high-performing systems around the world. This network would take the initial steps to set up channels of communication and shared work to address these challenges, so that what we implement here truly represents global best practice.

ASPEN INSTITUTE, INC., *Washington, DC*

FOR THE CONGRESSIONAL PROGRAM'S PROJECT ON EDUCATION REFORM. 12 MONTHS, \$450,000.

Congress plays a unique and critically important role in the development and generation of federal education policy. Yet, members of Congress have wide-ranging responsibilities and significant demands on time and attention beyond education. The Aspen Institute Congressional Program is an educational initiative designed to address the need for effective and efficient access to nonpartisan expertise in areas related to education policy. The Aspen Education Seminars will bring together leading members of Congress with scholars to discuss research and policy options for improving American public education.

CARNEGIE FOUNDATION FOR THE ADVANCEMENT OF TEACHING, *Stanford, CA*

FOR PATHWAYS TO STUDENT SUCCESS AT SCALE THROUGH NETWORKED IMPROVEMENT COMMUNITIES. 24 MONTHS, \$1,500,000.

Strong community colleges are key to upward mobility in America; new labor market demands require young Americans to have higher-level capabilities in communications, problem-solving, decision-making, and synthesizing and applying information to move beyond low-wage work. Today approximately half of students entering community college are under-prepared in math and require developmental courses, and up to 70 percent of developmental math students never complete the sequence. Developmental math courses need complete redesign. Following an initial grant from the Corporation, Carnegie Foundation is seeking renewal funding to transition over the next three years from a successful small-

scale initiation to building the essential infrastructure for a self-sustaining continuous quality improvement effort that will advance efficacy in student success at large scale.

CHANGE THE EQUATION, *Washington, DC*

FOR GENERAL SUPPORT. 12 MONTHS, \$250,000.

Change the Equation (CTEq) was launched, with Corporation planning and implementation support, by leading corporate chief executive officers in fall 2010 to align their companies' efforts, and those of the corporate sector more generally, behind a transformation of STEM education in the United States. CTEq works to advance innovation in STEM education, corporate leadership to demand meaningful systemic improvement, and greater accountability and evidence-based learning about investments, public and private, in STEM education transformation toward the dual goals of excellence and equity in STEM learning for all American students.

CITIZEN SCHOOLS, *Boston, MA*

FOR THE DEVELOPMENT AND IMPLEMENTATION OF A STEM INITIATIVE THAT WILL RECRUIT, TRAIN, AND SUPPORT 1,800 STEM CITIZEN TEACHERS OVER TWO YEARS TO WORK IN SCHOOLS ACROSS THE COUNTRY. 24 MONTHS, \$500,000.

Despite the compelling need for excellent science, technology, engineering, and math (STEM) education for all students, there are chronic shortages of full-time math and science teachers. At the same time, there are millions of working scientists and engineers with content expertise and career experience but no direct connection to schools or students. Citizen Schools, a nonprofit organization founded in 1995, brings "citizen teachers" off the sidelines and into classrooms, where they can help teach and inspire high-need middle school students. Through this grant, Citizen Schools will recruit, train, and support 1,800 citizen teachers from STEM fields to partner with schools across the country, increasing their students' knowledge of the STEM subjects and connecting them to the real-world application of those skills.

COMPLETE COLLEGE AMERICA, *Washington, DC*

FOR CAPACITY BUILDING FOR A NATIONAL ORGANIZATION PROMOTING COLLEGE COMPLETION. 24 MONTHS, \$500,000.

More students than ever go to college, but proportionally fewer graduate today than did 40 years ago. We should view the available evidence about this situation cautiously, but rough estimates suggest that at least half of the 1.2 million students who enter four-year colleges each year do not graduate. Those entering two-year colleges are even

less likely to do so. At a time when arguments abound for doubling the numbers of college graduates to ensure a vital democracy and a competitive economy, President Obama has made college completion a centerpiece of his domestic agenda. The new organization, the National Consortium for College Completion, is capitalizing on the serious attention this challenge is now receiving across the nation by focusing on state policy solutions that can materially advance the ambitious goal of doubling the numbers of college graduates in the coming decades.

COMPUTERS FOR YOUTH FOUNDATION, INC., *New York, NY*

FOR INTEGRATING THE NEXT GENERATION LEARNING PROGRAM INTO SCHOOL DESIGN. 24 MONTHS, \$1,000,000.

Currently, more than half of U.S. students are entering high school significantly behind grade level proficiency in math. Overall, 16 percent of students do not graduate from high school after six years, a barrier which is only exacerbated for low-income and ELL student groups at 25 percent and 32 percent respectively. Over the next few years, this problem will become even greater as the new Common Core State Standards ask for schools and school systems to meet an even higher bar of preparation. This proposal from CFY links their longstanding approach of enabling out-of-school learning for vast numbers of students with the development of a seamless Next Generation model to implement in classrooms. Focusing on 6th and 7th grade math at four middle schools in New York and Los Angeles, CFY hopes to embed personalized, Next Generation Learning in the classroom as well as outside of it. CFY will expand a pilot that they began in the 2011-2012 academic year at a single school in New York City, seeking to refine a change process for implementing blended, personalized learning in middle school math, while creating a community of administrators, teachers, and students who are engaged in leveraging anytime, anywhere learning both in and out of the classroom.

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

FOR IMPLEMENTATION OF THE COMMON CORE STATE STANDARDS AND ALIGNED ASSESSMENT SYSTEMS. 24 MONTHS, \$691,700.

Forty-five states adopted the Common Core State Standards (CCSS) and are preparing for the new mathematics and English Language Arts (ELA) standards implementation. New assessments are being designed to align with the CCSS. The Council of Chief State School Officers (CCSSO) will work with the nation's state education agencies and other partners will support states with

the implementation of the CCSS and new assessments in four strategic areas: communications and engagement, building assessment literacy, curriculum, and instruction and support for English-language learners. CCSSO plans several convenings, webinars to provide technical assistance to states, facilitate communications messaging, provide professional development and create a guide for states on transitioning to the new assessments focused on operational, policy, and technical issues.

DIGITAL PROMISE, *Washington, DC*

FOR GENERAL SUPPORT. 18 MONTHS, \$350,000.

To remain competitive in the global economy, the United States must rely partly on harnessing technological advancements to truly shift forward how education works for a vast number of students. Digital Promise was authorized by Congress in the 2008 Higher Education Act, and incorporated in 2011, after more than a decade of research and effort on its behalf by educators, civic and business leaders, museum and university leaders, and elected officials from both parties—all stemming from an initial launch by Carnegie Corporation of New York in 1998. Digital Promise has recently developed a full strategic plan to extend its capabilities to target strong communications related to digital learning, and to bring together stakeholders in ensuring that new models can be brought to scale.

EDITORIAL PROJECTS IN EDUCATION, INC., *Bethesda, MD*

FOR EXPANDING COVERAGE OF INNOVATION IN EDUCATION AND SCHOOL DESIGN. 24 MONTHS, \$500,000.

Despite the clear challenge presented by middling scores on the National Assessment of Educational Progress, changing the enmeshed, rigid ways that schools and districts operate has not yet become a priority for many education leaders. This grant seeks to expand *Education Week's* coverage of innovative practices, designs, and projects in education, and create links between these innovations and the people who run the systems that need them the most. One crucial area that is missing in developing a healthy innovation ecosystem is the means to disseminate understanding of emerging tools, practices, and products. Such coverage has the potential to expand the market and who is participating in it. Editorial Projects in Education, the publisher of *Education Week*, has a core audience of district and state administrators and policymakers. These leaders are an important audience in making sure new designs have the opportunities to scale more broadly, and thoroughly, through the education ecosystem.

EDUCATION SECTOR INC., *Washington, DC*

FOR GENERAL SUPPORT. 12 MONTHS, \$250,000.

If we are to maintain a vibrant democracy, we must educate our youth to higher standards. Yet our schools, especially urban public schools, are ill-equipped to prepare students to succeed in an increasingly complex economy and democracy. Education Sector, an independent think tank at the intersection of research, public policy, and journalism, works to address this challenge by improving existing education reform initiatives and by developing innovative solutions to our nation's most pressing problems. Education Sector conducts rigorous research, translates that research into policy recommendations, and explains complex education ideas to policymakers and the public. This grant will extend our support of Education Sector for one year.

EDUCATORS 4 EXCELLENCE, *New York, NY*

FOR CAPACITY-BUILDING AND IMPLEMENTATION OF A NATIONAL GROWTH STRATEGY. 12 MONTHS, \$255,100.

Educators 4 Excellence (E4E) seeks to elevate the teaching profession by engaging teachers in analyzing and informing policies that affect students and teachers, ensuring that the voices of teachers are heard in education decision-making, and building a teacher-led constituency for positive change both within teacher unions and in the wider education policy conversation. In two years, E4E's membership has grown to 32,000 educators around the country, of whom 87 percent are also members of their local AFT or NEA unions. Having experienced considerable success in New York City, E4E is now ready to expand to additional sites, based on a plan developed in collaboration with Bridgespan with the Corporation's support. This grant will enable E4E to build organizational capacity at the national level to scale and support its primary activities.

EUPHEMIA L. HAYNES PUBLIC CHARTER SCHOOL, *Washington, DC*

FOR A PILOT K-12 HYBRID LEARNING MODEL. 36 MONTHS, \$585,000.

Increasingly sophisticated information technology has become available in education, enabling students to engage in more focused, adaptable skill-building both during and out of school time. Yet learning how to use these technologies effectively as part of a school design is a challenging process. When these technologies are accessed and next generation learning is enacted effectively, it changes what schools look like and what they have the capacity to

do for students. E.L. Haynes Public Charter School is a charter based in Washington, DC that currently outperforms similar schools, and is growing to serve pre-K through 12th grade. It has demonstrated success using traditional models for instructional delivery, but in this proposal it seeks to lay the groundwork to transition to a blended learning model in order to raise the bar higher for students, first in its high school and then in its middle and elementary grades. It also seeks to create a hub within the District of Columbia Public Schools to support dissemination about and adoption of blended learning practices across the city.

FOUNDATION FOR EXCELLENCE IN EDUCATION, *Tallahassee, FL*

FOR STRATEGIC COMMUNICATIONS RELATED TO DIGITAL LEARNING NOW AND THE DIGITAL LEARNING REPORT CARDS INITIATIVE. 12 MONTHS, \$250,000.

Recent data indicate that the current K-12 system is failing vast numbers of students. Debilitating achievement gaps persist between subsets of students on national assessments, and leave huge groups of students unprepared for college and career. This challenge encourages a shift toward developing new designs for personalized learning. It is clear that U.S. education needs to transition into the digital age, which means adopting a new way of operating both in and out of the classroom to enable anytime, anywhere learning. This grant to the Foundation for Excellence in Education supports a broad communications effort to help the public and policymakers understand what blended learning and Next Generation, personalized design look like at the classroom and school level. It also supports FEE's work on digital learning report cards for states, which help leaders understand which policy levers are essential for personalized learning to take place in every classroom.

FUND FOR EDUCATIONAL EXCELLENCE, *Baltimore, MD*

FOR A REORGANIZATION OF BALTIMORE CITY SCHOOLS CENTRAL OFFICE TO SUPPORT A DEVOLVEMENT OF FUNDS TO SCHOOLS IN ORDER TO INCREASE PRODUCTIVITY AND INNOVATION. 12 MONTHS, \$350,000.

Innovative schools will remain islands of excellence unless the systems in which they are embedded become more effective at creating the conditions required to generate excellence at scale. Barriers to reform cannot be overcome without change in the bureaucratic structures and organizations that predominate. Baltimore City Schools seeks to implement a transformation of its budgeting practices, altering how principals can use funds

to address major and minor problems in their schools. The district will engage in a process to analyze the cost effectiveness of central office services directed toward schools and to determine which dollars should remain central and which dollars should be devolved to schools, building on the successful implementation of Fair Student Funding. Moreover, Baltimore's strategy for continuing to evolve their district's funding structures and frameworks has a strong potential to provide an example of this effort for districts that seek to engage in similar work.

GREEN DOT PUBLIC SCHOOLS, *Los Angeles, CA*

FOR THE DEVELOPMENT OF A PARTNERSHIP WITH LOS ANGELES UNIFIED SCHOOL DISTRICT TO TRAIN SCHOOL TURNAROUND LEADERS AND REDESIGN THE CONDITIONS THAT ENABLE PRINCIPALS TO EFFECTIVELY LEAD IN THOSE ENVIRONMENTS. 12 MONTHS, \$336,000.

A considerable gap exists between need and capacity in the world of principal development, placement, and support. This is particularly true for the development of school turnaround leaders. Green Dot Public Schools is a charter management organization committed to changing the landscape of public education in Los Angeles through the successful turnaround of persistently low-performing schools. In 2007, to fill its own pipeline of leaders, Green Dot developed Administrators-in-Residence (AIR), a leadership training program with a focus on turnaround leaders. This grant will support the development of a partnership between Green Dot and Los Angeles Unified School District (LAUSD) both to train school turnaround leaders and to redesign the conditions that enable principals to lead effectively in those environments.

INSTITUTE FOR ADVANCED STUDY, *Princeton, NJ*

FOR CONTINUING IMPLEMENTATION OF THE OPPORTUNITY EQUATION REPORT'S RECOMMENDATIONS FOR IMPROVING MATHEMATICS AND SCIENCE EDUCATION. 12 MONTHS, \$2,000,000.

Since its inception two years ago, the Opportunity Equation initiative has been an effective, credible, and versatile vehicle for advancing systemic education reform, with STEM education as a key lever, as recommended in the Opportunity Equation report. In the coming year, the initiative will continue to serve as the managing and operational partner for the 100Kin10 mobilization and in supporting the implementation of winning ideas from the Ashoka Changemakers competition. Opportunity Equation will also continue to serve as a communications hub for STEM reform, particularly through its award-winning web site. The year ahead will be a time of transition

for Opportunity Equation, as the initiative's co-chairs and staff consider its future and make decisions about how best to sustain the progress made so far in advancing the recommendations of the Opportunity Equation report.

