



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

Andrew Carnegie, *The Gospel of Wealth*, 1900

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International Program

The International Program has worked consistently to achieve a more secure, peaceful and prosperous world—most recently through promoting nonproliferation, reduction and eventual elimination of nuclear weapons; effective approaches to states at risk of instability or collapse; U.S. engagement with pivotal powers; greater understanding of Muslim majority states and communities; and higher education in selected countries in sub-Saharan Africa. Through strategic grantmaking and other investments in the program areas of International Peace and Security, Islam Initiative, and Higher Education and Libraries in Africa, the International Program has strived to propagate intellectual capital; bring authoritative, independent analysis to bear on critical issues; integrate foreign and global perspectives into the search for solutions; foster linkages between research and policy communities; nurture the next generation of experts with international professional ties; and build individual and institutional capacities to affect societal transformations. The program's work in Africa has also included the building of model public libraries in South Africa. Through a special initiative, the program has also invested in academic communities in Russia and other post-Soviet states.

International Peace and Security

AMERICAN ACADEMY OF ARTS AND SCIENCES,
Cambridge, MA

FOR AN INITIATIVE ON MINIMIZING THE RISKS OF NUCLEAR ENERGY EXPANSION. 36 MONTHS, \$500,000.

An expansion in the use of nuclear energy will lead to greater risks unless countries adopt a more integrated approach to safety, security, fuel cycle and nonproliferation challenges. The Global Nuclear Future project was started three years ago by the American Academy of Arts and Sciences (AAAS) to address the changing nature of these security risks. The Project will focus on providing analytical support and information sharing on three issues, each through a distinct working group. These working groups will deliver novel research and outreach on the following questions: a) how will nuclear newcomers influence national, regional and international nonproliferation policies? b) how is the security of nuclear facilities impacted by insider threats? and c) in what ways will new approaches to international fuel management and new energy technologies accentuate or mitigate security threats?

AMERICAN SECURITY PROJECT, *Washington, DC*

FOR A COMPREHENSIVE STRATEGY FOR A BIPARTISAN NUCLEAR SECURITY CONSENSUS. 12 MONTHS, \$200,000.

Current efforts to ratify nuclear reduction agreements with Russia face formidable difficulties because of a highly polarized U.S. political environment. Exacerbating this challenge is the relative lack of expertise about nuclear security among the nation's political leaders, as well as within key sectors that once helped promote the case for nuclear reductions, such as the uniformed military. The American Security Project (ASP), a nonprofit, bipartisan public policy and research organization, proposes to build upon and expand earlier Corporation-funded work aimed at achieving bipartisan support to ratify the new START treaty. In a renewed grant, it will undertake additional and more detailed efforts to foster a new nuclear security consensus in the United States that deepens national understanding of the security benefits of nuclear restraint.

ARMS CONTROL ASSOCIATION, *Washington, DC*

FOR STRENGTHENING AN ANALYSIS ON THREAT ASSESSMENT AND ARMS CONTROL OPPORTUNITIES. 24 MONTHS, \$350,000.

The Arms Control Association (ACA) is a nonpartisan membership organization that provides education to the public and policymakers. ACA publishes ten annual issues of the journal *Arms Control Today*, as well as research reports, Issue Briefs and a suite of online resources. This project will focus on advancing progress on further verifiable reductions of U.S. and Russian nuclear weapons, meaningful U.S.–Russian cooperation on strategic missile defense, reducing the salience of nuclear weapons in national military strategies and ratification of the Comprehensive Test Ban Treaty. Corporation support will allow ACA to maintain a substantial in-house analytical capacity, continue the “Realistic WMD Threats and Responses” assessment and provide support for staff and publication costs associated with *Arms Control Today*.

ASPEN INSTITUTE, INC., *Washington, DC*

FOR THE WORK OF THE CONGRESSIONAL PROGRAM ON NUCLEAR SECURITY. 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 PROGRAM TO BRING YOUNG PAKISTANI LEADERS TO THE UNITED STATES TO EXPOSE THEM TO A WIDE RANGE OF AMERICAN PEOPLE AND INSTITUTIONS. 24 MONTHS, \$249,000.

The Atlantic Council (the Council) plans to bring thirty young leaders (ages 18–30) from Pakistan to participate in a ten-day “civic educational and foreign policy” visit to Washington, D.C. and New York City. The agenda for this visit would track with similar programs the Council has organized for young leaders from other regions of the world under its Young Atlanticist program. A Pakistan-focused program would provide an opportunity for these emerging leaders to engage with policymakers, student groups, community and business leaders, members of the diaspora and regional experts on issues such as civic engagement, perceptions of Pakistan, regional security and economics, Islam and democracy and their vision for the future of Pakistan. Participants would also gain access to resources/best practices on community organizing, program management and social networking.

BRIDGEWAY GROUP, *Cambridge, MA*

AS A FINAL GRANT FOR AN INTERNATIONAL NETWORK OF CENTERS FOR EXCELLENCE IN NEGOTIATION. 24 MONTHS, \$300,000.

As the events demonstrate, military solutions cannot replace diplomatic approaches to intranational or international disputes. But diplomatic settlements require effective negotiation skills, analyses and systems to find common ground—capacities that are absent or nascent in many parts of the world where countries are facing regional challenges with spillover ramifications. One such region is the post-Soviet space where “frozen” conflicts and unresolved disputes threaten to flare up and involve major countries. Building local negotiation capacities to address challenges is critical to the development of democracy and ensuring peace and stability. The Bridgeway Group will create an international network of Centers of Excellence in Negotiations, aimed at promoting training and conflict management in the region.

BULLETIN OF THE ATOMIC SCIENTISTS, *Chicago, IL*

FOR ACTIVITIES TO INFORM PUBLIC POLICY ABOUT NUCLEAR AND OTHER MAJOR DANGERS TO GLOBAL SECURITY. 36 MONTHS, \$500,000.

The *Bulletin of Atomic Scientists* (the Bulletin) is the only publication devoted to explaining in nontechnical language, and through its widely recognized “Doomsday Clock” (an annually updated, expert-informed judgment about the mortal dangers facing the world), the consequences for international security of the application of nuclear and other powerful technologies. The Bulletin bridges the gap between technical specialists and a wide audience of policymakers, civic leaders and interested readers. Over the next three years, Corporation funding will support Bulletin plans for deepening its coverage of nuclear weapons and disarmament, nuclear power and proliferation; expanding its network of expert authors to include those from developing countries, as well as from nuclear weapons states; extending its reach by upgrading its Web site; and building on past success with the Doomsday Clock Symposium to reach and sustain contact with broader audiences more consistently.

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

FOR UNOFFICIAL, MULTILATERAL DIPLOMATIC DIALOGUE WITH NORTH KOREA THAT MIRRORS THE SIX PARTY TALKS. 24 MONTHS, \$385,000.

While the security environment in Northeast Asia becomes increasingly complex and volatile, the role of informal multilateral dialogue assumes greater relevance and importance. As the region’s longest-running “Track 1½” (involving government officials in unofficial capacities) multilateral security dialogue, the Northeast Asia Cooperation Dialogue (NEACD) fills critical gaps in interactions and knowledge sharing among the Six Party Talks countries (the United States, Russia, China, Japan, North Korea and South Korea). Participants include diplomatic, defense ministry and military representatives, along with leading academics and policy analysts. A renewal grant will enable NEACD to strengthen the forum’s important role of promoting informal dialogue among officials and leading academics to mitigate misperceptions and inform policy formulation.

CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE, *Washington, DC*

FOR THE CARNEGIE MOSCOW CENTER. 24 MONTHS, \$1,000,000.

Over the last two years, there have been modest improvements in reestablishing normality in Russian relations with the rest of the world. This has allowed measurable progress toward new treaties, dialogue on security, climate, trade and other issues. Along with this there has been a reemergence of the importance of U.S.–Russian relations, prompting the Corporation to fund several projects aimed at reshaping U.S. policy toward Russia. The flagship of those projects is the Carnegie Moscow Center (the Center). Since its establishment in 1994, as a subdivision of the Carnegie Endowment, the Center remains one of a very few organizations that bring together the political and intellectual elites of the United States, Europe and Russia to discuss the problems facing today’s world, and Russia’s place in it. Over the next grant phase, the Center has a threefold mission: first, to help sustain the improvements it sees in the approaches to security in the region; second, to map out new ways for domestic and international actors to affect Russian policymaking; and third, to help Russia build its international relationships. The Center will carry out those goals through activities in six program areas, including nonproliferation, foreign and security policy and Russian domestic politics.

CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE, *Washington, DC*

FOR AN INITIATIVE TO REVITALIZE THE INTERNATIONAL NUCLEAR ORDER. 24 MONTHS, \$400,000.

The Endowment’s research team will focus on several distinct but related projects linked to the rapidly evolving nuclear order. The first will seek to increase understanding of the International Atomic Energy Agency’s operations, increase its transparency and alleviate North–South fissures. The second will focus on China’s nuclear energy plans, including decisions related to the fuel cycle and how these might affect the nonproliferation regime. The third is a research project on whether and how conventional military capabilities could substitute for nuclear deterrence, as is sometimes asserted. The final piece is a high-level, unofficial effort to develop among the P-5 (the United States, Russia, Britain, France and China) a shared definition of nuclear activities that should be understood as illegitimate (i.e., military)—a definition which, surprisingly, does not exist.

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

FOR FORUMS FOR JOURNALISTS ON INTERNATIONAL PEACE AND SECURITY ISSUES. 36 MONTHS, \$300,000.

If an engaged public is to be kept informed about national and international security issues it must have access to independent and far-reaching media coverage of those issues. That implies sustained and direct contact between the security community and national and regional media. In an effort to disseminate timely and accurate information to national and international audiences, the Center for Media and Security (the Center) organizes press briefings and conferences for leading national security journalists and key electronic media correspondents; and convenes print and electronic media representatives with panels of officials and experts. The International Program (IP) considers the work of the Center a service to the peace and security field. Other security groups conduct routine journalist briefings, but no other program can match the Center's access to leading government and defense officials or the magnitude of coverage resulting from its forums.

CENTER FOR THE NATIONAL INTEREST, *Washington, DC*

FOR THE U.S.—RUSSIA DIALOGUE PROJECT.
24 MONTHS, \$400,000.

With the “reset” of the U.S. policy toward Russia, the Obama administration has adopted a view that Russia should be part of the solution to critical global challenges. However, the two countries remain far apart on such policy issues as nonproliferation, regional stability, and energy security. Recognizing the role of the expert communities in helping bridge the gaps, the Corporation supports a cluster of grants that promote engagement between the United States and Russia and analyses concerning Russia and the region. The Center for the National Interest will hold exchanges between senior officials, experts and business and media leaders on a range of issues relevant to U.S.—Russian relations. These will result in briefings in both capitals and publications in the center's magazine, *The National Interest*.

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

FOR UNOFFICIAL DIPLOMATIC MEETINGS INVOLVING TWENTY-ONE COUNTRIES IN THE ASIA-PACIFIC REGION ON COUNTERING THE PROLIFERATION OF WEAPONS OF MASS DESTRUCTION, WITH SPECIAL EMPHASIS ON NORTH KOREA. 36 MONTHS, \$335,000.

Founded in 1993, the Council for Security and Cooperation in the Asia-Pacific (CSCAP) fosters high-level policy dialogue among representatives of 21 Asian countries (including Taiwan) and the United States. It is the longest running and most broadly based Track II forum in the region. The U.S. Committee of CSCAP, consisting of experts, scholars and current and former officials, directed by the Honolulu-based Pacific Forum/Center for Strategic and International Studies, has taken a leadership role within CSCAP and spearheaded efforts to address a host of pressing nonproliferation challenges through its Countering Weapons of Mass Destruction Proliferation Working Group. The presence of North Korean specialists at CSCAP meetings allows first-hand exposure to North Korean views and positions, while also allowing others to express their views of North Korean actions and policies directly to senior North Korean representatives.

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

FOR A PROJECT ON THE DYNAMICS OF RUSSIAN DEVELOPMENT AND U.S.—RUSSIAN RELATIONS. 24 MONTHS, \$500,000.

With the “reset” of the U.S. policy toward Russia, the Obama administration has adopted a view that Russia should be part of the solution to critical global challenges. However, the two countries remain far apart on such policy issues as nonproliferation, regional stability, and energy security. Recognizing the role of the expert communities in helping bridge the gaps, the Corporation supports a cluster of grants that promote engagement between the United States and Russia and analyses concerning Russia and the region. The recommended grant will support a spectrum of activities of the Russia and Eurasia Program at the Center for Strategic and International Studies (CSIS), including research, training, networking, visiting opportunities for Russian and Eurasian experts and congressional and policy outreach.

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

FOR RESEARCH ON RELATIONS AMONG RUSSIA, TURKEY AND
IRAN AND THE IMPLICATIONS OF THESE FOR THE UNITED
STATES. 18 MONTHS, \$260,000.

Economic and geopolitical forces are combining to bring Turkey, Russia and Iran together in an evolving dynamic. Turkey's changing worldview, expanding trade and some mutual security concerns are reshaping the interaction among the three countries as well as relationships between the three nations and other major powers and regional neighbors. However, the driving forces and scope of these relations are not understood to their full degree in the West. The Center for Strategic and International Studies (CSIS) will explore the historical evolution and drivers of the economic, energy, political and security relations among Turkey, Russia and Iran from all aspects; and evaluate the scope for future trilateral cooperation and the possibility of a new alliance. The assessment will consider how the interests of the three countries might come together or diverge over the next 10 years; and provide practical recommendations to policymakers for balancing relations with each of the three countries and advancing regional and global interests impacted by their nexus.

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

FOR SUPPORT OF THE CENTER FOR PREVENTIVE ACTION.
24 MONTHS, \$575,000

The Council on Foreign Relations' (CFR) Center for Preventive Action (CPA), seeks support for three inter-related activities, including: 1) continued policy-relevant research on select states that pose serious terrorism or proliferation risks, or that directly imperil U.S. interests; 2) follow-on work, based on a CPA survey of experts, to explore the prospects for U.S. partnerships with "emerging powers" to address major global challenges and 3) an annual workshop and set of working papers to distill the latest thinking and empirical research from the academy and help "bridge the gap" with the policy world. These efforts are aimed at helping focus the attention of senior U.S. policymakers and the larger foreign policy community on the most important sources of instability and conflict in a time frame that would permit meaningful preventive action.

GEORGE WASHINGTON UNIVERSITY, *Washington, DC*

FOR PROJECTS AT THE ELLIOTT SCHOOL OF INTERNATIONAL
AFFAIRS. 24 MONTHS, \$2,000,000.

For several years, the International Program (IP) has been observing the Elliot School of the George Washington University (Elliot School) and noticing its distinction. As a leading professional school of international affairs, the Elliot School has an academically based curriculum that applies theory to real-world policy questions; has secured many of the brightest minds on six continents; and availed the school's state-of-the-art meeting facilities to NGOs, the Department of State and the White House. Three signature programs of the Elliot School are currently funded by the Corporation: the Project on Middle East Political Science (POMEPS); the Program on New Approaches to Research and Security in Eurasia (PONARS); and the Worldviews of Aspiring Powers Project (APP). At this juncture, IP recommends one single grant to the university that will bring together all three strands of work. This will maximize integration among the projects, further establish the Elliot School as the foremost place to develop knowledge needed for the study and conduct of policy and help to connect the school's analysis to the policymaking community.

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

AS A FINAL GRANT TO IDENTIFY THE CONDITIONS UNDER
WHICH AN EMERGING NORM OF THE "RESPONSIBILITY TO
PROTECT" ACTUALLY EMERGES AND SHAPES GOVERNMENT
POLICY TO PREVENT OR REACT TO MASS ATROCITIES IN
STATES AT RISK. 24 MONTHS, \$400,200.

Corporation grantees have played an important role in the development of the emerging norm known as the "Responsibility to Protect" (R2P)—the collective international responsibility to protect civilians threatened by mass atrocities perpetrated by their own governments. Having helped dispel during the first phase of the project the notion that eliminating mass murder and ethnic cleansing is a Western conspiracy, the next phase seeks to analyze the ways that the R2P norm is being consolidated worldwide, with case studies from a sample of countries in the global South and in the North. This effort will result in a companion volume to the one produced during the project's first phase that will seek to identify the conditions under which an emerging norm actually emerges and shapes government policy to prevent or react to mass atrocities.

HARVARD UNIVERSITY, *Cambridge, MA*

FOR AN EXAMINATION OF CHINA'S NUCLEAR SECURITY AND REPROCESSING DECISIONS. 24 MONTHS, \$550,000.

China's nuclear energy decisions will have an outsized influence on the future of nuclear activity, both regionally and globally. Will China put in place systems to impede the theft or diversion of nuclear material? Will it opt for a "closed" plutonium-based fuel cycle, which carries greater proliferation and security risks? China is debating its options, and its choices will have major long-term implications for international peace and security. Renewal support for this project will provide technical nongovernmental cooperation to encourage Chinese authorities to engage in a serious consideration of costs and alternatives. Harvard's Managing the Atom project has established a formal partnership with the newly formed Institute of Nuclear Science and Technology at Peking University whose members are influential in China's nuclear decision making.

HARVARD UNIVERSITY, *Cambridge, MA*

FOR A WORKING GROUP ON THE FUTURE OF U.S.–RUSSIAN RELATIONS. 24 MONTHS, \$200,000.

With the "reset" of the U.S. policy toward Russia, the Obama administration has adopted a view that Russia should be part of the solution to critical global challenges. However, the two countries remain far apart on such policy issues as nonproliferation, regional stability, and energy security. Recognizing the role of the expert communities in helping bridge the gaps, the Corporation supports a cluster of grants that promote engagement between the United States and Russia and analyses concerning Russia and the region. The recommended grant will support biannual gatherings of a U.S.–Russia working group comprised of younger experts in the academic and analytical communities. The discussions will result in print and Web-based publications and blogs.

HENRY L. STIMSON CENTER, *Washington, DC*

FOR PROJECTS ADDRESSING CURRENT AND EMERGING SECURITY THREATS. 24 MONTHS, \$550,000.

Even a superficial review of the state of the world confirms that there is a growing list of emerging and permanent security threats that span borders and policy stovepipes. At the urging of International Program (IP) staff to coordinate its efforts, Stimson proposes a three-strand initiative to meet the challenges of current and emerging threats. It includes: the Beyond Boundaries Initiative to transform the relationship between security and development focused on work at the UN; the Future of Peace Operations program (FOPO) to advance the work of UN and regional organizations to promote sustainable peace in post-conflict environments; and Security for a New Century (SNC) focused on improving congressional understanding of peace and security challenges.

INSTITUTE FOR FOREIGN POLICY ANALYSIS, INC.,
Cambridge, MA

AS A FINAL GRANT FOR RESEARCH AND UNOFFICIAL DIALOGUE AMONG THE UNITED STATES, SOUTH KOREA AND CHINA ON BUILDING CAPACITY FOR A NUCLEAR-FREE KOREAN PENINSULA. 24 MONTHS, \$300,000.

Recent provocations by North Korea underscore the threat that the country poses to regional stability and global security. Many Asia–Pacific security specialists have concluded that the single most important dialogue for Korean security matters is one among the United States, South Korea and China, but it remains the least well developed. The Institute for Foreign Policy Analysis (the Institute) will undertake trilateral dialogues to coordinate the countries with regard to the key, interrelated issue areas identified as central to the problem, but missing cooperation among the three countries: stability and crisis management; appropriate approaches to denuclearization and the design of a peace structure linked to regional security. The project's goal is to help improve cooperation toward a peaceful and nuclear-free Korean peninsula.

INSTITUTE FOR INTERNATIONAL STUDIES, *Washington, DC*

FOR A PROJECT ON KEEPING NUCLEAR ENERGY ARSENALS SECURE. 24 MONTHS, \$400,000.

This project, by the Institute's Nonproliferation Education Center (NPEC), has three interrelated lines of work. The first will provide a major reevaluation of the security risks associated with the spread of nuclear power. The last major assessment, the Ford Foundation–MITRE study (1975) led to the adoption of the Gerald Ford–Jimmy Carter nonproliferation policy changes. This new study would update Ford–MITRE to account for evidence from the past 35 years of nuclear practice. The second piece will provide a historical analysis of how states sought to secure nuclear weapons-related assets against theft or seizure during political crises. The final piece will expand NPEC's Seminar Series, a set of off-the-record meetings that draws leading policy professionals from the executive and congressional branches of government, and from both parties.

INTERNATIONAL INSTITUTE FOR STRATEGIC STUDIES, *London, UNITED KINGDOM*

FOR A MULTILATERAL DIALOGUE ON IRAN'S NUCLEAR PROGRAM. 24 MONTHS, \$425,000.

The International Institute for Strategic Studies (IISS) seeks renewal support for continued Track II dialogue to address one of the most urgent proliferation challenges facing the international community. The overall aim of this project is to open up the policy discourse surrounding Iran's nuclear ambitions and Gulf security more generally by engaging Iranian participants in Track II workshops with relevant counterparts from the region and other key states. The project also intends to continue to bring together transatlantic government and expert communities (including newly active Turkish officials and experts), together with Russian and Chinese counterparts, to help shape common, or at least overlapping, perspectives on the threat posed by proliferation in Iran, and strategies for transatlantic as well as Security Council action.

INTERNATIONAL INSTITUTE FOR SUSTAINED DIALOGUE, *Washington, DC*

AS A FINAL GRANT FOR THE DARTMOUTH CONFERENCE TASK FORCE ON U.S.–RUSSIAN RELATIONS. 24 MONTHS, \$200,000.

With the “reset” of the U.S. policy toward Russia, the Obama administration has adopted a view that Russia should be viewed as part of the solution to critical global challenges. However, the two countries remain far apart on such policy issues as nonproliferation, regional stability, and energy security. Recognizing the role of the expert communities in helping bridge the gaps, the Corporation supports a cluster of grants that promote engagement between the United States and Russia and analyses concerning Russia and the region. The Dartmouth Conference, the longest continuous dialogue between American and Russian citizens, will bring together a core group of senior experts and policy officials for discussions of the most contentious issue in the U.S.–Russian relationship—the interactions in post-Soviet Eurasia.

MERCY CORPS, *Portland, OR*

FOR ACTIVITIES TO IMPROVE INFORMATION SHARING AND CUMULATIVE LEARNING AMONG NORTH KOREA TRACK II PRACTITIONERS AND OTHER NONGOVERNMENTAL GROUPS. 36 MONTHS, \$300,000.

Mercy Corps' National Committee on North Korea (NCNK) seeks to broaden understanding about North Korea among those U.S. groups and individuals who have contact with, and often operate in, North Korea. Through a pooling of experience and shared insights, NCNK uses the experience of these same groups and individuals to provide the U.S. government and the American public with more nuanced views about North Korea. The purpose is not to “tell the North's story” but rather to support a strong, consistent and, ultimately, effective policy toward Pyongyang. NCNK seeks support for its core activities to strengthen communication and collaboration among actors in the field of Track II exchanges and other interactions with North Korea, and to inform policymakers of the outcomes of these interactions.

MIDDLEBURY COLLEGE, *Middlebury, VT*

FOR EDUCATION AND TRAINING ON NUCLEAR NONPROLIFERATION BY THE JAMES L. MARTIN CENTER FOR NONPROLIFERATION STUDIES OF THE MONTEREY INSTITUTE OF INTERNATIONAL STUDIES. 36 MONTHS, \$900,000.

A generally neglected but important way to combat the spread of nuclear weapons is through nonproliferation education, training and capacity building, and the largest NGO in the United States devoted exclusively to research and training on nonproliferation issues is the James L. Martin Center for Nonproliferation Studies (CNS). CNS trains graduate students; works to build a global community of nonproliferation experts; publishes on all aspects of weapons of mass destruction; provides background material to the media and offers seminars and tutorials to the general public. Now, in collaboration with the Federal Ministry of European and International Affairs, CNS will implement its program in Monterey and in Vienna, as it recently has been awarded management of the Vienna Center for Disarmament and Nonproliferation, which aims to be a world-class center.

NATIONAL ACADEMY OF SCIENCES, *Washington, DC*

FOR A SCIENTIFIC AND POLICY DIALOGUE WITH RUSSIA ON TACTICAL NUCLEAR WEAPONS. 24 MONTHS, \$300,000.

After the New START Treaty, there is no clear direction forward for the U.S.–Russia arms control process. The United States believes the next round of conversations must include tactical nuclear warheads but Russia has placed preconditions on these negotiations. To address this impasse, the National Academy of Sciences will continue its dialogue series, which brings together U.S. and Russian participants to explore politically charged ideas at the frontiers of what can be discussed officially. The technical focus of the dialogue helps ground conversations in the common language of science. Many of the members of the Committee on International Security and Arms Control (CISAC) and their Russian Academy of Sciences counterparts have served as high-level officials in past administrations and have excellent access to their governments. Senior officials in the Departments of State and Defense are supportive of these dialogues and will be briefed on their findings.

NATIONAL ACADEMY OF SCIENCES, *Washington, DC*

FOR A FINAL GRANT FOR EXPANDED ENGAGEMENT BETWEEN LEADERS AND INSTITUTIONS IN THE UNITED STATES AND IRAN IN SCIENCE, ENGINEERING AND MEDICINE. 18 MONTHS, \$200,000.

For decades, the National Academy of Sciences (NAS) has pioneered science engagement with countries that pursued policies that were hostile to those of the U.S. government. The three largest of those efforts were with the Soviet Union (and then Russia), Eastern Europe and China. More recently, NAS has promoted bilateral and multilateral engagement with a number of countries in the greater Middle East, from Egypt to Pakistan, including an initiative to harness the role that science, engineering and medicine could play as a gateway between the United States and Iran. This project has tried to provide a way to capitalize on the opportunity to offer science as a common denominator for interaction when discussion of nuclear or security issues cannot take place. The goal of this final phase is to continue U.S.–Iranian engagement activities in science, engineering and health through workshops, exchange visits in both directions and pilot projects to develop frameworks for expanded cooperation and earthquake science. A report of the opportunities, constraints and impacts of this work was released late in 2010 by the National Academies Press.

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

FOR ANALYSIS ON REDUCING RISKS FROM ENRICHMENT FACILITIES AND SPENT NUCLEAR FUEL. 24 MONTHS, \$450,000.

This project by the National Resources Defense Council (NRDC) will identify and promote novel approaches to two key challenges: the spread of nationally owned and operated enrichment facilities and the management of spent nuclear fuel. The project consists of two distinct lines of work. The first will advance a detailed proposal, which NRDC has developed over the past two years, for international leasing and portal perimeter monitoring of fuel cycle facilities. Unlike some proposals for international control of such facilities, NRDC's plan would place constraints upon illicit activities through commercial arrangements, rather than sovereign prohibitions, which are a nonstarter for most countries. The second will advocate sounder policies for managing the “back-end” of the nuclear fuel cycle (i.e., spent nuclear fuel), an especially timely issue.

PARTNERSHIP FOR GLOBAL SECURITY, *Washington, DC*

FOR A PROJECT ON STRENGTHENING AND REDIRECTING COOPERATIVE THREAT REDUCTION EFFORTS. 36 MONTHS, \$500,000.

Securing weapons-usable materials from terrorists requires deeper international collaboration and a comprehensive approach. The first Nuclear Security Summit, in April 2010, marked an important milestone, but success will depend on whether progress is made at follow-on summits, the first of which is hosted by Korea in November 2012. The Partnership for Global Security (the Partnership) seeks to capitalize on this moment to provide analytic and strategic guidance to governments, companies and international institutions. With 13 years of experience, the Partnership is a respected source of information on budgets and on connections between different pieces of the fissile material puzzle. The Partnership will work closely with NGO and government partners to elevate the agenda, backstop official efforts and track government commitments.

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

FOR A PROJECT TO DEVELOP UPCOMING U.S. CONGRESSIONAL STAFF LEADERS ON INTERNATIONAL PEACE AND SECURITY ISSUES. 24 MONTHS, \$250,000.

Two years ago, with Corporation support, the Partnership for a Secure America (PSA) inaugurated an ongoing, selective Congressional Fellowship Program to help future congressional staff leaders build the skills, knowledge and relationships needed for productive bipartisan action. Hoping to counteract the polarizing forces of today's political environment, the program creates opportunities for young people from across the political spectrum to discuss important foreign policy and national security questions, to absorb consensus building skills and to participate in an alumni network dedicated to cooperative action. Other International Program (IP) grants educate congressional staffers, including the Stimson Center's Security for a New Century. However, most grants provide experts to talk to staffers, where the PSA program creates opportunities for staffers to talk to one another and thus create strong working relationships that could break down partisan barriers within Congress.

PRINCETON UNIVERSITY, *Princeton, NJ*

FOR A PROJECT ON CONTROLLING FISSILE MATERIAL AND NUCLEAR ENERGY. 36 MONTHS, \$900,000.