JOBS FOR THE FUTURE INC., *Boston, MA*

FOR DEVELOPMENT OF STATE CAPACITY TO IMPLEMENT SCHOOL DESIGNS THAT ARE ALIGNED WITH COLLEGE AND CAREER PATHWAYS. 15 MONTHS, \$250,000.

JFF seeks to synthesize knowledge about, codify, and distribute to Pathways states evidence-based school designs that have the potential to lead to Common Core mastery and have strong connections to college and careers. They will develop a "school designs" overview and tools related to specific design elements and tasks to put them in place. They will also use asset maps completed in partnership with Harvard Graduate School of Education to identify schools in each region that have begun implementing or are ready to implement new design meetings and help them develop plans to fill gaps and implement design improvements, with the larger goal of spreading high-quality designs in the Pathways regions.

JOHNS HOPKINS UNIVERSITY, *Baltimore, MD*

FOR A NEW MODEL TO TURN AROUND LOW-PERFORMING HIGH SCHOOLS. 36 MONTHS, \$618,800.

Over 13,000 low-performing schools across the United States are currently eligible for federal funding to implement turnaround strategies. Despite the opportunity to use these funds to spur transformation and innovation, often the turnaround efforts fail to make meaningful change in the eligible schools. The federal investment often goes toward minor adjustments, rather than toward re-conceptualizing what the school has the potential to accomplish in terms of accelerating achievement. As a result, in any given year more schools enter into the School Improvement Grant process than exit it, and over half of these are low-performing high schools. Talent Development Secondary (based at Johns Hopkins University) and College Summit responded to a challenge that the Corporation issued, calling for more organizations at the program level to innovate through partnerships around complementary core competencies. Talent Development Secondary and College Summit propose to integrate their programs to develop a whole school turnaround model.

NATIONAL ACADEMY OF SCIENCES, *Washington, DC*

FOR A STUDY TO GUIDE THE DEVELOPMENT OF ASSESSMENTS MEASURING STUDENT PROFICIENCY IN SCIENCE ALIGNED WITH THE NEW K-12 SCIENCE STANDARDS. 24 MONTHS, \$472,400.

The National Academy of Sciences' Board on Testing and Assessment (BOTA) and Science Education (BOSE) will collaborate on a study to guide the development of science assessments that validly measure student proficiency and are aligned with the new K-12 science education framework. The two assessment consortia will be engaged throughout the process and a National Research Council committee will be formed to review the literature and make recommendations about best practices for developing effective, high-quality science assessments and assessment systems. A review of current assessment approaches that measure the content, skills, and practices outlined in the Framework and research on assessing science proficiency and literacy will be conducted. The resulting assessment framework will be used to inform stakeholders engaged in science assessments.

NATIONAL COMMISSION ON TEACHING AND AMERICA'S FUTURE, *Washington, DC*

FOR THE DOCUMENTATION AND EVALUATION OF STEM LEARNING STUDIOS. 24 MONTHS, \$500,000.

Despite the compelling need for excellent science, technology, engineering, and math (STEM) education for all students, there are chronic shortages of full-time math and science teachers. At the same time, there are millions of working scientists and engineers with content expertise and career experience but no direct connection to schools. The National Commission on Teaching and America's Future (NCTAF) pairs STEM professionals, such as local scientists and engineers, with teacher teams to design and teach hands-on inquiry projects with students. Through these Learning Studios, teachers and students not only deepen their STEM skills but also get inspired by STEM professionals. NCTAF will use this grant to lay the groundwork to scale the Learning Studios model by deepening its documentation, evaluation, and technical assistance efforts.

NATIONAL MATH AND SCIENCE INITIATIVE, *Dallas, TX*

FOR THE EXPANSION OF THE ADVANCED PLACEMENT TRAINING AND INCENTIVE PROGRAM. 60 MONTHS, \$400,000.

The federal Investing in Innovation (i3) Fund is an effort by the U.S. Department of Education to scale proven models and support education innovations. One of this year's highest-rated i3 applicants is the National Math and Science Initiative (NMSI), a national nonprofit that replicates math and science programs with demonstrated impact on student achievement. Through its i3 grant, NMSI, a Corporation grantee, proposes to expand the Advanced Placement Training and Incentive Program (APTIP) to Colorado and Indiana. APTIP provides enhanced teacher training and curriculum and increases the number and diversity of students taking Advanced Placement courses and passing AP exams in math, science, and English. The Corporation's grant to NMSI serves as a partial match for its potential \$15 million federal grant.

NATIONAL SCIENCE TEACHERS ASSOCIATION, *Arlington, VA*

FOR SUPPORT OF THE SUCCESSFUL IMPLEMENTATION OF NEXT GENERATION STANDARDS (NGSS) AMONG THE NATION'S SCIENCE TEACHERS. 30 MONTHS, \$676,000.

The National Science Teachers Association (NSTA) is the largest professional organization in the world focused on science teaching. Membership includes science teachers and supervisors, scientists, business and industry representatives, and others committed to science education. With this grant, the NSTA will build an online collaborative learning environment, COMPASS, for accessing instructional coaching materials aligned with the New Generation Science Standards (NGSS) and NGSS web site. NSTA will collaborate with other science partners to provide face-to-face and online professional development and instructional support for teachers and faculty via the Internet, web forums, video conferences, and e-newsletters to support ongoing engagement of the nation's science educators and provide guidance about the new standards and standards implementation.

**NEW CLASSROOMS INNOVATION PARTNERS, INC.,
New York, NY**

FOR MANAGING THE IMPLEMENTATION OF NEXT GENERATION LEARNING CLASSROOMS. 24 MONTHS, \$1,000,000.

To help widen the pathway to success to include all students, the Corporation has engaged in strategic work to advance Next Generation Learning (NGL), a term educators use to refer to new teaching and learning practices that prepare today's students for tomorrow's challenges, consistent with the wide-scale adoption of the Common Core. NGL must be enabled by new tools, including technology, assessments, and flexible learning environments that allow students to learn what they need, when they need it. In order to fully enable NGL, there is a need to seriously and comprehensively rethink how people, time, and technology are used within individual classrooms to create the best results for the largest range of students. New Classrooms does just that—driven by the belief that all students should be enabled to successfully access all content, it shifts how time, space, technology, and people are used within a school to enable meaningful individualization of learning experiences in mathematics.

NEW LEADERS, INC., New York, NY

FOR GENERAL SUPPORT. 25 MONTHS, \$2,000,000.

Research shows that school leadership is second only to teacher quality among all school-related factors that influence student achievement. Without excellent principals, there is no effective route to filling classrooms with linked chains of excellent teachers, which research has shown are the key to closing the achievement gap. Unfortunately, a considerable gap exists between need and capacity in the world of principal development, placement, and support. Founded in 2000, New Leaders is a national nonprofit that recruits and prepares outstanding leaders for high-need urban schools. Over the past year, New Leaders has redesigned itself both programmatically and organizationally to maximize its impact on student achievement. This grant will provide general support to New Leaders to achieve its 2015 strategic plan.

NEW TEACHER PROJECT, INC., Brooklyn, NY

FOR GENERAL SUPPORT. 24 MONTHS, \$3,000,000.

There is overwhelming evidence that teachers have greater in-school influence on student achievement than any other person or program. Yet systems that differentiate, develop, and reward teachers based on demonstrated impact are virtually nonexistent. As a leading human-capital reform organization, The New Teacher Project (TNTP) partners

with school districts and states to bring high-quality teachers into hard-to-staff schools and to redesign their talent management systems. TNTP also advocates for related policy reform. This grant will support TNTP as it continues its current work and adapts to address the challenge of broadly increasing the quality of instruction.

NEW TECHNOLOGY NETWORK, Napa, CA

FOR INTEGRATING BLENDED LEARNING COMPONENTS IN STEM COURSES. 24 MONTHS, \$875,000.

Globalization and an increasingly international labor market are redefining the skills and knowledge today's students need to acquire to be successful in tomorrow's labor market. In response, the nation's schools are facing a great demand to bring many more students to college readiness and post-secondary success. Schools and school systems must evolve their instructional practices with particular promise for engaging under-prepared adolescents, and technology can be a critical tool for this. The New Tech Network supports a school model in forty high schools across nine states, serving a majority of low-income students and students of color, with promising results in academic achievement. Facing significant increases in demands for its model, New Tech Network will build its organizational infrastructure and improve its core high school design model to both expand and strengthen its education delivery in the coming two years.

**NORTH CAROLINA NEW SCHOOLS PROJECT, INC.,
Raleigh, NC**

FOR DEVELOPMENT OF A REGIONAL STEM SCHOOL NETWORK. 18 MONTHS, \$500,000.

In order for the U.S. to compete in the global economy, schools and school systems must redouble their effort to prepare students for college and career. Innovative solutions are crucial, especially when addressing gaps in high-need subject areas like STEM. In order to help all students learn, schools and school systems must leverage available resources using creative strategies, transforming education's relationship to factors like time, human capital, and technology. This proposal from North Carolina New Schools Project answers the call to "do school differently" with Next Generation Learning components as a primary part of the school design, a focus on rigorous STEM instruction, and porous engagement with the local business and university community. Moreover, the school will be the basis of a network that is being designed to serve as a catalyst for change in policies around school design and structures at the state and local levels.

ROCKEFELLER PHILANTHROPY ADVISORS, *New York, NY*

FOR A LEARNING NETWORK FOR HIGHER EDUCATION INVOLVEMENT IN COMMON CORE STATE STANDARDS. 24 MONTHS, \$500,000.

While states must continue to focus on a path to successful implementation of the Common Core, including aligning assessments in K-12, this is also an opportune moment to engage higher education in efforts to align expectations, state policies, and practices. To this end, the Core to College has been formed with funding from the Lumina, Hewlett, and Gates Foundations, to work through the implementation and alignment of the Common Core to postsecondary expectations in ten leading states. The proposed grant to the Technical Assistance and Learning Network for the Core to College (which uses Rockefeller Philanthropy Advisors as its fiscal sponsor) would generate knowledge management and capacity building for the multistate, multifunder project to align postsecondary readiness to the Common Core.

SCHOOL & MAIN INSTITUTE, INC., *Boston, MA*

FOR CONTINUED DEVELOPMENT AND IMPLEMENTATION OF THE SCHOOLS FOR THE FUTURE MODEL. 12 MONTHS, \$250,000.

Researchers estimate that there are anywhere from 1.9 million to 5.2 million “disconnected” young adults ages 15-24 in the United States. Schools for the Future is an innovative public high school model that enables struggling youth who have been detached from the traditional educational system to address severe academic skill gaps and successfully graduate from high school, ready for college and further career training—without the need for remediation. The model employs data driven assessments, blended learning environments and technology-enabled educational methods, and affective and cognitive strategies. Carnegie Corporation funding will allow Schools for the Future to complete the design elements, processes, digital platforms, and training modules necessary to implement the model in districts that seek to provide alternative pathways for their highest risk youth.

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

FOR THE DEVELOPMENT OF A STEM-FOCUSED CAMPAIGN AND A RESEARCH 2.0 AGENDA. 12 MONTHS, \$1,000,100.

Teach For America (TFA), a longstanding Corporation grantee, enlists the nation’s most promising recent college graduates as teachers in low-income communities and advocates for education reform. The first part of this grant focuses on TFA’s STEM work. As a founding partner

in 100Kin10, TFA has committed to accelerating and expanding its existing STEM initiative by launching a national recruitment campaign to raise awareness of the need for excellent STEM teachers while growing its STEM teaching corps to a cumulative total of 11,000 new STEM teachers between 2011 and 2015. The second part of the grant will enable TFA to take advantage of its long focus on data to expand the breadth and depth of its research and develop a more sophisticated research and evaluation apparatus to inform internal program improvements.

U.S. EDUCATION DELIVERY INSTITUTE, *Washington, DC*

FOR GENERAL SUPPORT. 18 MONTHS, \$500,000.

The past few years have brought a strong sense of urgency around improving longstanding problems in the U.S. education system and removing a number of the major barriers to student achievement. The Education Delivery Institute (EDI), founded two years ago with Corporation support, is designed to ensure that large investments in state and district reform agendas get results. The mission of EDI is to develop the capacity of public sector leadership teams to translate education reform ideas and policies into replicable and sustainable best practices. By employing an innovative focus on implementation and delivery of results, EDI works to strengthen the capacity of state K-12 and higher education leaders to bring about transformative change in their education systems and the nation’s education landscape. This collaboration can continue to amplify the impact of the federal and state-level reform that has been developing in recent years.

UNIVERSITY OF CHICAGO, *Chicago, IL*

FOR THE DESIGN AND EXECUTION OF A RESEARCH AND LEARNING INFRASTRUCTURE FOR 100Kin10. 15 MONTHS, \$1,600,000.

Carnegie Corporation of New York and Opportunity Equation are leading an effort to mobilize organizations across the country to take action toward President Obama’s recent call for 100,000 new, excellent STEM teachers over the next ten years, called 100Kin10. Starting with twenty-eight partner organizations, the group has grown to include 118 nonprofits, universities, museums, districts, charter management organizations (CMOs), states, corporations, and others, each chosen through a careful nomination and selection process. This grant will enable the University of Chicago to continue to implement an integrated program of research, evaluation, and learning activities, designed to ensure that all partner organizations meet a high bar of excellence.

UNIVERSITY OF TEXAS AT AUSTIN, *Austin, TX*

FOR THE NEW MATHWAYS PROJECT. 15 MONTHS, \$600,000.

Mathematics is the gateway to college success and a key barrier course. To earn a degree, in most community colleges, students must pass a college-level math course. Today approximately half of students entering community college are under-prepared in math and require developmental coursework. Yet, developmental math education is not effective. To address this problem, in 2010, the Corporation supported the development of the Statway and Quantway programs, a partnership between the Carnegie Foundation for the Advancement of Teaching and the Dana Center at the University of Texas. With renewed support from the Corporation, the Charles A. Dana Center, a key partner in Statway and Mathway, will develop a complementary initiative through its New Mathways Project, that will increase adoption of math pathways through a state community college systems adoption strategy.