Since the 1980s, Princeton's Program on Science and Global Security (the Program) has been one of the leading research institutes focused on the technical dimensions of nuclear nonproliferation and disarmament. Housed at Princeton's Woodrow Wilson School of Public Affairs, the Program retains a strong focus on policy-relevant research and provides advanced training in the technical dimensions of arms control and fissile material management to specialists and nonspecialists alike. The Project will allow the Program's diverse international research team to pursue six distinct but related studies, primarily related to new nuclear technologies and management systems. In addition, the Program will continue to publish the peer reviewed journal *Science and Global Security* and to serve as the Secretariat for the International Panel on Fissile Material, an independent group of arms control and nonproliferation experts.

RAND CORPORATION, *Santa Monica, CA*

FOR A FINAL GRANT FOR A CONTINUATION OF RESEARCH AND POLICY OUTREACH ON INDIGENOUS FACTORS AFFECTING NATION-BUILDING. 12 MONTHS, \$275,000.

Since the end of the Cold War, "nation-building"—defined as international interventions aimed at stabilizing a war torn country by re-establishing security and assisting political and economic development—has become one of the world's most pressing challenges. A major criticism of past nation-building work has been that it has focused too much on the nation-builders themselves, while often ignoring the culture, history and politics of the target country. A project responding to these criticisms was launched in April 2009 with Corporation funding. Work was suspended in February 2010, and remaining funds from the grant were redirected to work specifically focused on nation-building in Haiti in the aftermath of the January 2010 earthquake. RAND is now requesting funding to enable resumption and completion of the broader nation-building project.

SOCIAL SCIENCE RESEARCH COUNCIL, *Brooklyn, NY*

FOR A PROJECT TO HELP DEVELOP COOPERATIVE SOLUTIONS TO PROBLEMS INVOLVING SECURITY ON THE KOREAN PENINSULA AND TO PROVIDE RELEVANT UPDATES TO MEDIA IN NORTHEAST ASIA AND THE UNITED STATES. 24 MONTHS, \$300,000.

The denuclearization of North Korea will require the shipping out of fresh nuclear fuel rods, restraints on enrichment, a moratorium on nuclear and missile tests, an end to production and export of missiles, the dismantlement and decontamination of nuclear facilities, verification and disassembly of its nuclear weapons and removal of all fissile material from the country. These measures, once negotiated, will require an unprecedented degree of cooperation by North Korea, and reciprocal steps by regional powers—above all, the United States. To provide an informal channel of communications between North Korean officials and U.S. experts and former government officials, and to provide essential background information on key issues to media and the public in the United States and East Asia, the Social Science Research Council's Northeast Asia Cooperative Security Project seeks renewed funding.

SOCIAL SCIENCE RESEARCH COUNCIL, *Brooklyn, NY*

FOR A PEACEBUILDING POLICY RESEARCH NETWORK. 24 MONTHS, \$1,649,000.

This project will support the Social Science Research Council's development of an African Peacebuilding Research Network (APRN). APRN has been organized in active collaboration with African experts and institutions with the aim of contributing to the development of greater autonomous capacity on the continent, as well as enhancing connections to global centers of policy and scholarly discussion. It will be the centerpiece of a project designed to strengthen the contributions of African scholars to the field of peacebuilding research, expand connections among such scholars, increase their integration into and recognition by the international community engaged in policy-relevant peacebuilding research and facilitate better access to African peacebuilding research among those engaged directly in policymaking and practical action.

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

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

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

TOBIN PROJECT, *Cambridge, MA*

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

The Tobin Project (Tobin) was founded to help scholars choose the right types of problems to work on and to deliver research that advances the public interest. Tobin seeks to shift the intellectual climate in which university research takes shape and to push back against the “cult of irrelevance” that has come to dominate the social sciences. The Tobin model is driven by scholars but guided by policymakers, who are brought in early in the process to ground and motivate the scholars' work by sharing questions that face them. Later, policymakers are briefed on findings and attend the Tobin conferences. By linking policymakers and academics in this way, Tobin is building a community that spans disciplines and generations. Tobin's research will focus on the theme of “Sustainable National Security Strategy,” an area that has drawn both scholarly and policy interest.

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

FOR A PROJECT ON BUILDING CAPACITY AMONG EMERGING CONGRESSIONAL LEADERS. 24 MONTHS, \$250,000.

The Truman Project is a leadership institute which recruits, trains and positions emerging leaders for positions in national security. Truman currently runs six programs tailored to leaders at every point in their development, from college to midcareer. This proposal encompasses renewed support for Truman's efforts to create an "on ramp" for future leaders and to integrate nuclear risk reduction and disarmament into their national security worldview. This project will support congressional capacity building on a broad set of issues through the Congressional Security Scholars program, with a particular focus on arms control and disarmament. It will also create an affinity group for emerging leaders who want to deepen their expertise on nuclear issues.

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

FOR A NUCLEAR PROLIFERATION INTERNATIONAL HISTORY PROJECT. 24 MONTHS, \$425,000.

Why have some countries pursued a nuclear weapons infrastructure while others in similar circumstances abstained? How have bilateral assurances and the non-proliferation regime influenced nuclear decision making? Despite the centrality of these questions, empirically based study of them is spotty. The Nuclear Proliferation International History Project (the Project) seeks to address these gaps by creating an international network of historians that will collaborate to dig up archival material and capture the multilateral dynamics of proliferation. The Project, headquartered at the Woodrow Wilson International Center for Scholars and codirected by the Machiavelli Center for Cold War Studies in Rome, is a collaborative research project involving research centers in India, Brazil, South Africa and China, each of which has committed substantial financial and scholarly resources.

Islam Initiative

AMERICAN UNIVERSITY IN CAIRO, *New York, NY*

FOR IMPROVING ACADEMIC COMMUNICATION AND THE VISIBILITY OF SCHOLARS, EXPERTS AND RESEARCH. 24 MONTHS, \$400,000.

Grappling with the new opportunities and challenges in the era of change that began in the spring of 2011, the American University in Cairo (AUC) approached the Corporation to seek a partnership in building a bridge of communication for the scholarly research, public events and daily social media presence of the AUC community. The University wishes to begin utilizing the new information technologies to create a steady flow of academic content from the sciences, social sciences and humanities, together with information, analysis and debate on current issues. Raising the voice and virtual presence of AUC would connect it with new audiences and partners in Egypt, America and beyond. It would also allow AUC to begin offering academic course content on the Internet for the first time. While expanding access to scientific and scholarly work, it would also contribute to the national conversation now underway in Egypt with significant participation by AUC faculty, students and alumni.

AMERICAN UNIVERSITY OF BEIRUT, *New York, NY*

FOR A THINK TANK CONSORTIUM AND PARTNERSHIPS IN POLICY RESEARCH. 36 MONTHS, \$500,000.

In light of current trends and the rising influence of public opinion within the Arab region, the Corporation worked with the Issam Fares Institute of the American University of Beirut (AUB) on a project plan to advance understanding of how policy is made and also build the capacity of regional policy institutes to create informed and engaged publics. Corporation funds would support a think tank consortium as well as partnering and twinning relationships for Arab regional think tanks with American and other international counterparts. Funds would support certain network and joint activities, research, analysis and advocacy; training and workshops; publishing and digital dissemination; and links with U.S. think tanks and universities including the Carnegie Middle East Center, the Maxwell School, the John F. Kennedy School of Government, the Fletcher School and Brookings Institution.

BIBLIOTHECA ALEXANDRINA, *Alexandria, EGYPT*

FOR PUBLICATIONS AND PROGRAMMING ON HISTORY AND SCIENCE. 36 MONTHS, \$1,000,000.

In 2009, the Corporation began support for the Alexandria Library's project, Reissuing Modernist Publications from Muslim Societies (19th to early 20th century works). Following the events of spring 2011, in consultation with the Library and other partners, the Corporation developed a broader grant that may be considered an expansion of the single-project funding originated in 2009. Corporation support is sought for three related areas of work: Modernist publications, the wider publications program of the Library and science programming. In order to promote scientific thought, Ismail Serageldin has begun producing a series of forty television episodes on the past, present and future of science in the region. Thirteen episodes have been produced so far in Arabic and English.

UNIVERSITY OF CHICAGO, *Chicago, IL*

FOR RESEARCH AND OUTREACH BY THE CHICAGO PROJECT ON SECURITY AND TERRORISM. 36 MONTHS, \$500,000.

In the fractious field of terrorism analysis, the Chicago school represents the use of applied social science and quantitative and qualitative methods of data analysis. Based at one of the premier social science institutions—the University of Chicago—the Chicago Project seeks to create new knowledge about vital international security challenges and to foster innovative foreign and defense policy initiatives for government and the public. The Corporation made a grant to launch the Chicago Project on Security and Terrorism in 2008. Corporation funding was aimed at expanding the breadth of Chicago Project scholarship from a primary focus on suicide terrorism to additional components of terrorism and national security affairs. Following external evaluation, the project now aims to add scholarship dealing with U.S. economic decline, U.S. grand strategy, and humanitarian intervention to its research and publication agenda. It will also continue work on terrorism and its origins in the radicalization process.

DUKE UNIVERSITY, *Durham, NC*

FOR AN INTERNATIONAL SCHOLARS NETWORK IN ISLAMIC STUDIES WITH A U.S. OUTREACH PROGRAM. 36 MONTHS, \$500,000.

While Muslims are highly aware of the debates surrounding Islam in Western societies, Americans know little about significant debates within Muslim societies. Rather than a sliding scale from “extremism” to “moderation,” most intra-Muslim conversations are about mediating difference and evolving norms, in a context of ever-present cultural diversity. To mobilize the wealth of scholarship hosted by Duke University's Islamic Studies Center (DISC), the Center will create a network of overseas university centers specializing in transcultural Islam. A U.S. outreach network will connect U.S. civil society organizations with the findings of the network's research. Duke faculty will serve as facilitators of historical and ongoing intra-Muslim discussions, and translate those discussions for American audiences.

UNIVERSITY OF SOUTHERN CALIFORNIA, *Los Angeles, CA*

AS A FINAL GRANT FOR BUILDING THE CAPACITY OF MUSLIM LEADERSHIP IN AMERICA THROUGH PROGRAMS AT THE AMERICAN MUSLIM CIVIC LEADERSHIP INSTITUTE. 21 MONTHS, \$100,000.

The American Muslim Civic Leadership Institute (AMCLI), based in the University of Southern California's Center for Religion and Civic Culture, has graduated 64 fellows to date. They hail from 17 states and 59 different organizations representing the diversity of American Muslim communities. Most fellows are leaders of organizations, civil rights lawyers, or government officials. Together they meet in three residential programs held over the course of nine months. In addition, fellows participate in instructional webinars, peer-to-peer mentoring and other learning activities that bridge the three residential sessions. Following a 2007 discretionary grant from the Corporation to support training and educational materials on civic engagement from an Islamic context, significant program successes recognized by the White House in 2011 prompt the Corporation to propose a final grant to support the fellowship program, its public events, and the deepening of AMCLI's curriculum.

WORLD AFFAIRS COUNCILS OF AMERICA, *Washington, DC*

FOR A SPEAKERS SERIES ON MUSLIM SOCIETIES.

15 MONTHS, \$200,000.

World Affairs Councils of America (WACA) is the country's largest nonprofit organization dedicated to fostering grassroots understanding and engagement in international affairs. There are currently some 94 Councils in over 40 states, with programs that reach approximately 500,000 people per year including members of the wider public. Utilizing the Corporation's extensive network of experts, WACA now aims to engage the American public on "Understanding Muslim Societies," with a particular focus on the Middle East and Asia as part of its six-issue, nonpartisan Engage America tours. It is hoped that some 3,500 Americans will directly participate in up to 35 Understanding Muslim Societies events all over the country featuring Carnegie Scholars and experts. The entire national council network will have the opportunity to participate in four online webcasts, which will be among the events archived permanently online.

YALE UNIVERSITY, *New Haven, CT*

FOR TRANSLATING, DIGITIZING AND PUBLISHING WORKS

PREVIOUSLY UNAVAILABLE IN THE UNITED STATES

36 MONTHS, \$500,000.

The Yale University Press's new World Thought in Translation series will make important works of political, legal, social and ethical thought available in high-quality, low-priced English translations. Marketing will focus on the creation of "crossover classics," commonly recognized editions of significant works in authoritative translations for widespread academic and popular use in the United States. The Press will partner with the Library of Alexandria's complementary publication project. Corporation support is concentrated on the first ten volumes in the Islamic component of the series, and the online platform offering worldwide accessibility and functionality for scholars and readers at all levels, on a sliding scale of cost.

Higher Education and Libraries in Africa

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

FOR A CONSORTIUM OF AFRICAN UNIVERSITIES TO STRENGTHEN POSTGRADUATE TRAINING AND RESEARCH CAPACITY IN PUBLIC HEALTH AND POPULATION STUDIES. 36 MONTHS, \$2,500,000.

The Consortium for Advanced Research Training in Africa (CARTA)—led by the African Population and Health Research Center and the University of the Witwatersrand's School of Public Health—aims to address critical shortfalls in postgraduate training capacity in public health and population sciences through creating networks of locally trained, internationally recognized scholars and enhancing the capacity of nine universities to lead globally competitive research and training programs. CARTA's centerpiece, an innovative collaborative doctoral training program, recently enrolled its first cohort of fellows, selected from among the participating institutions. This grant will support 15 full and 20 partial fellowships, development opportunities for faculty and staff at participating institutions and program management.

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

FOR THE HIGHER EDUCATION RESEARCH AND ADVOCACY EXPERTISE NETWORK IN AFRICA. 36 MONTHS, \$800,000.

A second phase of Higher Education Research and Advocacy Network in Africa (HERANA) will investigate the complex relationships between higher education and economic and democratic development in the African context. It proposes to consolidate and expand the network; improve, institutionalize and maintain an academic core database of performance indicators at select universities; strengthen evidence-based decision making and management of key decision makers; research the landscape of tertiary education councils and involve them in advocacy; research the incentive and reward supplementation of the income of academics; elaborate the university development project's "knowledge connectivity" model; and further investigate student attitudes toward democracy.

CITY OF JOHANNESBURG, *Johannesburg, SOUTH AFRICA*

A FINAL GRANT FOR A MODEL CITY LIBRARY.

12 MONTHS, \$2,000,000.

The Corporation made a grant to the City of Johannesburg for the creation of a model city library. The City has committed \$9,150,000 for the renovation and uplifting of the library's physical space. The library opened February 14th 2012. However, while the building has been beautifully renovated, collections sought and staff trained, the library does not have the necessary connectivity to serve the public adequately. This grant will make it possible for the City to build the infrastructure required to have multiple public computers with free Internet access. In addition, limited funds will be used to create library signage, market the library's services, purchase limited furniture, train staff and install a library security system to minimize theft of stock.

COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION, *Washington, DC*

FOR IMPROVING EDUCATIONAL ADVANCEMENT CAPACITY AT SELECTED AFRICAN UNIVERSITIES. 24 MONTHS, \$450,000.

Universities the world over are struggling to cope with increasing costs and declining government subsidies. African universities are no exception, yet few have built significant capacity to raise funds from diverse nongovernmental sources. The Council for Advancement and Support of Education (CASE), a membership organization of 3,300 schools, colleges and universities in sixty-nine countries, offers professional development programs, publications, research, standards and advocacy in the field of educational advancement. CASE will provide peer-learning opportunities and training in fundraising and alumni development for African universities and postgraduate training and research networks supported by the Corporation.

COUNCIL FOR THE DEVELOPMENT OF SOCIAL SCIENCE RESEARCH IN AFRICA, *Dakar, SENEGAL*

FOR RESEARCH ON AFRICAN HIGHER EDUCATION GOVERNANCE, LEADERSHIP AND POLICY.

36 MONTHS, \$1,200,000.

The Council for the Development of Social Science Research in Africa (CODESRIA) is a pan-African council whose mandate is to promote social science research in all regions of Africa with a view to producing new social knowledge, bringing social knowledge to public issues, participating in the construction of African independence and development by providing a strong knowledge base for public policymaking and civic action, and contributing African perspectives to the understanding of global issues. The main goal of this project is to provide a rigorous historical and social scientist analysis of African higher education leadership and governance highlighting trends and identifying models of university leadership that can ultimately serve as a basis for effecting policy changes in the governance of a rapidly expanding higher education sector. Activities consist of research, scholarship, working groups, publications and dissemination.

INSTITUTE FOR ADVANCED STUDY, *Princeton, NJ*

FOR THE REGIONAL INITIATIVE IN SCIENCE AND EDUCATION (RISE), SUPPORTING DEVELOPMENT OF SCIENCE PROFESSIONALS IN SUB-SAHARAN AFRICA.

36 MONTHS, \$5,000,000.

African universities suffer from a shortage of highly trained academic staff, particularly in the science and technology disciplines. The Regional Initiative in Science and Education (RISE) aims to assist in developing a new cadre of scientists by supporting Africa-based networks in critical scientific fields to provide postgraduate training and research opportunities. Five networks covering four fields—marine science, materials science, natural products and water resources—currently receive support. The networks receive operating grants and a range of capacity-building support from the RISE secretariat, which is hosted by the Science Initiative Group and based at the Institute for Advanced Study. By the end of this three-year period, the initiative will have generated more than 100 postgraduate degrees and postdoctoral research projects.

LIBRARY AND INFORMATION ASSOCIATION OF SOUTH AFRICA, Pretoria, SOUTH AFRICA

FOR A SCHOLARSHIP PROGRAM THAT SUPPORTS THE FORMAL QUALIFICATION OF PUBLIC LIBRARY EMPLOYEES AT CARNEGIE MODEL LIBRARIES IN SOUTH AFRICA. 48 MONTHS, \$1,500,000.

The South African library and information services sector is in distress, as it is not attracting sufficient new professionals into its ranks. The profession is generally managed by aging librarians who will be exiting the profession within the next decade. Many South African library schools have also closed down. The inability to attract adequate numbers of new professionals is attributed to the following: librarians are poorly paid, the profession is not enticing, library work might be considered boring, there are no scholarships for study and librarians constantly have to retrain given changes in information and technology. The grant will train 110 librarians recruited from Carnegie model library systems. Subsequently, the librarians will be retained by the model library. The Library and Information Association of South Africa will mediate discussions with library schools and the profession on training.

MAKERERE UNIVERSITY, Kampala, UGANDA

FOR A CHALLENGE GRANT TO MATCH FUNDRAISING BY THE UNIVERSITY TO CONTINUE THE FEMALE SCHOLARSHIP INITIATIVE. 36 MONTHS, \$1,000,000.

Makerere University's Female Scholarship Initiative, launched in 2001 with Corporation support, has a 92 percent success rate, graduating 639 young women to date. More than 60 percent of these graduates are employed as doctors, social workers and computer scientists, among other fields. These women came from severely disadvantaged backgrounds—many having been orphaned and all attending substandard schools—yet they had a strong drive to succeed. Makerere has set up the Female Scholarship Foundation to popularize and raise funds to sustain the program. Over the past two years, Makerere has raised nearly \$240,000, primarily from Ugandan sources, and has committed to supporting twenty scholarships each year from internal funds. This grant will match Makerere's future fundraising on a 3:1 basis; the Corporation's contribution will support scholarships for 220 women.

SOCIAL SCIENCE RESEARCH COUNCIL, Brooklyn, NY

FOR A COMPETITIVE FELLOWSHIP PROGRAM TO PROMOTE DOCTORAL RESEARCH AND WRITING BY UNIVERSITY-BASED SOCIAL SCIENTISTS IN SELECTED AFRICAN COUNTRIES. 24 MONTHS, \$2,150,000.

African universities face current and looming academic staff shortages in all disciplines, including those comprising the social sciences. Without sufficient staff trained to the doctoral level, Africa's universities will not be able to produce future lecturers and researchers. To help fill the gap, the Social Science Research Council (SSRC), in collaboration with leading African universities and research organizations, will implement a fellowship program targeting current academic staff members who have not yet completed doctoral degrees. An estimated 90 fellowships will be available on a competitive basis to doctoral scholars in Ghana, Nigeria, South Africa, Tanzania and Uganda for one of three purposes: dissertation proposal improvement, doctoral research and writing of the dissertation. Peace, security and development will be the research theme.

UNIVERSITY OF STELLENBOSCH, Stellenbosch, SOUTH AFRICA

FOR THE AFRICAN DOCTORAL ACADEMY, CREATING EXCELLENCE IN AFRICAN ACADEMIC RESEARCH. 36 MONTHS, \$1,000,000.

The Corporation's Higher Education and Libraries in Africa program supports excellence and retention in postgraduate training and research as part of the development of the next generation of academics. Stellenbosch University's African Doctoral Academy (ADA) is rebuilding scholarship and research through doctoral training that combines rigor and excellence with values of scholarship. ADA will provide doctoral students with quality research training, assist them with intellectual and academic tools to become successful scholars, optimize information communication technology and electronic information resources in scholarship and research, strengthen the pool of doctoral students with selected African university partners, equip academics for managing and supervising postgraduate students and house a research program on "the African doctorate."

TUFTS UNIVERSITY, *Medford, MA*

FOR AN INTERNATIONAL CONFERENCE OF UNIVERSITY PRESIDENTS ON THE ROLE OF HIGHER EDUCATION IN ENCOURAGING CIVIC PARTICIPATION. 6 MONTHS, \$75,000.

Higher education institutions are experiencing growing external pressure to expand their civic functions and involvement in communities. The Talloires Network, an expanding coalition of engaged universities hosted by Tufts University, is playing a catalytic and support role in building this global movement to collectively address the civic mission of universities. Under the direction of President Lawrence Bacow, a Talloires Network Leaders' conference will convene on "The Future of the Engaged University: Moving Beyond the Ivory Tower," in Madrid, Spain, June 13–16, 2011. Corporation support will allow approximately thirty heads of African universities to share experiences and develop a vision and recommendations on better ways to work collectively.

UNIVERSITY OF THE WITWATERSRAND, *Johannesburg, SOUTH AFRICA*

FOR THE ACQUISITION OF A RESEARCH ANALYSIS TOOL TO BE USED IN UNIVERSITY LIBRARIES. 36 MONTHS, \$500,000.

The project aims to provide five universities (three in South Africa, one in Ghana and one in Uganda) with essential modern Web-based research management tools. These tools will assist African universities in managing research and making strategic decisions on research productivity and the impact of research produced at the levels of institution, faculty and school, all the way down to the individual. Funding will make it possible for the select libraries to collectively review software and negotiate reduced rates. Staff will be trained in the use of the software. Thereafter, the research office and management of the university will be able to draw reports that better inform their decision-making process on research and funding related issues.

Higher Education in Eurasia

UNIVERSITY OF CALIFORNIA AT BERKELEY, *Berkeley, CA*

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

One of the main incentives for the Corporation's involvement with higher education in Russia and other countries of Eurasia was to help narrow the gap between Russian/Eurasian and foreign academics. It was based on a belief that the prospects for reform, democratization and Westernization—elements that are essential to the future of these countries and their relations with the United States—rest on the openness of their societies. To foster connections, a cluster of academic exchange programs had been created, including a program that brings academic scholars from Russian and Eurasian universities for research-oriented visits to the University of California, Berkeley. The continuation of the program will enable one of America's leading universities to strengthen ties with Russian and Eurasian scholars.

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

FOR ACADEMIC FELLOWSHIPS FOR RUSSIAN AND EURASIAN SCHOLARS. 24 MONTHS, \$700,000.

One of the most striking characteristics of the post-Soviet academic environment has been the collapse of informal networks that supported scholars in the social sciences and the humanities. The Corporation's Higher Education in the Former Soviet Union (HEFSU) initiative was created to help mitigate this through a network of Centers for Advanced Study and Education (CASEs) in Russia and Eurasia. However, while the CASEs offer modest fellowship support for scholars, they do not support extended research visits outside of their countries. This grant would fill this gap by providing outstanding local scholars the opportunity to update and expand their academic skills through the conduct of research at American universities. Most of the fellowships will result in publications, including English-language journals.

Discretionary Grants

International Peace and Security

CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE,
Washington, DC

2 MONTH GRANT OF \$50,000 FOR SUPPORT OF THE
CARNEGIE ENDOWMENT CENTENNIAL CONFERENCE IN
WASHINGTON, D.C.

CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES,
Inc., Washington, DC

8 MONTH GRANT OF \$50,000 FOR THE BUILDING NUCLEAR
SECURITY IN ASIA PROJECT

THE CENTURY FOUNDATION, *New York, NY*

4 MONTH GRANT OF \$50,000 FOR INTERNATIONAL
DISSEMINATION AND OUTREACH OF THE FINAL REPORT OF THE
INDEPENDENT TASK FORCE ON AFGHANISTAN

COLUMBIA UNIVERSITY, *New York, NY*

8 MONTH GRANT OF \$50,000 FOR AN EXPERTS MEETING ON
THE EVOLUTION AND CURRENT STATE OF PEACEBUILDING

JOHN F. KENNEDY LIBRARY FOUNDATION, *Inc., Boston, MA*

24 MONTH GRANT OF \$50,000 FOR THE CONFERENCE, US
AND RUSSIA: FROM KENNEDY TO OBAMA

JOHNS HOPKINS UNIVERSITY, *Baltimore, MD*

6 MONTH GRANT OF \$25,000 FOR SUPPORT OF A REGIONAL
CONFERENCE ON PEACEBUILDING IN THE BALKANS

KING'S COLLEGE, *University of London, Strand, London, UNITED KINGDOM*

6 MONTH GRANT OF \$50,000 FOR A PROJECT TO
ASSESS SOUTHEAST ASIA'S RESPONSE TO THE OBAMA
ADMINISTRATION'S AGENDA ON NUCLEAR SECURITY AND THE
THREAT OF NUCLEAR TERRORISM

NEW YORK UNIVERSITY, *New York, NY*

12 MONTH GRANT OF \$50,000 FOR A PROJECT TO DEVELOP
A WORKSHOP AND REPORT ON ALTERNATIVE SCENARIOS AND
OUTCOMES FOR PAKISTAN

UNIVERSITY OF NOTRE DAME, *Notre Dame, IN*

9 MONTH GRANT OF \$50,000 FOR A PROJECT TO HELP
BRIDGE THE GAP BETWEEN ACADEMIC SOCIAL SCIENCE AND
INTERNATIONAL SECURITY POLICYMAKING

STANLEY FOUNDATION, *Muscatine, IA*

12 MONTH GRANT OF \$50,000 FOR THE "RESPONSIBILITY TO
PROTECT" 10TH ANNIVERSARY EVENT

TRIALOGUE EDUCATIONAL TRUST, *London, UNITED KINGDOM*

6 MONTH GRANT OF \$50,000 FOR A WORKSHOP ON
STRATEGIC ENGAGEMENT AMONG KEY EUROPEAN COUNTRIES,
TURKEY AND THE UNITED STATES

Islam Initiative

AMERICAN UNIVERSITY IN CAIRO, *New York, NY*

12 MONTH GRANT OF \$49,000 FOR A CONFERENCE
INTERNATIONALIZING A NETWORK OF POLITICAL SCIENCE
SPECIALISTS TO EXPAND RESEARCH AND POLICY ANALYSIS OF
THE MIDDLE EAST REGION

CENTER FOR THE STUDY OF THE PRESIDENCY,
Washington, DC

12 MONTH GRANT OF \$50,000 FOR A CONFERENCE ON
RELIGIOUS TOLERANCE AND MUSLIM EXPERIENCE IN AMERICA

THE JEWISH THEOLOGICAL SEMINARY, *New York, NY*

12 MONTH GRANT OF \$30,000 FOR AN INTERFAITH
ACADEMIC CONFERENCE

JOHN JAY COLLEGE FOUNDATION, *New York, NY*

16 MONTH GRANT OF \$25,000 FOR UNIVERSITY OUTREACH
ON CONTEMPORARY MUSLIM LIFE IN AMERICA AND EUROPE

RESET DIALOGUES, *U.S., New Haven, CT*

12 MONTH GRANT OF \$40,000 FOR EXPANSION OF A
SCHOLARS NETWORK AND DISTRIBUTION OF EDUCATIONAL
VIDEOS AND PUBLICATIONS ABOUT MUSLIM ISSUES

Higher Education and Libraries in Africa

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

12 MONTH GRANT OF \$50,000 FOR A CONFERENCE OF
RECTORS, VICE-CHANCELLORS AND PRESIDENTS OF AFRICAN
UNIVERSITIES

UNIVERSITY OF CAPE TOWN, *Rondebosch,*
SOUTH AFRICA

9 MONTH GRANT OF \$48,300 FOR A PLANNING GRANT FOR
AN AFRICAN eLEARNING NETWORK

HUNT ALTERNATIVES FUND, *Washington, DC*

12 MONTH GRANT OF \$25,000 FOR PLANNING OF AN
INSTITUTE FOR INCLUSIVE SECURITY PARTNERSHIP WITH AN
AFRICAN HIGHER EDUCATION INSTITUTION

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

5 MONTH GRANT OF \$35,600 FOR THE AFRICAN LIBRARY
SUMMIT 2011

LOYOLA MARYMOUNT UNIVERSITY, *Los Angeles, CA*

12 MONTH GRANT OF \$49,600 FOR RESEARCH ON DIASPORA
MODELS FOR GRADUATE TRAINING IN AFRICAN UNIVERSITIES

MAKERERE UNIVERSITY, *Kampala, UGANDA*

12 MONTH GRANT OF \$50,000 FOR FACILITATING AND
MANAGING A REFERENCE GROUP OF FOUR AFRICAN
UNIVERSITIES FOCUSED ON THE NEXT GENERATION OF
AFRICAN ACADEMICS

UNIVERSITY OF PRETORIA, *Pretoria, SOUTH AFRICA*

12 MONTH GRANT OF \$50,000 FOR PILOTING OF A VIRTUAL
RESEARCH ENVIRONMENT FOR THE SOUTHERN AFRICAN
BIOCHEMISTRY AND INFORMATICS FOR NATURAL PRODUCTS
NETWORK

UNIVERSITY WORLD NEWS (AFRICA), *Durban,*
SOUTH AFRICA

24 MONTH GRANT OF \$36,800 FOR THE AFRICAN
UNIVERSITY LEADERSHIP INTERVIEW SERIES

National Program Board Grants

The National Program's central goal has been to create pathways to educational and economic opportunity by generating change throughout the kindergarten to college (K-16) continuum, particularly secondary and higher education. Our aim has been to enable many more students, including historically underserved populations and immigrants, to achieve academic success and perform at the highest levels of creative, scientific and technical knowledge and skill. In the *Opportunity Equation* we issued an urgent call for a national mobilization to transform mathematics and science education and deliver it equally to all students. And we have continued to support three foundational levers of change: innovation; strengthening human capital and building knowledge and affecting policy. The National Program has long maintained its view of civic integration as essential to democracy, lately placing greater emphasis on immigrant integration in response to global labor market shifts. We have also supported campaign finance reform, election administration and nonpartisan voter engagement.