UNIVERSITY OF THE STATE OF NEW YORK, *Albany, NY*

FOR ADDITIONAL PROJECTS BY THE REGENTS RESEARCH FELLOWS TO SUPPORT TECHNOLOGY INTEGRATION FOR NEXT GENERATION LEARNING. 24 MONTHS, \$445,000.

While the nation is witnessing a growing need for state-level leadership for education reform, very few states have begun to take the steps to grow internal capacity to meet the implementation demands of the Common Core standards and new generation of assessments. The Corporation initially funded two positions for New York State Regents Research Fellows to work in policy and practice in several areas related to the Race to the Top initiative, as well as in projects like the PARCC assessment consortium, the implementation of the Common Core, and the development of stronger longitudinal data systems at the state level. However, the acceleration of the work in the digital learning space over the last year has made it imperative that a third Virtual Learning Fellow join the RRF team, allowing the current fellows to use their assets both in NYS implementation, but also on a national level, to assume leadership within the national assessment consortia, and to help other states understand what is at stake and what the most thoughtful paths are as they attempt to build capacity in the instructional technology space.

URBAN TEACHER CENTER, *Baltimore, MD*

FOR GENERAL SUPPORT. 12 MONTHS, \$300,000.

The Urban Teacher Center (UTC) is a rigorous teacher residency program that recruits, trains, and places highly effective teachers in some of the nation's highest-need schools and links residents' certification explicitly to their students' performance. UTC carefully tracks the achievement of students in the classrooms of its residents over the four years they pledge, as a condition of participation, to remain in teaching. As a member of 100Kin10, UTC has great potential to share successful practices and contribute to a national conversation about the efficacy of teacher residency models in meeting the need for excellent STEM teachers and retaining them in the profession. This grant will provide general support for UTC as it moves forward with a three-year commitment to recruit, prepare, and retain 360 highly effective and accountable elementary and secondary mathematics teachers in four high-need urban districts: Baltimore City, MD; Washington D.C.; and two other to-be-named cities.

Discretionary Grants

Strengthening Democracy

BROOKINGS INSTITUTION, *Washington, DC*

11 MONTH GRANT OF \$50,000 FOR A CONFERENCE TO HELP DEVELOP A SURVEY THAT WILL EXPLORE HOW RELIGIOUS VALUES INFORM VOTERS' ATTITUDES TOWARD IMMIGRATION REFORM POLICIES

CALIFORNIA INSTITUTE OF TECHNOLOGY, *Pasadena, CA*

9 MONTH GRANT OF \$50,000 FOR A PROJECT TO EXAMINE THE BARRIERS TO ELECTION ADMINISTRATION

CENTER FOR RURAL STRATEGIES, *Whitesburg, KY*

12 MONTH GRANT OF \$50,000 FOR A NONPARTISAN POLLING PROJECT FOCUSED ON RURAL VOTERS' ATTITUDES TOWARD IMMIGRATION AND OTHER NATIONAL ISSUES

DEMOCRACY: A JOURNAL OF IDEAS, *Washington, DC*

12 MONTH GRANT OF \$25,000 FOR A SPECIAL JOURNAL ON POLICIES THAT WOULD STRENGTHEN AND EXPAND VOTING RIGHTS

HARVARD UNIVERSITY, *Cambridge, MA*

12 MONTH GRANT OF \$50,000 FOR A PROJECT TO STUDY THE EFFECTS OF DECREASING SOCIAL MOBILITY ON AMERICANS' ATTITUDES TOWARD IMMIGRANTS

SEATTLE CENTER FOUNDATION, *Seattle, WA*

12 MONTH GRANT OF \$50,000 FOR THE SWORN-AGAIN AMERICAN PROJECT

SOUTHERN ECHO, INC., *Jackson, MS*

3 MONTH GRANT OF \$25,000 FOR A CONFERENCE EXPLORING COLLABORATIVE CIVIC ENGAGEMENT EFFORTS IN THE SOUTH AND SOUTHWEST AMONG IMMIGRANT, LOW-INCOME, AND MINORITY COMMUNITIES

SUTHERLAND INSTITUTE, *Salt Lake City, UT*

12 MONTH GRANT OF \$50,000 FOR A SUMMIT EXPLORING THE VALUE OF IMMIGRANTS AND IMMIGRATION AND THE IMPACT ON THE MOUNTAIN WEST REGION

UNITE-LA, INC., *Los Angeles, CA*

5 MONTH GRANT OF \$50,000 FOR THE DEVELOPMENT OF A NATIONAL NETWORK OF BUSINESS LEADERS COMMITTED TO ADDRESSING EDUCATION AND WORKFORCE ISSUES IN THE CONTEXT OF IMMIGRANT INTEGRATION

UNIVERSITY OF SOUTHERN CALIFORNIA, *Los Angeles, CA*

12 MONTH GRANT OF \$47,500 FOR THE DEVELOPMENT OF A TOOL TO MEASURE THE IMPACT OF NATURALIZATION PROGRAMS

Urban and Higher Education

ALLIANCE FOR EXCELLENT EDUCATION, *Washington, DC*

12 MONTH GRANT OF \$350,000 FOR PLANNING AN INITIATIVE TO DRIVE HIGH-QUALITY NEW SCHOOL DESIGNS INTO DISTRICTS

ASIA SOCIETY, *New York, NY*

5 MONTH GRANT OF \$50,000 FOR PREPARING BACKGROUND PAPERS AND THE INAUGURAL SYMPOSIUM TO DEVELOP THE GLOBAL CITIES NETWORK

CENTER FOR BETTER SCHOOLS, *Portsmouth, RI*

6 MONTH GRANT OF \$25,000 FOR THE DEVELOPMENT OF A STRATEGIC GROWTH PLAN FOR THE NATIONAL ACADEMY OF ADVANCED TEACHER EDUCATION

COMMON POOL, LLC, *Santa Monica, CA*

4 MONTH GRANT OF \$50,000 FOR PLANNING CLASSROOM APPLICATION TRIALS OF NEW ASSESSMENT TOOLS

DIGITAL PROMISE, *Washington, DC*

6 MONTH GRANT OF \$25,000 FOR GENERAL SUPPORT

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

36 MONTH GRANT OF \$50,000 FOR DEVELOPMENT OF THE INNOVATENYC SYSTEM

GRANTMAKERS FOR EDUCATION, *Portland, OR*

12 MONTH GRANT OF \$25,000 FOR DEVELOPMENT OF THE K-12 STRATEGY LANDSCAPE TOOL

GRANTMAKERS FOR EDUCATION, *Portland, OR*

10 MONTH GRANT OF \$50,000 FOR GRANTMAKERS FOR EDUCATION'S 2012 ANNUAL CONFERENCE—EMBRACING THE POWER OF EDUCATION: FULFILLING THE AMERICAN DREAM

GREEN DOT PUBLIC SCHOOLS, *Los Angeles, CA*

3 MONTH GRANT OF \$50,000 FOR THE LEARNING FROM LEADERS CONFERENCE ON SCHOOL TURNAROUND

HARVARD UNIVERSITY, *Cambridge, MA*

27 MONTH GRANT OF \$50,000 FOR A STUDY OF HIGHER-ORDER SKILLS AND SCHOOL DESIGN AT SECONDARY SCHOOLS

HOPE STREET GROUP, *Prescott, AZ*

5 MONTH GRANT OF \$25,000 FOR THE 2012 OPPORTUNITY ECONOMICS COLLOQUIUM

INTEGRATED EDUCATIONAL STRATEGIES, INC., *Powder Springs, GA*

5 MONTH GRANT OF \$50,000 FOR DEVELOPMENT AND PLANNING FOR A BLENDED SCHOOL DESIGN CENTER

KEYSTONE CENTER, *Keystone, CO*

12 MONTH GRANT OF \$20,000 FOR THE EDUCATION POLICY ROUNDTABLE PROJECT

NEW YORK ACADEMY OF SCIENCES, *New York, NY*

12 MONTH GRANT OF \$15,000 FOR THE DEVELOPMENT OF A LONG-TERM/PART-TIME SCIENCE OUTREACH COMMUNITY IN NEW YORK CITY

NEW YORK HALL OF SCIENCE, *Queens, NY*

14 MONTH GRANT OF \$50,000 FOR DESIGN, MAKE, PLAY—GROWING THE NEXT GENERATION OF SCIENCE INNOVATORS

NEW YORK UNIVERSITY, *New York, NY*

12 MONTH GRANT OF \$50,000 FOR SUPPORT OF SCIENCE, TECHNOLOGY, ENGINEERING, MATHEMATICS, AND ENVIRONMENTAL SCIENCE (STEME) EDUCATION WEEK

NORTH CAROLINA NEW SCHOOLS PROJECT, INC., *Raleigh, NC*

4 MONTH GRANT OF \$25,000 FOR A CONFERENCE TO PROMOTE STEM EDUCATION AND INNOVATIVE MODELS FOR SCHOOL NETWORKS

NORTH CAROLINA NEW SCHOOLS PROJECT, INC., *Raleigh, NC*

60 MONTH GRANT OF \$50,000 FOR VALIDATING EARLY COLLEGE STRATEGIES FOR TRADITIONAL COMPREHENSIVE HIGH SCHOOLS

STATE EDUCATIONAL TECHNOLOGY DIRECTORS ASSOCIATION, *Glen Burnie, MD*

6 MONTH GRANT OF \$200,000 FOR THE CREATION OF AN ENHANCED DIGITAL REPRESENTATION OF THE COMMON CORE FOR ASSESSMENT, INSTRUCTION, AND PROFESSIONAL LEARNING

SYRACUSE UNIVERSITY, *Syracuse, NY*

11 MONTH GRANT OF \$49,900 FOR THE AMERICAN COMMONWEALTH PROJECT

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

2 MONTH GRANT OF \$25,000 FOR A RESEARCH SYMPOSIUM TO ADVANCE THE DEVELOPMENT OF ITS RESEARCH 2.0 AGENDA

TEACHING INSTITUTE FOR EXCELLENCE IN STEM, *Cleveland, Ohio*

12 MONTH GRANT OF \$25,000 FOR KNOWLEDGE-BUILDING ACTIVITIES RELATED TO THE STEM FUNDERS NETWORK

UNIVERSITY OF MINNESOTA, *St. Paul, MN*

12 MONTH GRANT OF \$49,600 FOR THE SMARTER BALANCED ASSESSMENT CONSORTIUM'S (SBAC'S) DISABILITY ADVISORY PANEL

Dissemination

ALLAFRICA FOUNDATION, *Washington, DC*

FOR IN-DEPTH COVERAGE OF SCIENCE AND SCIENCE EDUCATION IN AFRICA. 12 MONTHS, \$123,000.

The AllAfrica Foundation produces original reporting on issues critical to Africa's development and distributes the content to a diverse and growing international audience of millions, primarily in Africa, Europe, and North America. AllAfrica believes in the importance of independent media to inform citizens and to provide them with the informational tools to hold governments and the institutions of society accountable for their actions. They have launched a project to increase the visibility of science and science education as an essential component of African development, with an aim to inform, engage, and involve scholars, donors, policymakers, and a diverse public—across Africa and globally. With a grant from the Corporation they will highlight the work of science education in Africa, exemplified by the Regional Initiative for Science and Education, a project also supported by the Corporation.

EDUCATION WRITERS ASSOCIATION, *Washington, DC*

FOR STEPPING UP STEM TRAINING AND TOOLS FOR SUPERIOR COVERAGE. 24 MONTHS, \$250,000.

The Education Writers Association (EWA), a national nonprofit organization, dedicated to improving the quality and quantity of education coverage to create a better-informed society provides high-quality training, resources, support, and recognition to journalists to get the story right. EWA and its growing community of 2,500 professionals are committed to the belief that high-quality coverage contributes meaningfully to the cause of educational progress. Keenly aware of the national imperative to realize such progress in the strategically vital areas of mathematics and science education (STEM), EWA believes the time is ripe for a new initiative intended to expand the quantity and quality of journalism focused on STEM education and the key role it plays in advancing the nation's economic and social well-being. With support from the Corporation, EWA aims to heighten journalists' understanding of critical issues in the push to make all U.S. students STEM-literate, increase the proportions of young people who are STEM-capable, and expand the numbers of students who pursue advanced training and careers in the STEM fields.

Future of Journalism Education

GREATER WASHINGTON EDUCATIONAL TELECOMMUNICATIONS ASSOCIATION, INC., *Arlington, VA*

FOR THE PBS NewsHour AND ITS 2012 ELECTION COVERAGE. 12 MONTHS, \$1,000,000.

Since its creation in 1976 as the *MacNeil/Lehrer Report*, the PBS *NewsHour* has been a daily news show known for its high standards and core mission. A combined audience of 23 million turns to the *NewsHour* each month for daily reporting and analysis. As public media suffers through a harsh economic climate, the *NewsHour* has expanded its reporting, embracing new technologies and sending more anchors out into the field to tell in-depth stories. With support from the Corporation, the *NewsHour* will cover all aspects of the 2012 Presidential election, exploring issues key to the Corporation's program strategy, including immigration, civic immigration, and the vital importance of journalism to a healthy democracy.

NORTHWESTERN UNIVERSITY, *Evanston, IL*

FOR SCIENCE TRANSLATION: A PROJECT SEEKING TO IMPROVE THE QUALITY AND CREDIBILITY OF SCIENTIFIC JOURNALISM. 24 MONTHS, \$149,400.

Medill's proposal focuses on how scientists and journalists can be better communicators, able to connect with different audiences and tell science stories more effectively, using different tools, media, and platforms with competence, confidence, and expertise. Medill's "Science Translation" project seeks to improve the quality and credibility of journalists' science reporting; to help scientists be more engaging and successful communicators, skilled in reaching out to their non-peer constituents (especially the public); and ultimately, to serve the public's personal and civic needs for relevant and credible science-related information. With support from the Corporation, Medill will test different but interconnected ways that address the overall goal of better science communications, whether carried out by journalists or by scientists, including improvements in methods of teaching science journalism.

ProPublica, Inc., *New York, NY*

FOR GENERAL SUPPORT. 24 MONTHS, \$150,000.

ProPublica, founded in late 2007, is an independent, nonprofit newsroom with a mission to produce investigative journalism in the public interest. They produce journalism that shines a light on exploitation of the weak by the strong, and on the failures of those with power to vindicate the trust placed in them. In the best traditions of American journalism in the public interest, their goal is to stimulate positive change, uncovering objectionable practices and abuses of power in order to prod reform. Their stories are written and published in an entirely nonpartisan and nonideological manner, adhering to the strictest standards of journalistic impartiality. An investment by the Corporation will bring support to this well-funded organization that needs to diversify its funders.

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA, *Berkeley, CA*

FOR IMPROVING SCIENTIFIC REPORTING THROUGH CURRICULUM ENRICHMENT. 24 MONTHS, \$150,000.

As an integral part of the country's leading public research university, the Graduate School of Journalism at Berkeley (UCB) is ideally situated to develop and deliver training that's firmly grounded in science and the scientific method. With Corporation support, UCB will expand its environmental reporting program by leveraging existing strengths into a course cycle available to two sets of journalism students: those who want science literacy as part of their general reporting arsenal, and others who wish to delve deeper into specific content areas and innovative storytelling methods that fully exploit new media possibilities. UCB plans to establish a two-course sequence: an experiential/immersion course in the fall and a storytelling/mentoring course in the spring.

UNIVERSITY OF MISSOURI-COLUMBIA, *Columbia, MO*

FOR THE NEW SCIENCE, HEALTH, AND AGRICULTURAL JOURNALISM PROGRAM AT MISSOURI: TELLING THE STORIES OF SCIENCE. 24 MONTHS, \$149,000.

The Missouri School of Journalism aims to prepare journalists to cover, with clarity and accuracy, the increasingly complex array of science-related stories that have global economic, cultural, and political implications. With Corporation support, by June 2014, the school plans to have successfully launched a new graduate program in science journalism. Through specialized coursework, collaboration with scientists and researchers, immersion in laboratory settings and intensive science field report-

ing, the school will prepare students to report stories that span the spectrum of the sciences. The ultimate goal is for the articles, broadcasts, photographs, and multimedia stories generated through this work to be of the highest quality but also clear and easy to understand by the public. These stories will appear in a multitude of outlets including the Missouri School of Journalism's commercial media properties.

Discretionary Grants

Dissemination

BAY AREA NEWS PROJECT, *San Francisco, CA*

12 MONTH GRANT OF \$50,000 FOR A LOCAL ACCOUNTABILITY JOURNALISM PROJECT INVESTIGATING THE COST-EFFECTIVENESS OF FACULTY SALARIES IN THE UNIVERSITY OF CALIFORNIA SYSTEM

FIRELIGHT MEDIA, INC., *New York, New York*

7 MONTH GRANT OF \$50,000 FOR DISSEMINATION OF THREE SHORT FILMS ON THE HUMAN FACE OF HUMAN CAPITAL

PUBLIC RADIO INTERNATIONAL, INC., *Minneapolis, Minnesota*

12 MONTH GRANT OF \$50,000 FOR INTERNATIONAL PEACE AND SECURITY COVERAGE FOR THE “THE WORLD” PROGRAM

THE CENTER FOR INDEPENDENT DOCUMENTARY, INC., *Sharon, MA*

19 MONTH GRANT OF \$25,000 FOR THE DOCUMENTARY “AMERICAN DILEMMA”

COLUMBIA UNIVERSITY, *New York, NY*

8 MONTH GRANT OF \$20,000 FOR A REPORT ON INTELLECTUAL PROPERTY LAW REFORM

SYRACUSE UNIVERSITY, *Syracuse, NY*

12 MONTH GRANT OF \$20,000 FOR A SEMINAR TITLED “FOUNDATION-FUNDED JOURNALISM: NEW OPPORTUNITIES, OLD CONFLICTS”

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

7 MONTH GRANT OF \$20,000 FOR A SEMINAR AND RESEARCH PROJECT HIGHLIGHTING THE FEDERAL COMMUNICATIONS COMMISSION’S ‘INFORMATION NEEDS OF COMMUNITIES’ REPORT

UNIVERSITY OF MISSOURI-COLUMBIA, *Columbia, MO*

8 MONTH GRANT OF \$20,000 FOR RECOMMENDATIONS ON THE FCC REPORT “INFORMATION NEEDS OF COMMUNITIES—CHANGING THE MEDIA LANDSCAPE IN A BROADBAND AGE”

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

12 MONTH GRANT OF \$50,000 FOR THE 100Kin10 DIGITAL NEWS SERVICE: REPORTING ON CHALLENGES AND OPPORTUNITIES IN STEM EDUCATION

WASHINGTON STATE UNIVERSITY, *Pullman, WA*

12 MONTH GRANT OF \$20,000 FOR A RURAL INFORMATION ACCESS SEMINAR AND RESEARCH PROJECT HIGHLIGHTING THE FEDERAL COMMUNICATIONS COMMISSION’S “INFORMATION NEEDS OF COMMUNITIES” REPORT

Centennial Grants

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

FOR SUPPORT OF A DIGITAL ARCHIVES PROJECT. 36 MONTHS, \$1,000,000.

Celebrating its 120th anniversary throughout its 2012 season, Carnegie Hall is building on its history to transform the role that Carnegie Hall plays in the future of music and the contribution that music can make to people's lives in the 21st century. To this end, the Carnegie Hall archives must also be transformed, from a collection of historic materials to a dynamic, digital system that will preserve the hall's legacy for future generations while also creating a permanent home for the digital content that is constantly being created to support Carnegie Hall's artistic and educational initiatives. With Corporation support, Carnegie Hall will organize, conserve, digitize, store, and make available to the public worldwide its rich and varied archives of more than 100,000 items.

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

FOR CONCERTS AT CARNEGIE HALL AND CHICAGO'S SYMPHONY CENTER BY THE WORLD ORCHESTRA FOR PEACE, IN CELEBRATION OF THE 100TH ANNIVERSARY OF CARNEGIE CORPORATION OF NEW YORK AND THE 100TH BIRTHDAY OF SIR GEORG SOLTI. 4 MONTHS, \$375,000.

In 1995 Sir Georg Solti, legendary conductor of the Chicago Symphony, founded the World Orchestra for Peace to celebrate the 50th anniversary of the United Nations. In Solti's words, the orchestra seeks to capitalize on "the unique strength of music as an ambassador for peace." It has been designated a UNESCO Artist for Peace in recognition of its "outstanding dedication to promoting, through music, cultural diversity, intercultural dialogue, and a culture of peace." The orchestra comprises 120 musicians representing more than sixty-five orchestras from more than forty countries, and has performed in cities around the world, including Jerusalem, Abu Dhabi, Beijing, Budapest, and Moscow. With Corporation support, the orchestra will hold its inaugural concert in the United States at Carnegie Hall—which will administer the grant—followed by a second concert at Chicago's Symphony Center. Both concerts will serve as a tribute to Solti, a champion for the cause of world peace, on the 100th anniversary of his birth, as well as to Carnegie Corporation, in celebration of the 100th anniversary of its founding and in acknowledgement of Andrew Carnegie's commitment to the advancement of international harmony and understanding.

CARNEGIE MELLON UNIVERSITY, *Pittsburgh, PA*

FOR THE ESTABLISHMENT OF THE ANDREW CARNEGIE CENTENNIAL SCHOLARSHIP IN MUSIC. 36 MONTHS, \$250,000.

For 100 years, Carnegie Mellon University's School of Music has offered formal training in music, a discipline greatly appreciated by the university's founder, Andrew Carnegie. The school trains intellectually gifted musicians who seek to advance their education both in music and in other departments through the wide range of opportunities at Carnegie Mellon. Degree programs offered include the Bachelor of Fine Arts in performance and composition, the Bachelor of Science in music and technology, and the Master of Music in performance, composition, conducting, collaborative piano, or music education. The music school attracts competitive applicants, and only the top 30 percent of voice and instrumental auditioning applicants are accepted. However, the school cannot always offer the scholarships that are needed to attract the small pool of prospective students that are excellent in both music performance and in other fields of study. With Corporation support, Carnegie Mellon University will award the Carnegie Centennial Scholarship in Music to approximately twenty music students.

CARNEGIE MELLON UNIVERSITY, *Pittsburgh, PA*

FOR THE ESTABLISHMENT OF THE ANDREW CARNEGIE PRIZE IN MIND AND BRAIN SCIENCES. 120 MONTHS, \$750,000.

In 1900, Andrew Carnegie established the Carnegie Technical Schools in Pittsburgh, with the intention of providing the children of steel-mill workers with practical skills in technology and arts. The school eventually became Carnegie Mellon University, now one of the world's major research institutions. Among the university's strongest and most promising scientific enterprises is the Center for the Neural Basis of Cognition. Neuroscience is already of great interest to the general public because of the field's direct impact on so many disciplines, and it will continue to draw attention with important findings over the coming decade. With Corporation support, Carnegie Mellon University will administer the Andrew Carnegie Prize in Mind and Brain Sciences, recognizing outstanding intellectual achievement and innovation in neuroscience, psychology, and other disciplines related to advancing the understanding of the brain. The prize will call attention to the rapid advances in the field and inspire public and policy attention to the implications of its findings.

CARNEGIE MUSEUMS OF PITTSBURGH, *Pittsburgh, PA*

FOR A PROJECT TO UPGRADE THE MUSEUM'S TECHNOLOGY INFRASTRUCTURE. 12 MONTHS, \$1,000,000.

In 1895, Andrew Carnegie established the Carnegie Museum of Natural History and the Carnegie Museum of Art. In the 1990s, the Andy Warhol Museum and the Carnegie Science Center joined this network, known collectively as the Carnegie Museums of Pittsburgh (CMP). Serving more than one million people annually, these four institutions' collections are among the worlds' most diverse. With developments in technology, museums throughout the country have experienced a marked shift in the way they must communicate, distribute, and share their content to meet the demands of their patrons. With Corporation support, CMP will upgrade its computer network infrastructure, enabling its curators, educators, researchers, and others to better share content and interact with visitors.

FOUNDATION CENTER, *New York, NY*

FOR A PROJECT TO DEVELOP AND PROMOTE WEB-BASED TRANSPARENCY TOOLS FOR THE PHILANTHROPIC SECTOR. 12 MONTHS, \$250,000.

The Foundation Center was established in 1956 in response to a need for greater transparency in the philanthropic sector following congressional inquiries in the early 1950s led by Senator Joseph McCarthy. With Corporation support, the center was created as a public clearinghouse for information on foundations. Beginning with 7,000 paper records on American foundations, the center now aggregates information, structures that information, and uses it to produce and disseminate knowledge. Today, the center has evolved with technology and now increasingly serves information seekers through tools accessible through its web site. With Corporation support, the Foundation Center will continue to promote transparency in the philanthropic sector through the development and expansion of web-based tools for grant makers and grant seekers.

NEW YORK BOTANICAL GARDEN, *Bronx, NY*

FOR THE ANDREW CARNEGIE DISTINGUISHED LECTURE. 60 MONTHS, \$125,000.

In 1891 Andrew Carnegie and other civic leaders helped establish the New York Botanical Garden. Carnegie, who served as a founding Board Member and Vice President, worked to build the institution's library and its status as a major international botanical and horticultural research center. Today, educational and public programming is fundamental to the garden's mission. One such program, the Annual Patrons Lecture, features distinguished international speakers in horticulture and other fields. The garden relies on these events because they generate interest, engage current and future donors, bring in new audiences, and provide much-needed earned income. With Corporation support, the garden will continue the lecture series, which will be renamed the Andrew Carnegie Distinguished Lecture.

Discretionary Grants

Centennial

BROOKLYN PUBLIC LIBRARY, *Brooklyn, NY*

24 MONTH GRANT OF \$1,500,000 FOR A PROJECT TO BUILD AND IMPROVE ACCESS TO THE LIBRARY'S COLLECTIONS

NEW YORK PUBLIC LIBRARY, *New York, NY*

24 MONTH GRANT OF \$2,000,000 FOR A PROJECT TO BUILD AND IMPROVE ACCESS TO THE COLLECTIONS OF THE NEW YORK PUBLIC LIBRARY

QUEENS LIBRARY FOUNDATION, INC., *Jamaica, NY*

16 MONTH GRANT OF \$1,500,000 FOR A PROJECT TO BUILD THE COLLECTION OF THE QUEENS LIBRARY

Special Opportunities Fund

AMERICAN LIBRARY ASSOCIATION, *Washington, DC*

FOR ANNUAL ANDREW CARNEGIE MEDALS HONORING THE BEST ADULT FICTION AND NONFICTION BOOKS OF THE YEAR. 32 MONTHS, \$300,000.

Established in 1876, the American Library Association (ALA) is a nonprofit organization created to provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all. The ALA has established several national awards that serve as a guide to the very best reading and viewing materials for the general public, but no ALA award exists today honoring the best adult fiction and nonfiction books. With Corporation support, the ALA will create two new annual awards honoring the best fiction and nonfiction adult literature. Unlike other adult book awards selected by writers and critics, these awards will reflect the expert judgment of the library professionals who work closely with adult readers.

ASIA FOUNDATION, *San Francisco, CA*

FOR SUPPORT OF A SCHOLARSHIP PROGRAM SUPPORTING AFGHAN WOMEN ATTENDING AFGHAN UNIVERSITIES. 54 MONTHS, \$1,000,000.