Strengthening Democracy

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

FOR SUPPORT. 18 MONTHS, \$2,000,000.

In the two years since its founding, America's Voice Education Fund has moved quickly to fill a need for faster and edgier communications work in the immigration reform movement, and its innovative strategies have helped to influence media coverage of the issue in new ways. Working with state, local and national advocates, America's Voice now serves as the voice of the immigration reform movement, capable of going on the offense and creating the political space for good policy development and implementation. With renewed Corporation support, America's Voice will continue to: 1) create a powerful narrative and persuasive messages for proponents of immigration reforms; 2) ramp up the volume and velocity of these messages in mainstream, new and Spanish-language media and 3) lift the visibility and voices of key allies—ranging from the law enforcement community and the faith community to state and local officials and immigrant-led groups.

ARAB COMMUNITY CENTER FOR ECONOMIC AND SOCIAL SERVICES, *Dearborn, MI*

AS A FINAL GRANT FOR SUPPORT OF THE NATIONAL NETWORK FOR ARAB AMERICAN COMMUNITIES. 12 MONTHS, \$250,000.

Established in 2004 as a project of the Arab Community Center for Economic and Social Services (ACCESS), the National Network for Arab American Communities (NNAAC) arose out of a need to engage members of their communities civically and more publicly in a post-9/11 environment. The network is a source of capacity building assistance, a forum for collaboration on human service programs and advocacy, and a stage for voicing issues of concern to Arab American communities. Organizations in the network provide a range of service programs, outreach and advocacy. With renewed Corporation support, NNAAC will strengthen its core programs; strengthen member capacity at the local level; successfully advocate for key policies affecting Arab Americans nationally and increase Arab American civic participation, including voter engagement, advocacy and volunteerism.

CENTER FOR AMERICAN PROGRESS, *Washington, DC*

FOR ITS IMMIGRATION POLICY PROGRAM.

24 MONTHS, \$1,500,000.

Today, there are 38 million immigrants living in the United States. Immigrants are one in eight U.S. residents and one in two new workers. Children of immigrants make up nearly one-quarter of all U.S. children. These statistics are the bare reality of immigration in America, an ever-increasing population of newcomers that—for their sake and for that of the country—require the attention of policymakers who are responsible for passing legislation that will address both the challenges and opportunities presented by immigration. As a highly regarded Washington, D.C.-based think tank, the Center for American Progress (CAP) plays a robust role in the immigration reform movement, inserting sober thinking and practical policy options into an often-misinformed debate. With renewed Corporation support, CAP will continue to educate policymakers and government officials at all levels, develop strategic communications using both traditional and new social media outlets, and organize events and issue policy papers that provide analysis and ideas to move the immigration debate forward.

IMMIGRANT LEGAL RESOURCE CENTER, *San Francisco, CA*

FOR A NATIONAL CITIZENSHIP INITIATIVE.

15 MONTHS, \$2,000,000.

In the United States, an estimated 8.2 million legal immigrants are currently eligible for citizenship. The largest percentage lives in California (30%), New York (12%) and Texas (11%). Naturalization brings significant social, economic and civic benefits to newcomers and their families as well as to local communities and the country as a whole. However, in order to help large numbers of immigrants become U.S. citizens, a stronger immigrant integration infrastructure that expands access to immigration legal services, citizenship application assistance and English-language instruction is needed. The Corporation, in collaboration with other funders, is launching a five-year naturalization initiative, incorporating new technology and innovation in the traditional group processing approach. The Immigrant Legal Resource Center (ILRC) will serve as the convener and hub for the national initiative.

MIGRATION POLICY INSTITUTE, *Washington, DC*

FOR SUPPORT. 24 MONTHS, \$1,500,000.

The Migration Policy Institute (MPI) is a leading think tank in the United States and the advanced industrial world dedicated to the study of migration. MPI builds consensus by supplying ideas, analyses and comparative perspectives to legislators and to the U.S. executive branch, immigration policymakers in many nations, civil society, the media and the public. With renewed Corporation support, MPI will address three sets of policy challenges. First, MPI will provide a unique forum for policymakers working on migration and immigration in the United States and in Europe to deliberate and to develop practical policy responses to pressing immigration challenges. Second, MPI will organize, support, and strengthen the nascent field of immigrant integration. Last, MPI will seek reform of the U.S. immigration system, consistent with the core national policy goals of meeting U.S. labor market needs, promoting economic competitiveness, reunifying families, and putting eligible immigrants on a path to citizenship.

NEW YORK UNIVERSITY, *New York, NY*

FOR A PILOT STUDY EXAMINING CIVIC TRUST AND ENGAGEMENT AMONG IMMIGRANT YOUNG ADULTS.

18 MONTHS, \$325,000.

At its most basic level, democracy is a product of trust, the ability of each citizen to put a certain amount of faith in his elected officials, public institutions and fellow citizens. Without this commitment from its citizens, democracy cannot thrive. A lack of transparency and accountability across government and private corporations compounded by a plethora of scandals has eroded the public's trust in these institutions over several decades. Considering the nation's 16 million immigrant youth and the challenges of integrating them into society—particularly given this declining level of trust—academics from New York University and Harvard University propose to undertake a large-scale four-year study of immigrant youth's trust in major institutions and processes in American society, and the relationship between this trust and youth's civic engagement. Corporation funds will support the pilot study.

POLICE EXECUTIVE RESEARCH FORUM, *Washington, DC*

FOR PUBLIC EDUCATION AND OUTREACH ABOUT THE IMPACT OF IMMIGRATION POLICY ON LAW ENFORCEMENT. 24 MONTHS, \$250,000.

As Congress and the Obama administration struggle to negotiate workable comprehensive immigration legislation, the onus of dealing with immigration policy has fallen on the shoulders of state and local governments. In light of the focus on immigration enforcement, it is local police agencies in particular that are most affected by the federal government's inaction. With renewed Corporation support, the Police Executive Research Forum (PERF), a national nonprofit organization of law enforcement chief executives, will conduct applied research to identify innovative and successful partnerships between the Department of Homeland Security (DHS) and local law enforcement. Additionally, during the grant period, PERF will provide assistance to local law enforcement in dealing with emerging events, such as local legislation impacting immigration enforcement and controversial events that compromise law enforcement's relationship with immigrant communities.

PUBLIC INTEREST PROJECTS, *New York, NY*

FOR THE FOUR FREEDOMS FUND'S IMMIGRANT INTEGRATION ACTIVITIES. 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.

STATE VOICES, *Detroit, MI*

FOR GENERAL SUPPORT. 24 MONTHS, \$600,000.

Nonpartisan voter engagement work has traditionally followed a boom and bust cycle: swelling during presidential election years and receding in the off-year elections. Many nonpartisan voter engagement campaigns are organized by national organizations that lack substantial ties to the communities in which they carry out activity during election season. Conversely, many smaller organizations do not have the funds or tools to launch sophisticated nonpartisan voter engagement campaigns. State Voices, founded in 2004, promotes year-round civic engagement by strengthening an infrastructure that allows nonprofit organizations to continually engage in nonpartisan voter outreach with historically underrepresented communities. With Corporation support, State Voices will continue to grow its network and provide support and technical assistance to nonpartisan voter engagement organizations.

Urban and Higher Education

ACHIEVE, INC., *Washington, DC*

FOR A PROJECT TO ENGAGE STATES IN THE NEXT GENERATION SCIENCE STANDARDS. 24 MONTHS, \$275,000.

Since the National Academy of Sciences recently released "A Framework for K-12 Science Education," Achieve, Inc. is undertaking the writing of the Next Generation Science Standards (NGSS) in collaboration with a number of partners including the National Research Council, the National Science Teachers Association and the American Association for the Advancement of Science. State budgets are tighter than ever making it difficult for states to allocate funds to participate in a common state standards effort. This supplementary grant will allow Achieve's Developing Next Generation Science Standards work to reach out to twenty states that have expressed an interest in the development and implementation of the NGSS.

ACHIEVEMENT FIRST, Brooklyn, NY

FOR THE IMPLEMENTATION OF THE TEACHER CAREER PATHWAY, A SYSTEMIC MODEL FOR RECOGNIZING AND MOTIVATING EXCELLENT TEACHING.

30 MONTHS, \$1,527,600.

Reform efforts related to teacher quality have been successful both at expanding the supply of qualified teachers to high-need schools and at developing more effective approaches to teacher preparation. Less focus has been placed on developing and retaining the most talented teachers by providing opportunities for increased impact, status and financial compensation. Achievement First (AF), a nonprofit charter management organization that operates a growing network of 19 public charter schools, recognized this gap and has developed and piloted the Teacher Career Pathway, a comprehensive approach to identifying, rewarding, and promoting excellence in teaching and instruction. This renewal grant will support the implementation of the Teacher Career Pathway.

ALLIANCE FOR EXCELLENT EDUCATION, Washington, DC

FOR GENERAL SUPPORT AND THE CENTER FOR SECONDARY SCHOOL DIGITAL LEARNING AND POLICY.

24 MONTHS, \$1,500,000.

The Alliance for Excellent Education (AEE) is a nationally recognized public policy organization with a mission to graduate all K-12 students and prepare them for college and career readiness and success. AEE produces high-quality reports, policy briefs and webinars to transform education fueled by innovation, higher, clearer standards, quality assessments and next-generation data-driven accountability to inform stakeholders about successful learning outcomes and education policy reforms. This grant is targeted toward general support and to build upon the work of the Digital Learning Council (co-chaired by Governors Jeb Bush and Bob Wise) to launch a Center for Secondary School Learning and Policy, a clearinghouse for successful learning technologies to serve as a policy and practice knowledge hub for technology-enabled high school innovation and design.

ASPEN INSTITUTE, INC., Washington, DC

FOR THE CONGRESSIONAL PROGRAM ON EDUCATION.
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.

ASPEN INSTITUTE, INC., Washington, DC

FOR EDUCATIONAL POLICY SEMINARS FOR CONGRESSIONAL STAFF. 36 MONTHS, \$375,000.

An increasingly partisan political environment threatens continued federal advances in education policy. It is therefore more important than ever to educate policymakers about potential changes to the laws and provide them with opportunities to learn about policy in a nuanced and nonpartisan manner. In 2004, the Aspen Institute, with Corporation support, launched the Aspen Senior Congressional Education Staff program, which offers a select group of senior education-committee staffers from both sides of the aisle expert-led seminars, retreats and site visits to educate them about key issues in education reform in a nonideological environment. Aspen's program informs staffers about the most innovative work in the field and offers them access to the best resources to learn about key policy issues. This grant will allow Aspen to continue this highly valued program.

UNIVERSITY OF CALIFORNIA AT BERKELEY, *Berkeley, CA*

FOR BUILDING FORMATIVE ASSESSMENTS FOR READING IN THE SCIENCES. 36 MONTHS, \$1,281,900.

The University of California's Lawrence Hall of Science (LHS) will advance learning science content at the middle school level by providing teachers with tools for data-driven instruction to build students' disciplinary literacy skills. LHS will develop formative assessments to support the new science standards and increase students' inquiry skills, disciplinary literacy skills and subject matter proficiency. Measurement tools will be designed to understand, construct and critique arguments in reading, writing and speaking in science.

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

FOR ADVANCING THE RECOMMENDATIONS OF THE OPPORTUNITY EQUATION: TRANSFORMING MATHEMATICS AND SCIENCE EDUCATION FOR CITIZENSHIP AND THE GLOBAL ECONOMY. 12 MONTHS, \$3,000,000.

CHARTER FUND, INC., *Broomfield, CO*

FOR IDENTIFICATION, INCUBATION AND DEVELOPMENT OF NEXT-GENERATION HYBRID INSTRUCTIONAL SCHOOL DESIGNS. 24 MONTHS, \$1,500,000.

America's K-12 education system is failing vast numbers of students, especially low-income and minority students. The current situation calls out for new and promising innovative educational approaches that can 1) serve all students and help them to reach the highest levels of academic attainment and 2) scale both quickly and effectively to have maximum geographic impact. The Charter School Growth Fund (CSGF) is a nonprofit venture capital fund that invests philanthropic venture capital in the nation's highest performing charter school operators to dramatically expand their impact on underserved students. Currently, CSGF is in the process of raising \$160 million for its Fund II to make investments in the highest performing proven and emerging Charter Management Organizations (CMOs). CSGF is planning to devote approximately 20 percent of its new Fund to support "next-generation" school model operators. Carnegie Corporation support would be directed toward the identification, incubation and development of these compelling next-generation hybrid instructional models.

EDUCATION TRUST, INC., *Washington, DC*

FOR GENERAL SUPPORT. 24 MONTHS, \$980,000.

As stated in the Opportunity Equation, the country needs to "do school differently" if every student is to achieve much higher levels of learning in support of the President's goal that the United States lead the world in its proportion of college graduates by 2020. The policy and practice innovation required to accomplish this goal requires all stakeholders have access to meaningful and actionable data to inform policy, as well as examples of schools and colleges that are leading the way in educating all students, regardless of race or income, to high levels. While there has been much improvement in the research base in this area, there continues to be a dearth of such information and of organizations trusted by journalists, pundits and politicians. Education Trust provides a much-needed and trusted voice to these sectors, informing them about analyzing data, assessing accountability measures and closing the achievement gap.

ENVISION SCHOOLS, *Oakland, CA*

FOR THE DEEPER LEARNING STUDENT ASSESSMENT INITIATIVE. 24 MONTHS, \$800,000.

A major strength of the new Common Core State Standards is that they will require students to develop high-level cognitive skills, including problem-solving, mastery of content, use of evidence and metacognition. Envision Schools uses the Deeper Learning Student Assessment System (DLSAS) to gauge the progress schools have made with their students. The assessment system ensures students not only meet the state's minimum standards, but demonstrate a breadth of leadership and cognitive skills that are relevant for college and careers. Envision is proposing to expand the DLSAS by increasing the capacity and quality of the training and leadership development infrastructure with three Deeper Learning Assessment partner school networks that share a common approach to education and an interest in using assessment to drive effective teaching and learning.

GENERATION SCHOOLS NETWORK, *Brooklyn, NY*

FOR MODEL DEVELOPMENT AND CODIFICATION.
24 MONTHS, \$250,000.

President Obama and Secretary Duncan have made the school turnaround challenge a centerpiece of national education policy, catalyzing a tremendous upsurge in demand for innovative school designs and expertise in school turnaround. Generation Schools is a nationally recognized organization focused on whole-school reform and systemic innovation, particularly in neighborhoods where the conventional school model has failed historically. The Generation Schools model is based on the premise that simply spending more dollars isn't likely to increase student learning and that smart allocation of educational resources is a powerful lever for transforming student achievement. Carnegie funding would allow Generation Schools to codify its whole-school model and create well-designed and successfully implemented tools, training and technical assistance services that can be disseminated broadly.

GREEN DOT PUBLIC SCHOOLS, *Los Angeles, CA*

FOR A COMPREHENSIVE GUIDE ON TURNING AROUND FAILING SCHOOLS. 12 MONTHS, \$600,000.

Chronically failing schools are one of the most potent and enduring causes of the national achievement gap. Yet, there are few successful examples of true school turnaround, particularly at the high school level. Green Dot Public Schools is a private nonprofit Charter Management Organization currently operating 17 successful charter schools serving approximately 8,300 students in some of the highest-need areas of Los Angeles. Green Dot turns around failing schools by closing and replacing them with high-performing charter high schools in the most chronically underserved communities of the L.A. Unified School District. Carnegie funding would allow Green Dot to create a comprehensive guide to turning around failing schools based on the unique experiences at Locke High School, previously considered one of L.A.'s most troubled and chronically underperforming public high schools, and to produce proven best practices for future turnaround efforts and the broader community.

HOPE STREET GROUP, *Tarzana, CA*

FOR ENGAGING TEACHERS IN DESIGNING AND IMPLEMENTING NEW TEACHER-EVALUATION SYSTEMS.
24 MONTHS, \$600,000.

Although the best indicator of a teacher's future effectiveness is his/her past performance in the classroom, systems that differentiate, reward and develop teachers based on such evidence are virtually nonexistent. Responding to the Obama administration's emphasis on getting great teachers into the highest-need schools, districts and states have begun creating and implementing valid, meaningful teacher-evaluation systems. Hope Street Group, a nonpartisan organization dedicated to bringing new voices into important public-policy debates, plans to partner with 10 states/districts by engaging teachers in the design process. The resulting evaluation systems will be both stronger and more sustainable, benefiting from the infusion of fresh ideas and a higher degree of user buy-in. Hope Street will also share lessons learned and build a national network of support.

INSTITUTE OF PLAY, *New York, NY*

FOR A LEARNING GUIDE, INSTRUCTIONAL DELIVERY TOOLKIT AND CURRICULAR AND PROFESSIONAL DEVELOPMENT TOOLS.
18 MONTHS, \$500,000.

Next-generation learning has the potential to catalyze transformative change in the K-12 sector and prepare today's students to master the high level of cognitive and social learning necessary for them to excel in the 21st century. The Institute of Play (IoP) was founded to bring together interactive game designers, learning scientists, curriculum experts and teachers to study and create game-based learning materials, strategies and systems as powerful tools for intellectual exploration. The Institute opened an innovative new game-based public school in New York City called Quest to Learn in 2009 and intends to open three new schools in Chicago. Carnegie funding would allow IoP to address the challenge of how to grow the Quest to Learn model and implement it across grades, networks and cities, and create the materials to support teachers and school leaders interested in implementing the model within their own contexts.

JAMES B. HUNT, JR. INSTITUTE FOR EDUCATIONAL LEADERSHIP AND POLICY FOUNDATION, INC., *Durham, NC*

FOR THE NEXT GENERATION SCIENCE STANDARDS. 24 MONTHS, \$378,000.

Established in 2001, The James B. Hunt, Jr. Institute for Educational Leadership and Policy works with governors and national and state policy leaders to inform them about effective research-based education policies and practices via convenings, publications and dissemination activities. With this grant the Institute will work closely with next generation science standards partners to inform state education stakeholders about the adoption and implementation of the next generation science standards. The Institute plans to convene Governors' Education Symposia and Legislators Retreats and seminars focused on the new science standards. Plans for a communications campaign and follow-up activities include dissemination of publications and outreach to state-level education stakeholders.

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

FOR IMPLEMENTATION OF SCHOOL TURNAROUND PARTNERSHIP ZONES IN STATES. 24 MONTHS, \$1,500,000.

The work of successfully turning around failing schools requires coordination among schools, districts, state agencies and myriad partner organizations. Mass Insight Education and Research Institute is a state-based non-profit education reform organization that focuses on the intersection of research, policy advocacy and practice to achieve transformative reform of urban public schools and systems of schools. Mass Insight pioneered Partnership Zones, an alliance of states and partners with the shared commitment to radically rethink and subsequently implement comprehensive turnaround. With a renewal grant from Carnegie, Mass Insight intends to implement Partnership Zones in seven states to carry out district systems redesign and develop the marketplace of Lead Partners to support principals in turning around schools.

NATIONAL ACADEMY OF SCIENCES, *Washington, DC*

FOR A NATIONAL RESEARCH COUNCIL COMMITTEE TO DEFINE THE KNOWLEDGE AND SET OF KEY SKILLS THAT ARE REFLECTED BY THE LABELS "DEEPER LEARNING," "21ST CENTURY SKILLS" AND "COLLEGE AND CAREER READINESS" IN K-16 EDUCATION. 18 MONTHS, \$100,000.

More than 40 states have joined the Common Core Standards initiative that identifies the knowledge and skills in mathematics and English Language Arts that will make America's youth "college-ready." Simultaneous to these developments is a movement to promote "21st century skills" as essential to the success of the American economy and our youth. This label connotes skills like critical thinking, collaboration, effective communications and learning-to-learn. The many different terms that are used by different researchers and policymakers are confusing. The National Research Council will provide both expert analysis to clarify the overlaps and differences connoted by these terms and a conceptual framework to guide policymaking.

NATIONAL CENTER ON TIME AND LEARNING, *Boston, MA*

FOR EXPANDING LEARNING TIME IN THE SCHOOL TURNAROUND MODEL. 24 MONTHS, \$1,000,000.

The Massachusetts 2020 Foundation (DBA National Center on Time and Learning or, NCTL) is an organization that provides research, policy and technical support to public schools as they redesign and expand learning time to improve student achievement. After successfully pioneering a first-in-the-nation state policy initiative in Massachusetts, NCTL collaborated with federal and state leaders to expand the initiative nationally. In the coming two years, with Corporation support, NCTL will scale up its work in school-level transformation support, state and district-level technical assistance, and leadership outreach to key stakeholders.

NEW LEADERS, INC., New York, NY

FOR SUPPORT. 6 MONTHS, \$250,000.

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, the gap between need and strategy in the world of principal development, placement and support is yawning. It is in this context that, in 2008, Carnegie first supported New Leaders, an organization that attracts and prepares outstanding leaders for high-need urban schools. With New Leaders under new leadership and embarking on its second decade, this grant will provide general support and allow New Leaders to refine its strategy.

NEW PROFIT INC., Cambridge, MA

FOR SUPPORT OF THE SOCIAL INNOVATION FUND INTERMEDIARY STRATEGY. 24 MONTHS, \$500,000.

Today, the rising dropout rates across the country are cause for concern and have significant long-term implications, not only for the youth themselves but for society in general. To galvanize reformers and stimulate the marketplace of innovative solutions to these challenges, the Obama administration launched the Social Innovation Fund (SIF), which uses intermediaries to select and support subgrantees. New Profit is a grant-making institution that provides large, multiyear operating grants to innovative nonprofit organizations. With Carnegie Corporation support, New Profit will run a competitive investment selection process to choose two to three organizations to add to the three preselected organizations—College Summit, iMentor and Year Up—that are already in its SIF portfolio. New Profit will provide each individual organization with strategic support, coordinate measurement and evaluation, and explicitly facilitate collaboration and learning across the portfolio as well as cross-sector movement building.

NEW TEACHER CENTER, Santa Cruz, CA

FOR THE IMPLEMENTATION OF ITERATIVE IMPROVEMENT PROCESSES TO ENHANCE THE IMPACT OF THE NEW-TEACHER INDUCTION PROGRAM. 24 MONTHS, \$920,000.

There is no path to improving student outcomes and closing the achievement gap without ensuring that all students have access to excellent teachers. Supporting existing teachers to improve their impact on student learning is a critical and fiscally prudent part of achieving this goal. New Teacher Center (NTC) is a national nonprofit organization dedicated to improving student learning by accelerating the effectiveness of new teachers through comprehensive mentoring, induction and professional development. With this grant, NTC proposes to build the internal capacity and infrastructure to learn from its data in order to maximize the impact of its induction programs on teacher retention and effectiveness and on student learning.

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

FOR THE REFINEMENT AND EXPANSION OF THE URBAN TEACHER RESIDENCY PROGRAM. 36 MONTHS, \$1,500,000.

To meet the pressing need to educate more students to higher standards than ever before, any serious reform effort must engage in a strategic talent strategy that prepares and recruits promising teachers, helps them become more effective, and retains them in high-need schools. The model of urban teacher residencies (UTRs), which are effectively apprenticeship programs for teachers, has attracted considerable national attention as a promising alternative to traditional teacher training programs. In 2009, supported by Carnegie, New Visions established a UTR in partnership with Hunter College to help fill the nearly 200 vacancies that occur annually in New Visions schools. New Visions was able to leverage this initial investment to win significant federal support and is now requesting continued support for the enhancement and expansion of the model.

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

FOR THE REGENTS RESEARCH FELLOWS IN VIRTUAL LEARNING. 24 MONTHS, \$750,000.

New York State's successful Race to the Top application included a vision for turning around the lowest-performing schools—and simultaneously for increasing educational opportunities for all students statewide—using technology to develop multiple learning environments for all students, regardless of ability, geographic location, or background. Carnegie funding will allow New York State meet this strand of RTTT commitments and retain a team of Regents Research Fellows in Virtual Learning to study and design the use of virtual learning in school redesign to support the Regents Reform Agenda. The two Fellows will propose strategies for shaping the small-scale elements of virtual learning that currently exist into a cohesive New York State Virtual Learning Network; identify the policy shifts needed to create the full Network; make recommendations for leveraging existing funds for technology integration; and advise on directing funding away from current areas that may not show measurable impact on student achievement.

ORGANIZATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT, *Paris, FRANCE*

FOR THE PROGRAMME FOR INTERNATIONAL STUDENT ASSESSMENT (PISA) PILOT PROJECT. 12 MONTHS, \$500,000.

The Organization for Economic Co-operation (OECD) developed and launched the Programme for International Student Assessment (PISA) in 1997. Over 70 countries participate in the study that includes literacy, mathematics and science. Assessments allow for the tracking of content knowledge, skills and the application of knowledge of 15 year olds, the age at which many countries end compulsory education. OECD is looking to pilot a PISA-comparable test known as the PISA for Schools assessment that can be administered by schools and districts. The difference between the main international PISA and PISA for Schools is grain size. The effort, spearheaded by the Hewlett Foundation, allows schools in the United States to compare school performance to schools internationally, a benchmarking process that embeds an outward-looking perspective for continuous learning and improvement.

PHILADELPHIA YOUTH NETWORK, *Philadelphia, PA*

FOR PLANNING TO BECOME A SCHOOL DESIGN AND DEVELOPMENT INTERMEDIARY. 12 MONTHS, \$250,000.

Urban districts across the country struggle to raise achievement for some of the most at-risk student populations: overage and undercredited students. In Philadelphia, nearly one-third of all School District of Philadelphia students do not finish high school. The need to increase college readiness among urban district students is particularly significant—and acute—for students who are at least two years off-track to graduation. The Philadelphia Youth Network (PYN), in response to the challenge, has begun the process of developing a charter school model tailored specifically to these off-track students, aiming to both support and fill a critical gap in Philadelphia's broader ongoing efforts to transform education delivery for its most underserved students. With Corporation support, PYN will complete the design of this model and apply for implementation in the city of Philadelphia.

PUBLIC IMPACT, LLC, *Chapel Hill, NC*

FOR THE DESIGN, IMPLEMENTATION AND DISSEMINATION OF EFFORTS TO EXTEND THE REACH OF TOP U.S. TEACHERS. 24 MONTHS, \$600,000.

There is no path to improving student outcomes and closing the achievement gap without ensuring that all students have access to excellent teachers. Even as reforms strive to address the system-level issues that affect teacher quality, schools and districts must also find ways to maximize the impact of the best existing teachers. Public Impact, a national education policy firm dedicated to improving learning outcomes for all children in the United States, identified this need. Through this grant, Public Impact aims to change the national conversation about teacher quality to include “reach extension” and to give the concept, its benefits and key implementation opportunities traction in schools, districts and the reform community more broadly.

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

FOR IMPLEMENTING PROGRAMS AT A NEW COMMUNITY
COLLEGE. 14 MONTHS, \$300,000.