Three decades of war and internecine conflict have severely depleted Afghanistan's human resource base, posing ongoing challenges to economic growth and sustainable development. During the five years of Taliban rule, women were denied access to education and employment, disenfranchising girls and women across the country and further exacerbating the lack of an educated human resource pool that Afghanistan needs to build a peaceful, prosperous society. To address this challenge, the Asia Foundation will implement a scholarship program to enable academically qualified and financially needy Afghan women to gain university degrees. The program, which will be in operation for four and one-half years from 2012 to 2017, will support a total of eighty-eight university scholarships; including seventy-eight for Afghan women enrolled in undergraduate degree programs and ten for university professors in advanced degree programs.

DREW UNIVERSITY, *Madison, NJ*

FOR THE DREW INSTITUTE ON RELIGION AND CONFLICT TRANSFORMATION. 36 MONTHS, \$300,000.

Throughout history and around the world, religion has been used to incite violence. Although the majority of adherents to the Abrahamic faiths (Christianity, Islam, and Judaism) believe peace to be a central component of their respective faiths, there have been few efforts to target religious leaders and train them in the theory and techniques of peacemaking and conflict transformation. As a result, religious leaders—some of the most influential stakeholders in religious conflict—are ill-equipped to influence or have a positive impact on these disputes. With Corporation support, the Center on Religion, Culture, and Conflict, housed at Drew University, will pilot a three-year Drew Institute on Religion and Conflict Resolution. The program will train ninety young religious leaders in the theory and practice of religious conflict transformation and peacemaking through a series of seminars, workshops, and other activities led by scholars and senior religious leaders with expertise in the field.

HUMAN RIGHTS FIRST, *New York, NY*

FOR GENERAL SUPPORT. 24 MONTHS, \$200,000.

For more than thirty years, Human Rights First (HRF) has earned a reputation for pragmatic, results-oriented advocacy backed by sophisticated legal and policy analysis. As the organization enters its fourth decade, it aspires to be the most effective organization focused on advancing U.S. law, policy, and influence to promote and protect human rights globally. Moving forward, HRF will focus its energies where its approach and strength can have the greatest impact on pressing global human rights challenges, including building durable human rights reforms in the Middle East, reversing the deteriorating environment in which human rights defenders operate in many countries. Corporation support will allow HRF to continue these and other activities.

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

FOR GENERAL SUPPORT. 24 MONTHS, \$250,000.

Despite significant advances in the human rights movement, human rights violations persist—and, in some instances, are increasing—in many regions of the world. Human Rights Watch (HRW) is the largest human rights organization based in the United States and has a global reach and reputation. It conducts fact-finding investigations into human rights abuses wherever they occur, and its findings generate extensive coverage in local and international media. This publicity helps to highlight the actions of abusive governments in the eyes of their citizens and the international community. HRW then meets with government officials to urge changes in policy and practice. Corporation general support will help HRW continue its work, including in critical cases associated with the “Arab Awakening” in the Middle East and North Africa.

MUSEUM FOR AFRICAN ART, *Long Island City, NY*

FOR THE AFRICAN SCHOLARS FELLOWSHIP PROGRAM.
24 MONTHS, \$350,000.

The Museum for African Art dedicates itself to promoting arts and culture. Since its inception, the museum has worked closely with African scholars, institutions, and artists. The museum has built a new building in Harlem, New York, which is to open late 2012. The grant will support the creation of the museum’s African Scholars Fellowship Program, which aims to develop the next generation of museum professionals working in African institutions. The program will provide extensive professional and managerial training for selected individuals. The aim of the program is to effect change in their home institutions and support the development of new industry-wide standards. Trained museum staff will directly affect the resources, capabilities of their institution, and quality of its programs. The grant will enable the award of select six-month fellowships, with a three-month residency stay at the museum.

**RESEARCH FOUNDATION OF STATE UNIVERSITY OF
NEW YORK, *Albany, New York***

FOR THE EXPANSION OF A COOPERATIVE EDUCATION
INITIATIVE. 24 MONTHS, \$500,000.

Educational attainment is increasingly associated with economic mobility in the United States, and the change in educational requirements has been rapid and dislocating. The skills and experiences that once served working adults well are now overshadowed by the enormous economic and technological changes in the workplace, especially in the fields of science, technology, engineering, and mathematics (STEM). New York’s unemployment rate is currently at 8.2 percent, despite thousands of job openings in high-demand fields, including STEM, in which certifications and degrees for employment are necessary. These numbers are evidence that college students are not learning the skills they need to hit the ground running after graduation. The SUNY Works Cooperative Education Model is a structured educational program that integrates classroom learning with productive, structured (usually paid) work experiences, with agreed-upon learning outcomes that are directly linked to the goals and objectives of the participating students’ academic program. With Corporation support, SUNY will scale up the SUNY Works program, making it available to every student in the system’s network of sixty-four two- and four-year colleges and universities.

Discretionary Grants

Special Opportunities Fund

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

12 MONTH GRANT OF \$50,000 FOR GENERAL SUPPORT

AMERICAN-SCOTTISH FOUNDATION, *New York, NY*

12 MONTH GRANT OF \$25,000 FOR GENERAL SUPPORT

ASPEN INSTITUTE, INC., *Washington, DC*

18 MONTH GRANT OF \$20,000 FOR A NEW NETWORK OF UNDERGRADUATE BUSINESS SCHOOLS DESIGNED TO FURTHER THE AIM OF BETTER INTEGRATING LIBERAL LEARNING IN THE UNDERGRADUATE BUSINESS EXPERIENCE

ASPEN INSTITUTE, INC., *Washington, DC*

9 MONTH GRANT OF \$25,000 FOR A PROJECT TO DEVELOP STRATEGIES AIMED AT PROMOTING RELIGIOUS TOLERANCE

BROOKINGS INSTITUTION, *Washington, DC*

12 MONTH GRANT OF \$50,000 A ONE-TIME ONLY GRANT FOR THE THINK TANK CONSORTIUM ON DIVERSITY

BROWN UNIVERSITY, *Providence, RI*

2 MONTH GRANT OF \$25,000 A ONE-TIME ONLY GRANT TO SUPPORT A CONFERENCE ON THE ARAB SPRING AND ITS IMPLICATIONS FOR SCHOLARLY STUDY OF THE MIDDLE EAST

CAMPAIGN FINANCE INSTITUTE, *Washington, DC*

12 MONTH GRANT OF \$25,000 FOR A PROJECT TO ANALYZE PUBLIC FINANCING ALTERNATIVES FOR ELECTION CAMPAIGNS AT THE STATE LEVEL

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

11 MONTH GRANT OF \$50,000 ONE-TIME ONLY FUNDING FOR A CONCERT TO HELP STRENGTHEN THE RELATIONSHIP BETWEEN AFGHANISTAN AND THE INTERNATIONAL COMMUNITY

DEPAUW UNIVERSITY, *Greencastle, IN*

21 MONTH GRANT OF \$50,000 ONE-TIME ONLY GRANT FOR A PROJECT TO EXPLORE THE ROLE OF THE HUMANITIES IN THE TWENTY-FIRST CENTURY

EISENHOWER FOUNDATION, *Abilene, KS*

12 MONTH GRANT OF \$25,000 FOR CONFERENCES CELEBRATING AND EXPLORING THE LEGACY OF DWIGHT D. EISENHOWER

FAIRFIELD UNIVERSITY, *Fairfield, CT*

12 MONTH GRANT OF \$10,000 FOR GENERAL SUPPORT

FOUNDATION FOR A CIVIL SOCIETY, LTD., *New York, NY*

2 MONTH GRANT OF \$25,000 FOR A RECEPTION AND A PANEL CELEBRATING AND EXPLORING THE LEGACY OF VACLAV HAVEL

HENRY L. STIMSON CENTER, *Washington, DC*

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

HERITAGE UNIVERSITY, *Toppenish, WA*

18 MONTH GRANT OF \$25,000 FOR A PROJECT TO INCREASE CIVIC ENGAGEMENT AMONG NATIVE AMERICANS AND IMMIGRANTS IN THE YAKIMA VALLEY, WASHINGTON

HUNTER COLLEGE FOUNDATION, INC., *New York, NY*

12 MONTH GRANT OF \$50,000 FOR A CONFERENCE EXAMINING THE ADMINISTRATIONS OF LYNDON B. JOHNSON AND FRANKLIN D. ROOSEVELT AND THEIR POSSIBLE APPLICATIONS FOR MODERN DOMESTIC POLICY

HUNTER COLLEGE FOUNDATION, INC., *New York, NY*

12 MONTH GRANT OF \$25,000 FOR SUPPORT OF THE ROOSEVELT HOUSE PUBLIC POLICY INSTITUTE

INSTITUTE FOR NEW ECONOMIC THINKING, *New York, NY*

3 MONTH GRANT OF \$25,000 FOR A CONFERENCE ON ECONOMICS AND POLITICS IN BERLIN

INTERNATIONAL WOMEN'S MEDIA FOUNDATION, *Washington, DC*

9 MONTH GRANT OF \$15,000 FOR ITS ANNUAL MEETING RECOGNIZING WOMEN JOURNALISTS

THE JEWISH THEOLOGICAL SEMINARY, *New York, NY*

12 MONTH GRANT OF \$30,000 FOR A WORKSHOP PROMOTING INTERFAITH RELATIONSHIPS AMONG MUSLIM AND JEWISH COMMUNITIES

NATIONAL CENTER ON ADDICTION AND SUBSTANCE ABUSE
AT COLUMBIA UNIVERSITY, *New York, NY*

12 MONTH GRANT OF \$50,000 A ONE-TIME ONLY GRANT FOR
GENERAL SUPPORT

THE NEW PRESS INC., *New York, NY*

12 MONTH GRANT OF \$25,000 FOR GENERAL SUPPORT

PEN AMERICAN CENTER, INC., *New York, NY*

12 MONTH GRANT OF \$50,000 FOR THE DEVELOPMENT OF A
NEW PEN AMERICAN CENTER WEB SITE

PHILHARMONIC-SYMPHONY SOCIETY OF NEW YORK INC.,
New York, NY

12 MONTH GRANT OF \$50,000 FOR SUPPORT OF “A CONCERT
FOR NEW YORK—IN REMEMBRANCE AND RENEWAL” TO
COMMEMORATE THE TENTH ANNIVERSARY OF 9/11

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA,
Berkeley, CA

24 MONTH GRANT OF \$50,000 FOR THE JOHN GARDNER
PUBLIC SERVICE FELLOWSHIP PROGRAM

STANFORD UNIVERSITY, *Stanford, CA*

9 MONTH GRANT OF \$50,000 FOR A LEADERSHIP MEETING ON
PROMOTING GOOD WORK AND “BEYOND THE SELF” VALUES

STATE HIGHER EDUCATION EXECUTIVE OFFICERS
ASSOCIATION, *Boulder, CO*

13 MONTH GRANT OF \$50,000 FOR A COMMISSION THAT
WILL RECOMMEND REGULATORY POLICIES FOR DISTANCE
EDUCATION PROGRAMS

STUDENT ACHIEVEMENT & ADVOCACY SERVICES,
Cabin John, MD

12 MONTH GRANT OF \$25,000 FOR A PROJECT TO IMPROVE
FINANCIAL LITERACY AMONG YOUTH

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

12 MONTH GRANT OF \$10,000 FOR GENERAL SUPPORT

WNET, *New York, NY*

12 MONTH GRANT OF \$25,000 FOR SUPPORT OF THE
TELEVISION SERIES *THE OPEN MIND*

Report on Finances

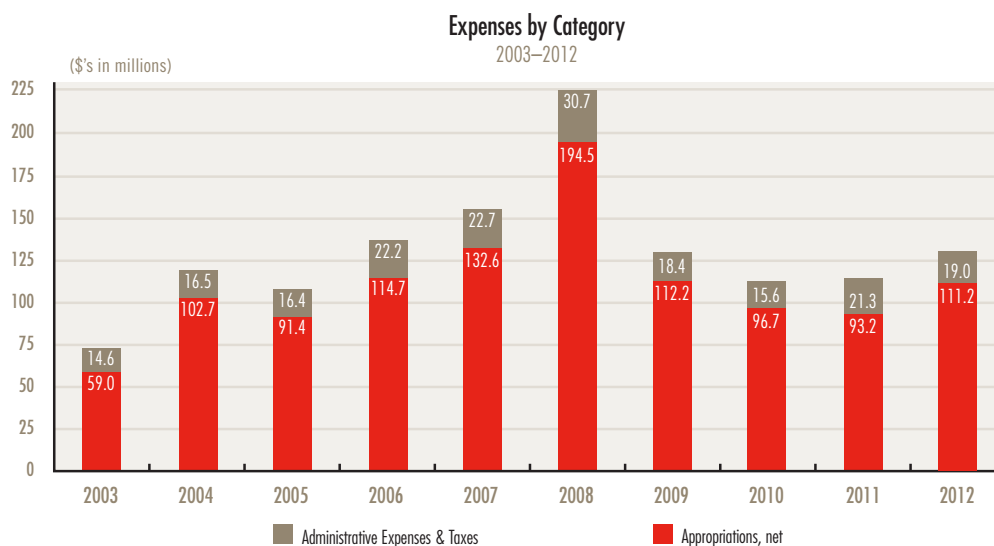
Financial Highlights

Appropriations and Expenses

For the ten years ended September 30, 2012, the Corporation awarded 5,462 grants totaling \$1,108.3 million and incurred expenses of \$158.9 million for program management, direct charitable activities

and administrative expenses, excluding investment expenses, and \$38.6 million for taxes, for a total of \$1,305.8 million.

The graph below illustrates the change in expenses by category over the ten-year period ended September 30, 2012.



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, 2012, 65 percent of the appropriated funds were paid within the fiscal year. Appropriations, net of refunds and cancellations, totaled \$111.2 million, compared to \$93.2 million in the preceding year.