The City University of New York's first new community college in 40 years will open with 500 students in June 2012. Its design incorporates nearly a dozen elements of proven innovative practices from around the country, such as a required summer academy and full-time attendance in the first year, a limited number of degree options and a highly structured and integrated curriculum using the theme of sustaining New York City as an organizing topic. The Corporation will support three activities as part of the early design work for the new college: a pilot of a novel college and career readiness course with students in New York City Transfer Schools, recruitment and training of student mentors who will serve as peer advisors and eight young professionals conferences to introduce New York City students and their families to the new college's programs.

ROCKEFELLER PHILANTHROPY ADVISORS, *New York, NY*

FOR CAPACITY BUILDING OF THE ACADEMY FOR COLLEGE
EXCELLENCE PROGRAM. 12 MONTHS, \$250,000.

Annually community colleges enroll some six million students—more than one-third of all postsecondary students in the United States—but low graduation rates persist, particularly among students who must begin college by taking noncredit remedial/developmental education courses. The Academy for College Excellence is a semester-long program for disconnected youth that speeds their progress through developmental courses into credit-bearing ones. The Corporation will support several capacity building activities as the Academy prepares for national expansion, including systematization of the process for future colleges to adopt the Academy's approach, improvements to current processes such as information technology systems and delivery of its faculty development workshops, and improvements to student outreach techniques.

STANFORD UNIVERSITY, *Stanford, CA*

FOR BUILDING ON THE COMMON CORE STATE STANDARDS
INITIATIVE TO IMPROVE LEARNING FOR ENGLISH-LANGUAGE
LEARNERS. 24 MONTHS, \$1,000,000.

The recent adoption of the Common Core State Standards (CCSS) in English Language Arts and Mathematics by 44 states has been a critically important step in school reform for educators and policymakers alike. Educators and advocates have raised concerns about how the needs of English-language learners (ELLs) should be addressed. Admittedly, the English Language Arts Standards writing committee wrote: "it was beyond the scope of the Standards to define the full range of supports appropriate for English-language learners." Development of corresponding standards that speak directly to English Language Proficiency development needs is an important next step. Kenji Hakuta of Stanford University will coordinate efforts to develop a set of standards for teachers of ELLs that support English Language Proficiency in the content areas.

TEACHERS COLLEGE, *Columbia University, New York, NY*

FOR A REPORTING PROJECT AT THE HECHINGER INSTITUTE
TO COVER EDUCATION AND HUMAN CAPITAL ISSUES.
24 MONTHS, \$341,000.

The Hechinger Institute on Education and the Media, housed at the Teachers College, Columbia University and its publication *Hechinger Report* inform the public about the status of U.S. education through quality journalism. With support from the Corporation, the Institute will demonstrate that nonprofit, university-based journalism is an important and viable means of informing audiences in various communities and states about critical national education issues. The Institute's reporting will inform influential civic, political and educational leaders as well as parents and other thought leaders about the continuum of human capital issues in education. From recruitment to evaluation, Hechinger will examine human resource policies that affect the practice and performance of teachers. This project also will examine in even greater depth the professional development of teachers, a part of the human capital equation on which the United States spends billions of dollars each year. The reports produced with news organizations are intended to spur debate and reflection and, ultimately, affect both practice and policymaking.

THOMAS B. FORDHAM INSTITUTE, *Washington, DC*

FOR INFORMING POLICYMAKERS AND THE PUBLIC ON THE MANY ISSUES WITH CURRENT EDUCATION GOVERNANCE AND TO EXPLORE SCHOOL GOVERNANCE ALTERNATIVES.

36 MONTHS, \$500,000.

Governance and leadership play critical roles in education reform. However, current knowledge on existing structures, governance arrangements and power relationships remains limited. There is a need to bring issues of education governance on to the mainstream education reform agenda to address bottlenecks, inefficiencies, bureaucracies and duplications, and generate a factbase to develop alternative structures that respond to children's needs and interests. The Thomas B. Fordham Institute and the Center for American Progress, both long-established leaders in education reform policy engagement, will work together to advance, deepen and inform a bipartisan education reform policy dialogue as it relates to education governance.

TIDES FOUNDATION, *San Francisco, CA*

FOR GENERAL SUPPORT OF THE CAMPAIGN FOR GRADE-LEVEL READING. 6 MONTHS, \$100,000.

The Annie E. Casey Foundation recently formed an initiative, entitled "The Campaign for Grade-Level Reading," to build support for the urgency of successful grade-level reading across the nation and to close the reading achievement gap. The Campaign, a collaboration supported by a number of funders, is committed to working with a broad range of partners such as the Alliance for Excellent Education and others who have been strong advocates for literacy and vital in shaping policy discussions for grade-level literacy. Corporation support will assist with the Campaign's start up. The Tides Foundation will serve as the fiscal agent to manage Campaign funds.

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

FOR CAPACITY BUILDING TO ACHIEVE INCREASED IMPACT AND SCALE. 24 MONTHS, \$1,500,000.

The escalating demand for school restructuring, spurred by new federal reforms and programs, presents a unique opportunity to confront the problem of persistently failing schools with innovative solutions. Turnaround for Children (TFC) partners with low-performing schools serving high-poverty communities to help schools build the sustainable systems, skills, resources and culture to maintain and advance gains independently. Carnegie's original grant to TFC allowed the organization to work with an external consultant to comprehensively assess its potential for growth and create a strategic growth plan, including clear steps and necessary strategies to achieve increased impact and scale. With renewed Carnegie funding, TFC will implement the set of capacity building strategies developed during the planning process, including focusing on district- and systemwide reform, reaching more schools, meeting growing demand, better sustaining its work through existing public funding streams and being a powerful voice for policy change specifically around the transformation of all high-poverty schools.

UNCOMMON KNOWLEDGE AND ACHIEVEMENT, INC., *New York, NY*

FOR THE DEVELOPMENT AND IMPLEMENTATION OF AN INNOVATIVE MODEL OF TEACHER PREPARATION FOR MIDDLE AND HIGH SCHOOL MATH AND SCIENCE.

24 MONTHS, \$1,000,000.

If we are to educate significantly more students to higher standards than ever before, we must find ways to staff our highest-need schools with excellent teachers, which requires new ways of training teachers. Uncommon Knowledge and Achievement, called Teacher U, offers an innovative approach to teacher preparation. Developed by three of the most successful charter management organizations, Teacher U prepares teachers with a practical, results-oriented curriculum taught by master teachers. The curriculum is focused on helping teachers be successful in schools serving low-income students, and all teachers need to prove their efficacy before they can graduate. With this grant, Teacher U proposes to expand its program to include middle and high school math and science.

WESTERN INTERSTATE COMMISSION FOR HIGHER
EDUCATION, *Boulder, CO*

FOR A PILOT PROJECT TO DEVELOP AN INTERSTATE STUDENT
PASSPORT FOR BLOCK TRANSFER OF GENERAL EDUCATION
COURSES. 24 MONTHS, \$550,000.

College student mobility is a major national phenomenon. The numbers of those studying at two or more colleges has been rapidly increasing. Too often, existing transfer policies and practices have not kept pace. And too often the result is extra credits (when credits from one institution are not accepted by another), extra cost to students (for earned credits not accepted for transfer or for repeating courses) and extra time to earn a degree. Although a few states have comprehensive intrastate transfer agreements for entire blocks of general education courses, no comprehensive interstate agreements exist to speed the cross-state college transfer that is also increasing. This project will pilot with five Western states (CA, OR, UT, ND, HI) an interstate passport enabling block transfer agreements for the general education core. It will also produce important new data on transfer patterns in the West.

Discretionary Grants

Strengthening Democracy

ARIZONA STATE UNIVERSITY FOUNDATION, *Tempe, AZ*

12 MONTH GRANT OF \$30,000 FOR A SYMPOSIUM ON THE SOCIAL, EDUCATIONAL, AND ECONOMIC IMPACT OF ARIZONA'S IMMIGRATION LAWS

BALLOT INITIATIVE STRATEGY CENTER FOUNDATION, *Washington, DC*

12 MONTH GRANT OF \$40,000 FOR A PROJECT TO ASSESS THE IMPACT OF ANTI-IMMIGRANT BALLOT MEASURES ON CIVIC PARTICIPATION

BROOKINGS INSTITUTION, *Washington, DC*

9 MONTH GRANT OF \$50,000 FOR DISSEMINATION OF A REPORT ON THE ECONOMIC IMPACT OF IMMIGRATION REFORM

UNIVERSITY OF CALIFORNIA AT LOS ANGELES, *Los Angeles, CA*

12 MONTH GRANT OF \$50,000 FOR A PROJECT TO PROMOTE ACCESS TO HIGHER EDUCATION FOR IMMIGRANT YOUTH

CATO INSTITUTE, *Washington, DC*

12 MONTH GRANT OF \$50,000 FOR A PUBLICATION AND A CONFERENCE EXAMINING THE IMPACT OF IMMIGRATION REFORM ON THE UNITED STATES.

DEMOCRACY NORTH CAROLINA, *Durham, NC*

12 MONTH GRANT OF \$50,000 FOR DEVELOPING AND DOCUMENTING A NATIONAL MODEL FOR EXPANDING CIVIC ENGAGEMENT AMONG YOUTH THROUGH VOTER PRE-REGISTRATION POLICIES

ECONOMIC POLICY INSTITUTE, *Washington, DC*

6 MONTH GRANT OF \$50,000 FOR RESEARCH, PRODUCTION AND DISSEMINATION OF A REPORT ON THE ECONOMIC BENEFITS OF IMMIGRANTS ON THE LABOR MARKET

ELECTRONIC PRIVACY INFORMATION CENTER, *Washington, DC*

12 MONTH GRANT OF \$50,000 FOR RESEARCH AND PUBLIC EDUCATION ON THE PRIVACY AND SECURITY ISSUES RELATED TO EMPLOYEE VERIFICATION SYSTEMS USING GOVERNMENT DATABASES

EQUALITY AND DIVERSITY FORUM, *London, UNITED KINGDOM*

11 MONTH GRANT OF \$50,000 FOR A U.S./U.K. LEARNING EXCHANGE PROJECT ON IMMIGRANT INTEGRATION

MAYTREE FOUNDATION, *Toronto, CANADA*

13 MONTH GRANT OF \$49,200 TOWARD PROMOTING U.S. IMMIGRANT INTEGRATION PRACTICES IN THE CITIES OF MIGRATION INITIATIVE

NATIONAL FOUNDATION FOR AMERICAN POLICY, *Arlington, VA*

12 MONTH GRANT OF \$50,000 FOR A PROJECT TO EXAMINE THE CHALLENGES OF KEY REGULATORY AND ADMINISTRATIVE IMMIGRATION ISSUES

NEW VENTURE FUND, *Washington, DC*

8 MONTH GRANT OF \$50,000 FOR A PROJECT TO REMOVE BARRIERS TO REGISTRATION AND VOTING FOR STUDENTS AND YOUTH

ONEAMERICA, *Seattle, WA*

4 MONTH GRANT OF \$25,000 FOR A NATIONAL CONFERENCE ON IMMIGRANT INTEGRATION

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

15 MONTH GRANT OF \$50,000 FOR A COMMUNICATIONS STRATEGY AIMED AT PROVIDING ENHANCED EDUCATIONAL OPPORTUNITY TO IMMIGRANT STUDENTS

UNIVERSITY OF SOUTHERN CALIFORNIA, *Los Angeles, CA*

12 MONTH GRANT OF \$50,000 FOR A PROJECT TO DEVELOP AN IMMIGRANT INTEGRATION SCORECARD

WILLIAM J. BRENNAN, JR., CENTER FOR JUSTICE, INC., *New York, NY*

2 MONTH GRANT OF \$50,000 FOR NONPARTISAN VOTER PROTECTION WORK IN THE 2010 ELECTIONS

WOODSTOCK THEOLOGICAL CENTER, *Washington, DC*

11 MONTH GRANT OF \$25,000 FOR A SOCIAL MEDIA INITIATIVE TO ENGAGE UNDERGRADUATE STUDENTS AND YOUNG ADULTS IN THE THEOLOGY OF MIGRATION

Urban and Higher Education

Achieve, Inc., *Washington, DC*

12 MONTH GRANT OF \$50,000 FOR AN ENGLISH-LANGUAGE LEARNER SUBCOMMITTEE FOR THE PARTNERSHIP FOR THE ASSESSMENT OF READINESS FOR COLLEGE CAREERS' (PARCC) CONTENT TECHNICAL ADVISORY COMMITTEE

American Youth Policy Forum, *Washington, DC*

9 MONTH GRANT OF \$49,000 TO SUPPORT A SERIES OF INFORMATIONAL BRIEFINGS ON EDUCATION POLICY FOR NEW AND JUNIOR CONGRESSIONAL STAFF

Barnard College, *New York, NY*

12 MONTH GRANT OF \$25,000 FOR DEVELOPING A BUSINESS PLAN TO PROMOTE AN INNOVATIVE COLLEGE-LEVEL PEDAGOGY

Bottom Line, Inc., *Jamaica Plain, MA*

12 MONTH GRANT OF \$50,000 FOR EXPANSION OF THE COLLEGE ACCESS AND COLLEGE SUCCESS PROGRAMS TO NEW YORK

University of Chicago, *Chicago, IL*

12 MONTH GRANT OF \$436,600 FOR THE DEVELOPMENT OF A VETTING PROCESS AND AN ONGOING LEARNING INFRASTRUCTURE TO SUPPORT THE 100Kin10 INITIATIVE AND ENCOURAGE THE CONTINUOUS IMPROVEMENT OF PARTICIPATING ORGANIZATIONS

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

10 MONTH GRANT OF \$50,000 FOR THE SMARTER BALANCED ASSESSMENT CONSORTIUM'S (SBAC'S) ENGLISH-LANGUAGE LEARNER ADVISORY COMMITTEE

Education Pioneers, Inc., *Oakland, CA*

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

Educators for Excellence, *New York, NY*

3 MONTH GRANT OF \$50,000 FOR THE DEVELOPMENT OF A COMPREHENSIVE STRATEGIC-GROWTH PLAN

Envision Excellence in STEM Education, *Cleveland, OH*

6 MONTH GRANT OF \$175,000 FOR PLANNING RELATED TO A STEM SCHOOL DESIGN INTERMEDIARY AND A STEM SECONDARY SCHOOL DESIGN BLUEPRINT

Family Health International, *Durham, NC*

12 MONTH GRANT OF \$49,000 FOR SUPPORT OF CROSS-SITE LEARNING AMONG INNOVATIVE HIGHER EDUCATION TEACHER PREPARATION PROGRAMS AND DISSEMINATION