Program management and direct charitable activities expenses were \$13.6 million in the fiscal year ended September 30, 2012, compared with \$13.2 million in the previous fiscal year. Included in these amounts are direct charitable activities of \$2.9 million in 2012 and \$3.1 million in 2011. 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 \$5 million in 2012 and \$4.4 million in 2011.

The schedule below breaks down total expenses, excluding appropriations and taxes, into categories for the year ended September 30, 2012.

	Program management and direct charitable activities	Investment	General administration	Total
Salaries	\$ 5,908,688	\$ 1,797,998	\$ 2,087,397	\$ 9,794,083
Employee benefits	2,995,071	422,044	1,040,249	4,457,364
Investment advisory and custody fees	—	3,477,277	—	3,477,277
Rent	1,412,711	164,130	662,317	2,239,158
Legal and accounting services	—	686,198	233,145	919,343
Consultants	621,261	762	445,969	1,067,992
Publications	419,785	—	—	419,785
Conferences and meetings	537,326	6,403	11,897	555,626
Travel	472,490	198,180	26,688	697,358
Computer equipment and services	293,565	47,685	143,847	485,097
Office expenses	253,588	33,728	120,842	408,158
Amortization and depreciation	92,889	—	43,549	136,438
Trustees' honoraria and expenses	81,746	—	28,915	110,661
Other	499,725	23,354	182,734	705,813
TOTAL	\$ 13,588,845	\$ 6,857,759	\$ 5,027,549	\$ 25,474,153*

* In FY2011, total expenses, excluding appropriations and taxes, were \$24 million, which included \$6.4 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 both 2012 and 2011. During 2012, the Corporation had unrelated business losses of \$2.7 million from certain investment partnership activities. After applying these losses, the Corporation expects to recover \$0.9 million in unrelated business income taxes. Deferred tax liability represents the potential tax (at 2 percent) on unrealized gains as well as a book to tax timing difference.

Audit by Independent Accountants

The bylaws provide that the Corporation's accounts are to be audited each year by an independent public accountant. Accordingly, the firm of McGladrey LLP audited the Corporation's financial statements as of and for the year ended September 30, 2012. The Corporation's financial statements, together with the independent auditor's report, appear on the following pages.

Independent Auditor's Report



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, 2012 and 2011, 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, 2012 and 2011, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

McGladrey LLP

New York, New York
March 7, 2013

Balance Sheets

as of September 30, 2012 and 2011

	2012	2011
Assets		
Cash	\$ 88,810	\$ 76,221
Investments	2,760,511,436	2,546,479,223
Taxes receivable	3,113,039	188,031
Prepaid expenses and other assets	411,163	119,868
Fixed assets	306,985	428,151
Total assets	<u>\$ 2,764,431,433</u>	<u>\$ 2,547,291,494</u>
Liabilities and Net Assets		
Liabilities		
Grants payable	\$ 90,059,721	\$ 91,037,129
Accounts payable and other liabilities	1,469,910	1,645,664
Deferred taxes payable	10,967,163	6,093,443
Total liabilities	<u>102,496,794</u>	<u>98,776,236</u>
Net assets		
Temporarily restricted	2,526,597,771	2,313,178,390
Permanently restricted	135,336,868	135,336,868
Total net assets	<u>2,661,934,639</u>	<u>2,448,515,258</u>
Total liabilities and net assets	<u>\$ 2,764,431,433</u>	<u>\$ 2,547,291,494</u>

Statements of Changes in Net Assets

for the years ended September 30, 2012 and 2011

	2012	2011
Changes in temporarily restricted net assets		
Investment income		
Interest and dividends	\$ 8,644,938	\$ 5,444,069
Income from partnerships, net	123,862,429	112,308,380
Net realized (losses) gains	(16,543,959)	26,212,031
Investment income	115,963,408	143,964,480
Less investment expenses paid directly	(6,857,759)	(6,407,320)
Net realized investment income	109,105,649	137,557,160
Change in unrealized appreciation of investments, net of related taxes of \$4,786,856 in 2012 and \$336,859 in 2011	234,555,948	16,506,078
Net investment income	343,661,597	154,063,238
Investment income released from restriction—appropriation for expenditures	(130,242,216)	(114,498,832)
Change in temporarily restricted net assets	213,419,381	39,564,406
Changes in unrestricted net assets		
Investment income released from restriction—appropriation for expenditures	130,242,216	114,498,832
Expenses		
Grant appropriations	111,203,565	93,220,058
Program management and direct charitable activities	13,588,845	13,192,553
General administration	5,027,549	4,367,794
Provision for taxes	422,257	3,718,427
Total expenses	130,242,216	114,498,832
Change in unrestricted net assets	—	—
Change in net assets	213,419,381	39,564,406
Net assets, beginning of year	2,448,515,258	2,408,950,852
Net assets, end of year	\$ 2,661,934,639	\$ 2,448,515,258

Statements of Cash Flows

for the years ended September 30, 2012 and 2011

	2012	2011
Cash flows from operating activities		
Change in net assets	\$ 213,419,381	\$ 39,564,406
Adjustments to reconcile change in net assets to net cash used in operating activities		
Change in unrealized appreciation of investments	(239,342,804)	(16,842,937)
Net realized losses (gains)	16,543,959	(26,212,031)
Depreciation and amortization	136,437	134,706
Change in deferred taxes payable	4,873,720	(496,495)
Total adjustments	(217,788,688)	(43,416,757)
Change in taxes receivable and prepaid expenses and other assets	(3,216,303)	2,033,111
Change in grants payable and accounts payable and other liabilities	(1,153,162)	(26,399,426)
Net cash used in operating activities	(8,738,772)	(28,218,666)
Cash flows from investing activities		
Proceeds from sales or redemptions of investments	877,684,726	907,768,691
Purchases of investments	(868,918,094)	(879,588,260)
Purchases of fixed assets	(15,271)	(48,286)
Net cash provided by investing activities	8,751,361	28,132,145
Change in cash	12,589	(86,521)
Cash, beginning of year	76,221	162,742
Cash, end of year	<u>\$ 88,810</u>	<u>\$ 76,221</u>
Supplemental cash flow information		
Interest paid	<u>\$ 101,700</u>	<u>\$ 101,400</u>

Notes to Financial Statements

September 30, 2012 and 2011

(1) ORGANIZATION

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

(2) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

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

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

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

For purposes of the statements of cash flows, cash includes all cash held in bank accounts at September 30, 2012 and 2011. Cash equivalents, which consist of highly liquid instruments with original maturity of three months or less, are held and reported as investments in the financial statements.

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

Grant appropriations, including multiyear grants, are recorded as an expense and are payable when grants are approved and communicated to the grantees. Grants payable are expected to be paid as follows: approximately \$64 million within one year and the remaining balance within three years.

The Corporation is a not-for-profit organization exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code and is subject to federal excise taxes and taxes on unrelated business income. The Corporation follows the accounting standard on accounting for uncertainty in income taxes. Accordingly, the Corporation recognizes the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by taxing authorities, based on the technical merits of the position. The tax benefits recognized in the financial statements from such a position are measured based on the largest benefit that has a greater than 50% likelihood of being realized upon ultimate settlement. With few exceptions, the Corporation is no longer subject to income tax examinations by U.S. federal, state, or local tax authorities for years before 2009.

Notes to Financial Statements

September 30, 2012 and 2011

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

The Corporation evaluates events occurring after the date of the financial statements to consider whether or not the impact of such events needs to be reflected or disclosed in the financial statements. Such evaluation is performed through the date the financial statements are issued, which is March 7, 2013 for these financial statements.

In January 2010, the Financial Accounting Standards Board (the “FASB”) issued Accounting Standards Update (“ASU”) 2010-06, *Improving Disclosures about Fair Value Measurements*. ASU 2010-06 amends fair value disclosure requirements by requiring an entity to: (i) disclose separately the amounts of significant transfers in and out of Level 1 and Level 2 fair value measurements and describe the reasons for the transfers; and (ii) present separately information about purchases, sales, issuances, and settlements of Level 3 fair value measurements (i.e., gross presentation). Additionally, ASU 2010-06 clarifies existing disclosure requirements related to the level of disaggregation for each class of assets and liabilities and disclosures about inputs and valuation techniques for fair value measurements classified as either Level 2 or Level 3. The new disclosures are effective for interim and annual reporting periods beginning after December 15, 2009, except for the disclosures requiring separate presentation of gross purchases, sales, issuances, and settlements in the roll forward of activity in Level 3 fair value measurements. Those disclosures are effective and were adopted as of October 1, 2011.

In May 2011, the FASB issued ASU 2011-04, *Amendments to Achieve Common Fair Value Measurement and Disclosure Requirements in U.S. GAAP and IFRSs*. ASU 2011-04 includes common requirements for measurement of and disclosure about fair value between U.S. GAAP and International Financial Reporting Standards (“IFRSs”). ASU 2011-04 will require reporting entities to disclose the following information for fair value measurements categorized within Level 3 of the fair value hierarchy: quantitative information about the unobservable inputs used in the fair value measurement and the valuation processes used by the reporting entity. The new and revised disclosures are effective for annual reporting periods beginning after December 15, 2011. The guidance will primarily impact the Corporation’s disclosures, but otherwise is not expected to have a material impact on the Corporation’s financial statements.

(3) INVESTMENTS

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

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

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

Notes to Financial Statements

September 30, 2012 and 2011

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

Investments that are in this category generally include equity and debt positions in private companies.

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

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

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

Restricted securities and other securities for which quotations are not readily available are valued at fair value as determined by the fund managers. Investments in other funds are valued at fair value based on the applicable percentage ownership of the funds' net assets as of the measurement date, as determined by the investment managers. In determining fair value, the Corporation utilizes valuations provided by the funds. The majority of funds value securities and other financial instruments on a fair value basis of accounting. The estimated fair values of certain investments of the funds, which may include private placements and other securities for which prices are not readily available, are determined by the fund managers or sponsor of the respective funds and may not reflect amounts that could be realized upon immediate sale, nor amounts that ultimately may be realized. Accordingly, the estimated fair values may differ significantly from the values that would have been used had a ready market existed for these investments. The fair value of the Corporation's investments in other funds generally represents the amount the Corporation would expect to receive if it were to liquidate its investment in the other funds excluding any redemption charges that may apply. Certain funds, primarily those that hold private equity and real estate investments, do not permit redemptions. These financial instruments are classified in Level 3 of the fair value hierarchy.

The Corporation applies the measurement provisions of ASC 820-10, *Fair Value Measurements of Investments in Certain Entities That Calculate Net Asset Value per Share (or Its Equivalent)*, to certain investments in funds that do not have readily determinable fair values, including hedge funds, absolute return funds, and other funds. This guidance 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 value using net asset value per share or its equivalent.

Also in accordance with ASC 820-10-35-58, 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 the reporting date or the near term, which is defined as 90 days or less from the reporting date. All other investment funds, including real estate and private equity funds, are categorized as Level 3.

Notes to Financial Statements

September 30, 2012 and 2011

The following tables present the Corporation's fair value hierarchy based on the definitions provided in ASC 820-10 for investments measured at fair value as of September 30, 2012 and 2011:

2012 Fair Value Measurements Using				
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and cash equivalents	\$ 191,834,052	\$ 191,834,052	\$ —	\$ —
Investment in securities				
Common stock	196,217,756	195,380,564	837,192	—
Fixed income	21,383,540	10,197,499	11,186,041	—
Investments in other funds				
Global equity	694,393,223	—	324,746,411	369,646,812
Private equity—venture capital	334,523,665	—	—	334,523,665
Private equity—leveraged buyouts	349,917,376	—	—	349,917,376
Real estate and resources	371,037,871	—	—	371,037,871
Absolute return	601,203,953	—	213,235,012	387,968,941
Total	\$ 2,760,511,436	\$ 397,412,115	\$ 550,004,656	\$ 1,813,094,665

2011 Fair Value Measurements Using				
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and cash equivalents	\$ 136,483,376	\$ 136,483,376	\$ —	\$ —
Investment in securities				
Common stock	158,136,391	156,740,502	1,395,889	—
Fixed income	8,311,322	—	8,311,322	—
Investments in other funds				
Global equity	656,438,812	—	316,877,338	339,561,474
Private equity—venture capital	288,766,487	—	—	288,766,487
Private equity—leveraged buyouts	390,271,116	—	—	390,271,116
Real estate and resources	316,833,852	—	—	316,833,852
Absolute return	591,237,867	—	232,306,959	358,930,908
Total	\$ 2,546,479,223	\$ 293,223,878	\$ 558,891,508	\$ 1,694,363,837

Notes to Financial Statements

September 30, 2012 and 2011

The following table reconciles all Level 3 assets measured at fair value for the years ended September 30, 2012 and 2011:

	2012					
	Global Equity	Private Equity— Venture Capital	Private Equity— Leveraged Buyouts	Real Estate and Resources	Absolute Return	Total
Balance, beginning of year	\$ 339,561,474	\$ 288,766,487	\$ 390,271,116	\$ 316,833,852	\$ 358,930,908	\$ 1,694,363,837
Purchases	18,750,000	39,275,296	55,713,317	73,235,989	44,800,000	231,774,602
Sales and settlements	(35,887,378)	(55,549,737)	(122,980,480)	(49,802,742)	(76,988,427)	(341,208,764)
Net realized and unrealized (losses) gains	89,195,567	62,031,619	26,913,423	30,770,772	61,226,460	270,137,841
Net transfers between Level 2 and Level 3 ⁽¹⁾	(41,972,851)	—	—	—	—	(41,972,851)
Balance, end of year	\$ 369,646,812	\$ 334,523,665	\$ 349,917,376	\$ 371,037,871	\$ 387,968,941	\$ 1,813,094,665

	2011					
	Global Equity	Private Equity— Venture Capital	Private Equity— Leveraged Buyouts	Real Estate and Resources	Absolute Return	Total
Balance, beginning of year	\$ 250,417,642	\$ 201,083,919	\$ 341,425,627	\$ 239,031,983	\$ 426,999,799	\$ 1,458,958,970
Purchases	36,250,000	54,718,212	54,634,120	65,813,296	50,000,000	261,415,628
Sales and settlements	(32,701,855)	(18,399,885)	(69,047,252)	(28,277,228)	(116,021,939)	(264,448,159)
Net realized and unrealized (losses) gains	(9,607,083)	51,364,241	63,258,621	40,265,801	38,097,937	183,379,517
Net transfers between Level 2 and Level 3 ⁽¹⁾	95,202,770	—	—	—	(40,144,889)	55,057,881
Balance, end of year	\$ 339,561,474	\$ 288,766,487	\$ 390,271,116	\$ 316,833,852	\$ 358,930,908	\$ 1,694,363,837

(1) Represents net transfers of investments between level 2 and level 3 based on liquidity provisions.

The change in unrealized appreciation attributable to Level 3 securities still in position as of September 30, 2012 and 2011 was \$144,010,286 and \$113,139,675, respectively.

Notes to Financial Statements

September 30, 2012 and 2011

The following table lists the redemption terms and unfunded commitments for the investments in other funds as of September 30, 2012.

	2012 Fair Value	Unfunded commitments (in millions)	Redemption frequency	Redemption notice period
Investments in other funds				
Global equity	\$ 694,393,223	\$ 40.0	Various ⁽¹⁾	6–90 days
Private equity—venture capital	334,523,665	95.3	Illiquid	n/a
Private equity—leveraged buyouts	349,917,376	171.7	Illiquid	n/a
Real estate and resources	371,037,871	168.9	Illiquid	n/a
Absolute return	601,203,953	1.2	Various ⁽²⁾	30–180 days
Total	\$ 2,351,076,088	\$ 477.1		

(1) Redemptions are permitted as follows: \$0.52 million daily, \$213.19 million monthly, \$193.98 million quarterly, \$272.51 million have rolling lock-up periods, and \$14.19 million are illiquid.

(2) Redemptions are permitted as follows: \$44.40 million monthly, \$91.17 million quarterly, \$33.04 million semi-annually, \$165.85 million annually, \$158.78 million have rolling lock-up periods, and \$107.96 million are illiquid.

Investments in leveraged buyout, venture capital, and real estate funds cannot be redeemed. Distributions are expected to be made as the underlying investments of the funds are liquidated, which is estimated to occur as follows: 64% within the next 5 years, 33% within 6 to 10 years, and 3% in more than 10 years.

Several of the investments in other funds have “side pocket” investments in illiquid assets, the redemption of which is dependent on the eventual sale of the underlying investment. The aggregate fair value of these investments held in side pockets was \$94,410,600 and \$111,551,260 as of September 30, 2012 and 2011, respectively.

The Corporation’s assets are invested with the objective of maintaining in perpetuity the purchasing power of the portfolio net of the mandated 5% spending for private foundations. In order to achieve this ambitious goal, the portfolio is invested in a diversified, multi-asset portfolio with a strong equity bias. It is also invested globally, recognizing that markets outside of the developed nations of North America, Europe and Japan, may exhibit higher growth characteristics.

Global Equity

The global equity portfolio is comprised of investments in developed markets and emerging markets. The global developed markets equity portfolio is invested primarily in securities of developed countries in order to generate a total return net of fees in excess of the MSCI World Index over a market cycle. The portfolio is actively managed. Managers have a broad mandate to invest in securities or countries that are not included in the index, and may hedge the currency exposure of their respective investments on a case-by-case basis. The Corporation’s managers primarily employ a bottom-up stock picking approach. The portfolio employs a value bias.

The emerging markets portfolio is invested primarily in securities of emerging markets companies to generate a total return net of fees in excess of the MSCI Emerging Markets Index over a market cycle. The capital markets in emerging markets countries tend to be less efficient and are often liquidity-driven, creating more opportunities for active managers to add value. Therefore, the entire emerging markets portfolio is typically actively managed.

Notes to Financial Statements

September 30, 2012 and 2011

Private Equity—Leveraged Buyouts and Venture Capital

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

Real Estate and Resources

Real estate is a powerful diversifying asset class that is highly inefficient, providing active managers the opportunity to add significant value. The Corporation invests in real estate via private REIT structures and partnerships that are managed by superior operators who have demonstrated the ability to acquire, lease, reposition, and sell assets. Most of the Corporation's operating partners are focused on a particular property type or geographic area. The Corporation also invests with managers that buy, improve, and operate natural resource-related assets, including producing oil and gas properties, mining operations, and related services and equipment companies.

Absolute Return

Absolute return managers utilize fundamental, bottom-up security analysis, focusing on global equity, credit, and other markets in order to generate returns over a market cycle that are positive and equal or exceed the global equities market, with approximately half of the volatility. The Corporation's managers utilize modest leverage, and may use futures, options, or other derivatives that control risk or which are valuation-driven investments.

During the years ended September 30, 2012 and 2011, the Corporation received distributions of marketable securities with a total fair value of approximately \$7.9 million and \$3.2 million, respectively, from limited partnerships.

In certain cases, the Corporation uses swap contracts to invest in real estate limited partnerships. As of September 30, 2012 and 2011, the fair value of these swaps, which are included in investments, was approximately \$3.9 million and \$3.4 million, respectively. Swap contracts are subject to off-balance-sheet risk mainly due to the credit risk arising from the potential inability of the counterparty of the swap to perform under the terms of the contract. Based on the specific structuring of these swap contracts, the Corporation's exposure to credit risk associated with counterparty nonperformance is limited to the unrealized gain on each contract. To reduce this risk, the Corporation only enters into swaps with major U.S. broker-dealers.

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

Notes to Financial Statements

September 30, 2012 and 2011

(4) FIXED ASSETS

Fixed assets are composed of the following at September 30, 2012 and 2011:

	2012	2011
Leasehold improvements	\$ 4,216,682	\$ 4,216,682
Furniture and equipment	4,109,437	4,094,166
	8,326,119	8,310,848
Less accumulated depreciation and amortization	(8,019,134)	(7,882,697)
Total	\$ 306,985	\$ 428,151

(5) TAXES

The Corporation is liable for federal excise taxes of 2% of its net investment income, as defined, which includes net realized capital gains, for the year. However, this tax is reduced to 1% if certain conditions are met. The Corporation met the requirements for the reduced tax in 2012 and 2011. Therefore, current taxes are estimated at 1% of net investment income, as defined.

Deferred taxes represent 2% of unrealized appreciation of investments at September 30, 2012 and 2011, as qualification for the 1% 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 2012, the Corporation had unrelated business losses of \$2,681,600 from certain investment partnership activities. By applying these losses, the Corporation expects to recover \$938,500 in unrelated business income taxes. This amount is included in the provision for taxes. During 2011, the Corporation had unrelated business income of \$9,205,000.

The Corporation paid federal excise taxes of \$1,700,000 in both 2012 and in 2011. The Corporation also paid federal and state unrelated business income taxes of \$1,565,000 in 2012 and \$2,527,000 in 2011.

(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, 2012 and 2011 was \$1,302,100 and \$1,393,500, 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. In 2012, \$19,400 was contributed to the plan. No contribution was required in 2011. At December 31, 2011, the actuarial present value of accumulated plan benefits exceeded the assets of the plan by approximately \$200,000. 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 \$433,300 in 2012 and \$374,800 in 2011, on a pay-as-you-go basis.

Notes to Financial Statements

September 30, 2012 and 2011

(7) LEASES

The Corporation occupies office space at 437 Madison Avenue under a lease agreement expiring on December 31, 2013.

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

Fiscal year ending September 30	Amount
2013	1,693,000
2014	424,000
Total	\$ 2,117,000

Rental expense for 2012 and 2011, including escalations, was \$2,217,886 and \$2,175,400, respectively.

(8) LINE OF CREDIT FACILITY

The Corporation has a \$50 million committed line of credit facility with Bank of America for grant funding and administrative expenses. There were no borrowings on this facility as of September 30, 2012. Interest expense on undrawn capital for the year ended September 30, 2012 was \$101,700. This line of credit facility will expire on April 26, 2013.

Report on Administration

Fiscal 2012: The Year in Review

Board and Committees

At the **March 1, 2012** board meeting:

- Secretary Riley retired from the Board after eight years of service, which included serving as vice chairman.
- Governor Kean retired from the Board after eight years of service.
- The Board of Trustees hereby adopts the succession plan:
 - (1) Thomas Kean stepped down as trustee and chairman in March 2012 and will serve as honorary trustee during the 2012–2013 term;
 - (2) Janet Robinson stood for election to the position of chairman at the March 2012 Board of Trustees meeting, with the expectation that she would retire from the Board of Trustees and from the position as chairman in March 2013; and
 - (3) Kurt Schmoke stood for election to the position of vice chairman at the March 2012 Board

of Trustees meeting, with the expectation that he will stand for re-election to the position of vice chairman at the March 2013 Board of Trustees meeting.

New Trustees:

- Ambassador Edward Djerejian was elected to a four-year term from December 2011 to December 2015
- John Hendricks, Founder and Chairman, Discovery Communications was elected to a four-year term from March 2012 to March 2016
- The Honorable Ann Claire Williams, United States Court of Appeals Judge for the Seventh Circuit, was elected to a four-year term from March 2012 to March 2016

The Corporation's standing committees were constituted as follows:

- Elected to serve on the **investment management committee** were Geoffrey Boisi, chair, Pedro Aspe, Stephen A. Oxman, Norman Pearlstine, and James D. Wolfensohn.
- Elected to serve on the **planning and finance committee** were Kurt L. Schmoke, chair, Richard Beattie, Amy Gutmann, Don M. Randel.
- Elected to serve on the **committee on trustees** were Susan Hockfield, chair, Richard Beattie, Richard H. Brodhead, Ralph Cicerone, Kurt L. Schmoke
- Elected to serve on the **audit committee** were Pedro Aspe, chair, Richard H. Brodhead, Edward P. Djerejian, Amy Gutmann, Ana Palacio, Norman Pearlstine
- Both Janet Robinson, chair of the board, and Dr. Vartan Gregorian, president of the Corporation, serve ex officio on all standing committees, except for the audit committee on which Dr. Gregorian does not serve.
- Membership on the ad hoc **committee on compensation** includes Janet Robinson, chair of the board, Kurt L. Schmoke, vice chair of the board, Geoffrey Boisi, chairman of the investment committee.

Board Actions

At the board meeting on December 15, 2011 the trustees authorized the president to re-appropriate remaining funds of \$1,000,000 from the \$2,000,000 appropriation approved by trustees on March 4, 2010 in response to the earthquake disaster in Haiti, until such time that he deems there are responsible agencies or organizations appointed to the reconstruction of Haiti in which we may confidently invest.

Milestones

During the fiscal year 2012, 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 2012:

NAME/TITLE	HIRE DATE
KEN LEE	9/10/2012
Associate Director, Developed Market Equity	
JENNIFER TIMM	7/16/2012
Program Assistant, New Designs for K-16 Pathways	
CASSIUS ORLANDO JOHNSON	6/11/2012
Program Officer, New Designs for K-16 Pathways	
BROOKE HEATHER JONES	3/19/2012
Associate Director, Emerging Market Equities	

The following individuals expanded their responsibilities in fiscal year 2012:

LEAH HAMILTON, Program Director, New Designs for K-16 Pathways
AMBIKA KAPUR, Operations Manager, National Program
ALISA MALL, Director of Investments
KATE NEWBURGER, Staff Assistant, Finance and President's Office

The following individuals left the Corporation in fiscal year 2012:

NAME	LAST DATE AT CCNY
RUTH FRANK	8/1/2012 Retired
SARAH JOHNSON	6/29/2012
SARA WOLPERT	4/17/2012 Retired
MAXWELL FALKOWITZ	3/9/2012
SUSAN KING	12/29/2011
ROOKAYA BAWA	12/16/2011
WILLIAM R. LOUIS	12/2/2011
BARBARA GOMBACH	11/30/2011 Retired
PATRICIA L. ROSENFELD	10/31/2011 Retired

The following individuals were recognized for their years of service at the Corporation:

NAME	YEARS OF SERVICE
LYNN DiMARTINO	20 years
RONALD SEXTON	20 years
JOSÉ RIVERA	20 years
SARA WOLPERT	20 years
KIMBERLY HAFNER	10 years

Annual Report Fiscal 2012

The fiscal year ending September 30, 2012 was the Corporation's strongest since 2007, generating a 14.3% return. The value of the endowment reached \$2.7 billion at the end of the fiscal year. Despite yet another volatile year in the U.S. and international markets, driven by persistent fears about Europe's stability, a slowdown in China, and the U.S.'s looming fiscal cliff, the Corporation's fiscal year 2012 return outperformed the policy benchmark by a meaningful 2.0%, marking the third consecutive year of outperformance. The portfolio has come back strongly from its 2009 nadir of \$2.1 billion, and since that time, the Corporation has spent \$419.8 million on grants and administrative expenses.

Performance

Though we are proud of this performance, management of the Corporation's endowment is a long term game. Our primary goal, consistent with Andrew Carnegie's vision for the organization, is to preserve purchasing power, net of spending, for the

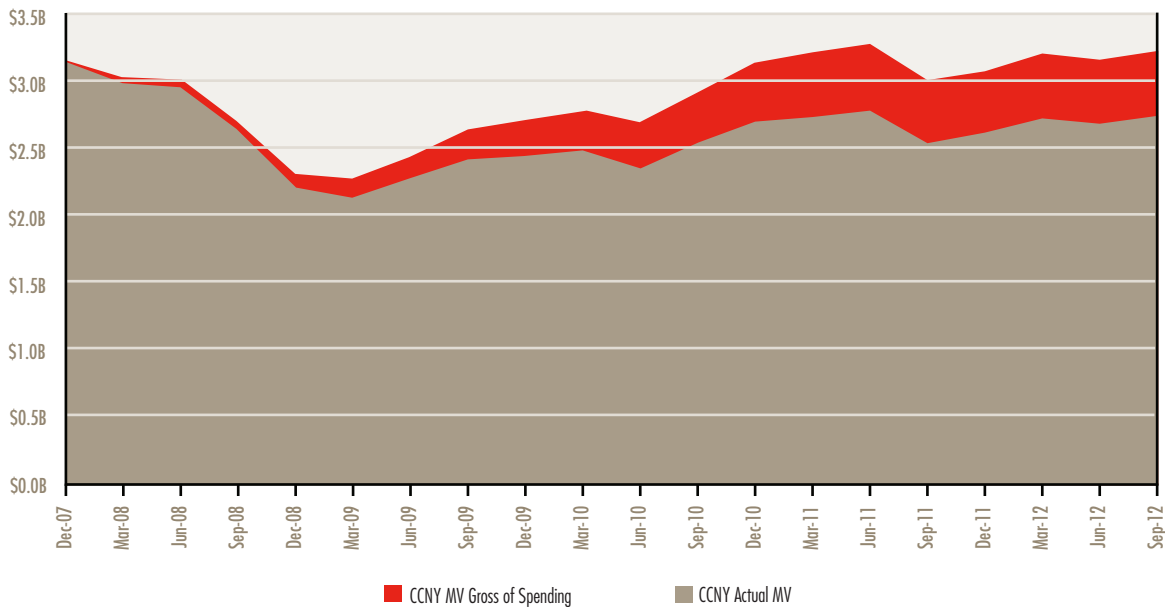
Corporation's assets in perpetuity. Said differently, the portfolio must generate a return high enough to cover the IRS mandated 5% annual payout in grants and administrative spending, net of inflation, without cutting into the endowment's corpus. Accordingly, investment decisions are oriented towards long term performance.

The portfolio is well diversified and different asset classes add disproportionate value in different years. Performance attribution highlights for fiscal 2012 include the following:

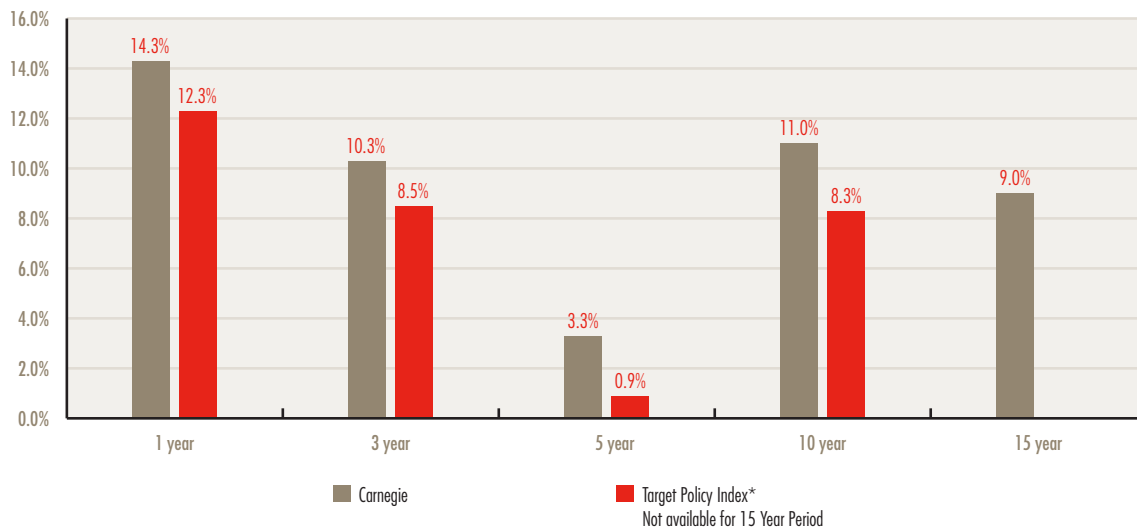
Factors that Added Value

- *Exposure to high quality hedge funds with absolute return strategies.* The Corporation's managers, who invest employing both long/short and event driven strategies, generated outstanding returns of 15.1%, outperforming the benchmark by 8.9%
- *High quality venture capital strategies.* While the asset class has come under attack in recent years in our peer universe, the Corporation's

Carnegie Corporation of New York Historical Market Value



Carnegie Corporation of New York Investment Results September 30, 2012



portfolio continues to prove out the soundness of our approach to the sector: concentrating exposure with a select group of the most highly regarded managers. The portfolio generated a 22.0% return for the year, outperforming the benchmark by 14.3%.

Factors that Detracted Value

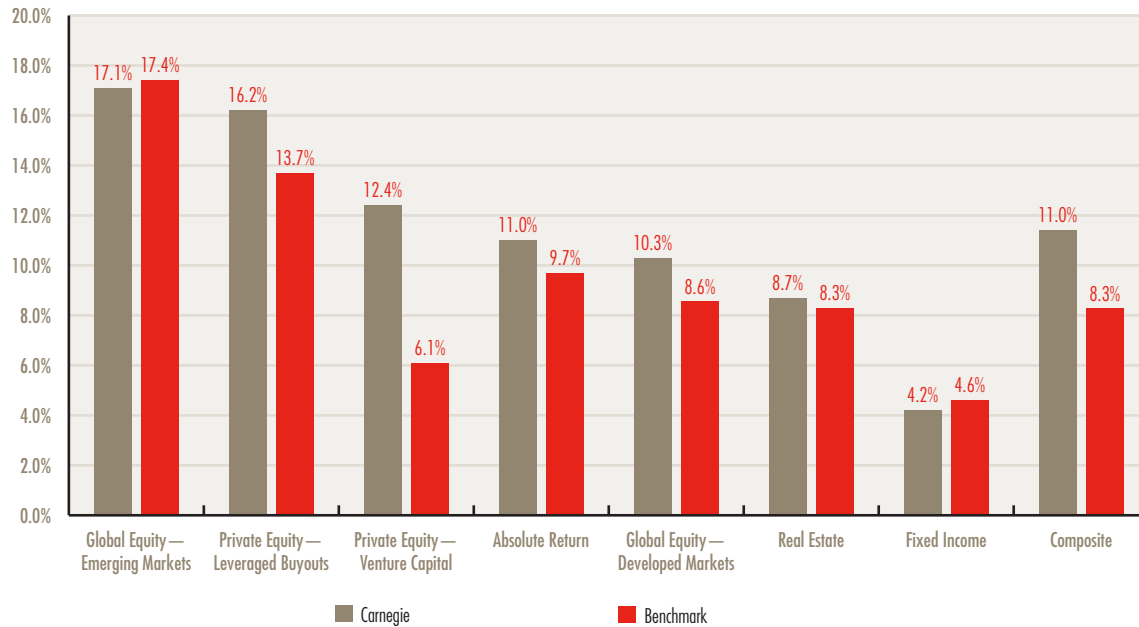
- *Bond allocation.* For the third year in a row, the Corporation's zero allocation to bonds has

detracted value, underperforming the policy benchmark by 2.9%.

- *Global Equities & Real Assets.* Though both asset classes generated strong returns at 19.2% and 9.5%, respectively, both underperformed the benchmark by 1.5% and 1.5%, respectively.

While these factors are important for ongoing portfolio management, it is more instructive to look at the long-term returns in each asset class.

Carnegie Corporation of New York
Investment Results by Asset Class
 Ten Years Ending 9/30/12



Looking Ahead

As the world grows increasingly interconnected, so too do the correlations in the Corporation's portfolio. We expect to see more volatility in the near to medium term, and to better prepare for the future's uncertainties, we focused efforts in 2012 on implementing risk mitigation tools to be more thoughtful about portfolio construction. We continue to strengthen our risk management culture by improving portfolio analysis, monitoring and construction capabilities while continuing to leverage historically strong manager selection skills which we hope will mitigate the impact of down drafts on the portfolio while still allowing the portfolio to participate in up periods. The portfolio will continue to evolve, and it is our goal to be able to adapt to the dynamic and ever-changing investment and economic landscape so that the Corporation is well positioned to continue implementing Andrew Carnegie's mission to do "real and permanent good in the world" for many years to come.

Staff

OMOTADE AINA, Program Director, Higher Education and Libraries in Africa, International Program

PATRICIA AQUINO-MACRI, Executive Assistant, International Program

DEANA ARSENIAN, Vice President, International Program and Program Director, Russia and Eurasia

ELLEN J. BLOOM, Vice President, CAO, and Corporate Secretary

RANDALL R. BRETT, Manager of Communications, President's Office

RICHARD R. BROWN, Network Specialist, Information Technology

MICHELE K. CAHILL, Vice President, National Program and Program Director, Urban Education

DENISE A. CLARE, Controller, Finance

DEBORAH S. COHEN, Administrative Assistant, International Peace and Security, International Program

JON-MICHAEL CONSALVO, Senior Investment Analyst, Investments

MAUDE DARUCAUD-BATES, Information Technology Support Specialist

NATASHA DAVIDS, Executive Assistant, President's Office

STEPHEN J. DEL ROSSO, Program Director, International Peace and Security, International Program

LYNN DiMARTINO, Executive Assistant, International Peace and Security, International Program

JEANNE L. D'ONOFRIO, Chief of Staff and Operations, President's Office

PAULA P. DOUGLAS, Executive Assistant, Secretary's Office

MAXWELL FALKOWITZ, Administrative Assistant, Public Affairs¹

ADRIENNE FARACI, Communications Coordinator, Public Affairs

RUTH FRANK, Office Manager, Office Services²

CLAUDIA FRITTELLI, Program Officer, Higher Education and Libraries in Africa, International Program

VERONICA M. GARWOOD, Executive Assistant, National Program

MIRELA GEGPRIFTI, Executive Assistant, Higher Education and Libraries in Africa, International Program

ANDREW GERAGHTY, Program Assistant, National Program

ANNA E. GRAY, Grants Assistant, Secretary's Office

VARTAN GREGORIAN, President

BARBARA GOMBACH, Project Manager, National Program³

KIMBERLY A. HAFNER, Administrative Assistant, Higher Education and Libraries in Africa, International Program

LEAH J. HAMILTON, Program Director, New Designs for K-16 Pathways, National Program

MICHELLE HAN, Executive Assistant, National Program

LORETTA T. HARRIS, Director of Information Technology

ANDRES HENRIQUEZ, Program Officer, Urban Education, National Program⁴

NICOLE HOWE BUGGS, Associate Corporate Secretary and Director, Grants Management

ZOE ISABELLE INGALLS, Special Assistant to the President

MEREDITH BRADLEY JENKINS, Vice President, Co-Chief Investment Officer, Investments

ANDREA L. JOHNSON, Program Officer, Higher Education and Libraries in Africa, International Program

¹ As of March 9, 2012

² As of August 1, 2012

³ As of November 30, 2011

⁴ As of November 5, 2012

CASSIUS ORLANDO JOHNSON, Program Officer,
New Designs for K-16 Pathways, National Program

SARAH JOHNSON, Program Assistant, National Program⁵

BROOKE HEATHER JONES, Associate Director of
Investments

AMBIKA KAPUR, Operations Manager, National Program

SUSAN KING, Vice President, External Affairs and
Program Director, Journalism Initiative Special Initiatives
and Strategy⁶

JEAN ROGER LARAQUE, CPA Senior Accountant,
Finance Office

DEANNA LEE, Chief Communications and
Digital Strategies Officer, External Affairs

KEN LEE, Associate Director of Investments, Investments

ELEANOR M. LERMAN, Director of Public Affairs and
Publications, Public Affairs

ARIANE LEUNG, Executive Assistant, Investments

KIM Y. LEW, Co-Chief Investment Officer, Investments

WILLIAM R. LOUIS, Senior Investment Analyst,
Investment Office⁷

KATHY R. LOWERY, Administrative Assistant, Higher
Education and Libraries in Africa, International Program

ALISA M. MALL, Director of Investments

VIRGINIA MALLON ACKERMANN, Executive Assistant,
President's Office

GERALDINE P. MANNION, Program Director, U.S.
Democracy and Special Opportunities Fund, National
Program

GLADYS D. MCQUEEN, Records Manager,
Secretary's Office

TALIA MILGROM-ELCOTT, Program Officer, Senior
Manager STEM Teacher Initiatives, National Program

MICHELLE NAPOLI, Human Resources Manager

E. KATE NEWBURGER, Staff Assistant, Finance

PATRICIA M. NICHOLAS, Project Manager,
International Program

PATRICIA PAGNOTTA, Executive Assistant, External Affairs

JOSE A. RIVERA, Office Services, Supervisor

BONNIE S. RIVERS, Associate Director of Grants
Management, Secretary's Office

CARL ROBICHAUD, Program Officer, International Peace
and Security, International Program

DAMON C. ROUNDTREE, Mail Clerk/Office Assistant,
Office Services

PATRICIA ROSENFELD, Program Director,
Carnegie Scholars, National Program⁸

ROSE DICHTER SCHAPIRO, Program Assistant,
National Program

JULIA SELTZER, Senior Investment Analysts, Investments

ROBERT J. SEMAN, Vice President, Chief Financial Officer

RONALD J. SEXTON, Librarian/Online Researcher,
Public Affairs

SVETLANA AYVAZIAN SHENKER, Accounts Payable
Coordinator, Finance

YOTARO SHERMAN, Business Application Delivery
Manager, Information Technology

SHANA L. SORHAINDO, Grants Associate,
Secretary's Office

GEORGE SOULE, Manager of Strategic Communications,
Public Affairs

PATRICIA STROCHANSKY, Receptionist

KAREN THEROUX, Editor/Writer, Public Affairs

⁵ As of June 29, 2012

⁶ As of December 20, 2012

⁷ As of December 2, 2011

⁸ As of October 31, 2011

JENNIFER TIMM, Program Assistant,
New Designs for K-16 Pathways, National Program

VALERIE L. VITALE, Executive Assistant,
National Program

THERESA M. WELCH, Executive Assistant,
National Program

HILLARY S. WIESNER, Director of Fellowships and
Arab Region Programs, International Program