Foundation for Excellence in Education, *Tallahassee, FL*

14 MONTH GRANT OF \$150,000 FOR "DIGITAL LEARNING NOW," A MULTIYEAR INITIATIVE TO TRANSFORM EDUCATION USING TECHNOLOGY

Grantmakers for Education, *Portland, OR*

6 MONTH GRANT OF \$10,000 FOR A FEASIBILITY STUDY TO DETERMINE THE ESTABLISHMENT OF A STEM GRANTMAKERS NETWORK

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

9 MONTH GRANT OF \$50,000 FOR ENHANCING THE COLORIN COLORADO WEBSITE TO INCLUDE COMMON CORE STATE STANDARDS CONTENT APPLIED TO ENGLISH-LANGUAGE LEARNERS

Green Dot Public Schools, *Los Angeles, CA*

4 MONTH GRANT OF \$50,000 FOR THE DEVELOPMENT OF A STRATEGIC GROWTH PLAN FOR THE ADMINISTRATORS-IN-RESIDENCE PROGRAM

The Institute for Educational Leadership, Inc., *Washington, DC*

12 MONTH GRANT OF \$25,000 TOWARD A PROJECT FOR ENGLISH LANGUAGE LEARNERS AND REFORMING CITY SCHOOL SYSTEMS

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

4 MONTH GRANT OF \$21,200 FOR ACTIVITIES TO PROMOTE COMMON SCIENCE EDUCATION STANDARDS

Learning Matters, Inc., *New York, NY*

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

MentorNet, *Sunnyvale, CA*

8 MONTH GRANT OF \$50,000 TOWARD SCALING ITS E-MENTORING PROGRAM TO SERVE MORE WOMEN AND UNDERREPRESENTED SCIENCE, TECHNOLOGY, ENGINEERING, MATH (STEM) STUDENTS IN THE UNITED STATES

NATIONAL ACADEMY OF SCIENCES, *Washington, DC*

12 MONTH GRANT OF \$25,000 FOR SUPPORT TO EXPAND THE DISSEMINATION OF A REPORT THAT EXAMINES THE ISSUES THAT IMPACT THE PARTICIPATION AND SUCCESS OF UNDERREPRESENTED MINORITIES IN SCIENCE, TECHNOLOGY, ENGINEERING AND MATHEMATICS FROM PRE-KINDERGARTEN TO GRADUATE SCHOOL

NATIONAL ALLIANCE FOR PUBLIC CHARTER SCHOOLS, *Washington, DC*

5 MONTH GRANT OF \$50,000 FOR A PROJECT TO INCREASE DIVERSITY AWARENESS, KNOWLEDGE AND PLANNING AMONG CHARTER SUPPORT ORGANIZATIONS

NATIONAL PUBLIC EDUCATION SUPPORT FUND, *Washington, DC*

24 MONTH GRANT OF \$50,000 FOR A CONSORTIUM OF EDUCATION FUNDERS

NATIONAL WRITING PROJECT, *Berkeley, CA*

6 MONTH GRANT OF \$49,800 FOR LINKING SCIENCE AND WRITING IN AN ERA OF NEW COMMON STANDARDS

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

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

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

3 MONTH GRANT OF \$50,000 FOR AN INITIATIVE TO LAUNCH AN EDUCATION FELLOWS THINK TANK AND POLICY CENTER IN NEW YORK STATE

NORTH AMERICAN COUNCIL FOR ONLINE LEARNING, *Vienna, VA*

8 MONTH GRANT OF \$50,000 FOR A NATIONAL CONVENING TO ADVANCE COMPETENCY-BASED LEARNING AND ESTABLISHMENT OF A NATIONAL FRAMEWORK OF INNOVATORS AND EARLY ADOPTERS

PUBLIC EDUCATION NETWORK, *Washington, DC*

12 MONTH GRANT OF \$50,000 FOR A CONVENING TO ADDRESS COLLEGE AND CAREER READINESS

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

6 MONTH GRANT OF \$50,000 FOR COMMISSIONED PAPERS AND A POLICY BRIEF ON A NEW GENERATION OF STATE ASSESSMENTS ALIGNED WITH THE COMMON CORE STATE STANDARDS

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

12 MONTH GRANT OF \$250,000 FOR SCHOOLS FOR THE FUTURE, A NEW HIGH SCHOOL MODEL

UNIVERSITY OF SOUTHERN CALIFORNIA, *Los Angeles, CA*

14 MONTH GRANT OF \$50,000 FOR A WEB-BASED APPLICATION PLATFORM FOR THE CENTER FOR URBAN EDUCATION

UNIVERSITY OF SOUTHERN CALIFORNIA, *Los Angeles, CA*

12 MONTH GRANT OF \$30,000 FOR A PROJECT TO IDENTIFY POLICY SOLUTIONS REGARDING NONTENURE TRACK FACULTY THAT BETTER SUPPORT STUDENT SUCCESS IN UNDERGRADUATE EDUCATION

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

4 MONTH GRANT OF \$25,000 FOR SUPPORTING TEACH FOR AMERICA'S 20TH ANNIVERSARY SUMMIT

TWENTY-FIRST CENTURY FOUNDATION, *New York, NY*

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

UNIVERSITY OF TEXAS AT AUSTIN, *Austin, TX*

12 MONTH GRANT OF \$1,000,000 FOR SUPPORT OF ITS CHARLES A. DANA CENTER

WESTERN INTERSTATE COMMISSION FOR HIGHER EDUCATION, *Boulder, CO*

8 MONTH GRANT OF \$42,000 FOR A SUMMIT ON COMMON CORE STANDARDS FOR THE UNITED STATES

WNET, *New York, NY*

3 MONTH GRANT OF \$50,000 FOR SUPPORTING THE INTERNATIONAL SUMMIT ON THE FUTURE OF THE TEACHING PROFESSION

WNET, *New York, NY*

10 MONTH GRANT OF \$50,000 FOR THE 2012 INTERNATIONAL SUMMIT ON THE TEACHING PROFESSION

External Affairs

Future of Journalism Education

ARIZONA STATE UNIVERSITY, *Tempe, AZ*

FOR EXPANDING THE NEWS21 NETWORK OF UNIVERSITIES PROVIDING INNOVATIVE, HANDS-ON JOURNALISM EDUCATION. 12 MONTHS, \$220,000.

News21 was begun by the Corporation and the John S. and James L. Knight Foundation to encourage excellence and innovation in the teaching of college journalism. Headquartered since July 2008 at ASU's Walter Cronkite School of Journalism and Mass Communication, News21 engages a national consortium of journalism students in a collaborative newsroom experience in which they focus on in-depth reporting, issue expertise and innovation in news dissemination under the guidance of top journalism professionals. The Cronkite School is preparing to launch a new, sustainable model for News21 to include students from other schools. Support from the Corporation will enable the project to continue for a year. Future support via a third-party endowment will be provided by the Knight Foundation.

COLUMBIA UNIVERSITY, *New York, NY*

FOR DEVELOPING GRADUATE JOURNALISM CURRICULUM STANDARDS. 24 MONTHS, \$350,000.

The Carnegie-Knight Initiative on the Future of Journalism Education has led a national effort to raise the standards and stature of journalism education in the United States. The Columbia University Graduate School of Journalism has been a valuable and key participant in this effort. With support from the Corporation, the School will develop a capstone project to the curriculum portion of the Carnegie-Knight Initiative that would institutionalize knowledge-based graduate journalism education by strengthening the program at Columbia, which in many ways serves as a national model, and by establishing a set of recommended guidelines and standards for graduate journalism education that might be adopted and adapted by others. This effort would draw on the experiences of the schools participating in the Carnegie-Knight Initiative and of journalism schools outside the United States.

HARVARD UNIVERSITY, *Cambridge, MA*

FOR THE BI-ANNUAL DEANS' DIALOGUE MEETINGS REGARDING THE CARNEGIE-KNIGHT INITIATIVE ON JOURNALISM EDUCATION. 36 MONTHS, \$570,000.

For the past six years, Harvard's Shorenstein Center has been an integral member of the 12-university Carnegie-Knight Initiative on the Future of Journalism Education. It has housed the Carnegie-Knight Taskforce providing research on journalism education and serving as a platform for the Taskforce members to speak out on journalism-related issues and implement specific outreach mechanisms, such as a content rich Web site, conferences, reports and op-ed pieces. With continuing support of the Corporation, the Center intends to continue the regular meetings of deans affiliated with the Carnegie-Knight Initiative, and also continue the development and expansion of the Journalist's Resource Web site as a key source for knowledge-based journalism, utilized by journalists, journalism educators and students.

Public Media

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

FOR INTERNATIONAL NEWS COVERAGE FOR THE PBS NEWSHOUR. 24 MONTHS, \$500,000.

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. Six million television viewers, radio listeners and Internet users turn to the PBS Newshour each week for daily reporting and analysis. With renewed support from the Corporation, the Newshour will travel to the world's critical news spots to provide informative, trustworthy, comprehensive reports that focus on critical international issues from around the globe that are important to the American public. They will also continue to expand their collaborations and reporting partnerships with like-minded institutions in the public media and journalism space.

INDEPENDENT PRODUCTION FUND, INC., *New York, NY*

FOR THE “BILL MOYERS & COMPANY” HALF-HOUR SHOW ON PBS. 30 MONTHS, \$2,000,000.

A new series called Moyers & Company, which has been airing weekly on public television stations beginning in October 2011 with Corporation support, will continue the tradition of fresh thinking, new perspectives, and engaging conversation that Bill Moyers is known for. Moyers & Company will utilize Moyers’ talent for conversation and his signature essays to probe the thinking of individuals—Americans and others—whose passion is to transform knowledge into wisdom. Moyers & Company will be produced by the independent production company, Public Affairs Television, to reach as many people as possible with serious and intelligent talk about the important issues facing democracy; to engage caring citizens in thinking about new approaches to today’s problems, and to see those challenges as an interconnected reality requiring innovation and the conversation of democracy; and to amplify the impact of the content—beyond people who watch the broadcast—with a dynamic Web site.

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

FOR IN-DEPTH COVERAGE ON INTERNATIONAL PEACE AND SECURITY ISSUES. 24 MONTHS, \$300,000.

The mission of National Public Radio (NPR) is to work in partnership with their member public radio stations to create a more informed public—one challenged and invigorated by a deeper understanding and appreciation of events, ideas and cultures. With support from the Corporation, NPR will focus on informing and engaging a large and influential audience about international peace and security issues. During the proposed grant period, NPR will bring to its nearly 26 million weekly listeners reports from NPR’s foreign bureaus in Kabul, Islamabad, Baghdad and recently opened bureaus in Dubai and Jakarta; cover news from Washington, D.C., and elsewhere on the domestic front to track security issues and trends and U.S. defense policies and intelligence; create robust Web-only features and layouts to reach news consumers with the information they need however they choose to consume it; and work with other public media providers to enrich NPR’s own coverage and extend the reach of their reporting to other audiences and on other platforms, including television.

Discretionary Grants

Dissemination

UNIVERSITY OF CHICAGO, *Chicago, IL*

12 MONTH GRANT OF \$25,000 FOR A COLLABORATION BETWEEN THE URBAN EDUCATION INSTITUTE AND THE CHICAGO NEWS COOPERATIVE TO LINK JOURNALISTS AND EDUCATION RESEARCHERS

EDUCATION WRITERS ASSOCIATION, *Washington, DC*

12 MONTH GRANT OF \$50,000 FOR A SEMINAR ON THE STRATEGIC MANAGEMENT OF HUMAN CAPITAL FOR JOURNALISTS

FOUNDATION CENTER, *New York, NY*

12 MONTH GRANT OF \$20,000 FOR A PROJECT TO HIGHLIGHT FUNDER COLLABORATIVES IN THE NONPROFIT SECTOR

GATEWAVE, INC., *New York, NY*

5 MONTH GRANT OF \$25,000 FOR EXPANSION OF THE FOR YOUR EARS ONLY PROJECT

HOPE STREET GROUP, *Tarzana, CA*

3 MONTH GRANT OF \$25,000 FOR OUTSIDE COMMUNICATIONS CONSULTING TO SUPPORT THE TEACHER EVALUATION REFORM AND THE ORGANIZATION'S MISSION AND GOALS

INTERNATIONAL CENTER FOR JOURNALISTS INC., *Washington, DC*

7 MONTH GRANT OF \$25,000 FOR THE DEVELOPMENT OF AN ONLINE MANUAL TO HELP TRAIN ARAB JOURNALISTS TO REPORT ON GOOD GOVERNANCE ISSUES AND TO COVER THE INTRICACIES OF THE DEMOCRATIC PROCESS

NATIONAL COUNCIL ON TEACHER QUALITY, *Washington, DC*

2 MONTH GRANT OF \$10,000 FOR COMMUNICATIONS TRAINING TO IMPROVE MESSAGING WITH THE MEDIA, KEY CONSTITUENTS AND OUTREACH TO THE LARGER PUBLIC

NEW SCHOOLS FUND, *San Francisco, CA*

11 MONTH GRANT OF \$25,000 FOR COMMUNICATION ABOUT EFFECTIVE TEACHER DEVELOPMENT THROUGH WEBSITE REDESIGN AND MEDIA PLACEMENT

NORTHWESTERN UNIVERSITY, *Evanston, IL*

2 MONTH GRANT OF \$15,400 FOR THE NEWTON MINOW 50TH ANNIVERSARY SYMPOSIUM

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

6 MONTH GRANT OF \$30,000 FOR HOSTING THE ROUNDTABLE DISCUSSION, "NEW MEDIA, NEW MODELS: TOWARD VIABLE ENTREPRENEURIAL JOURNALISM"

TEACH PLUS, *Cambridge, MA*

12 MONTH GRANT OF \$10,000 FOR SOCIAL MEDIA OUTREACH AND TO LAUNCH A TEACHER COMMUNICATION PLATFORM

WASHINGTON MONTHLY CORPORATION, *Washington, DC*

6 MONTH GRANT OF \$50,000 FOR "GOVERNMENT IN MY BACKYARD," A PROJECT ABOUT CIVIC ENGAGEMENT

Future of Journalism Education

CHARLES GORRA, *Syracuse, NY*

2 MONTH GRANT OF \$7,500 FOR PARTICIPATION AS A CARNEGIE FELLOW IN THE 2011 ABC SUMMER INSTITUTE

JOSH HASKELL, *New York, NY*

2 MONTH GRANT OF \$7,500 FOR PARTICIPATION AS A CARNEGIE FELLOW IN THE 2011 ABC SUMMER INSTITUTE

LAUREN GILGER, *Phoenix, AZ*

2 MONTH GRANT OF \$7,500 FOR PARTICIPATION AS A CARNEGIE FELLOW IN THE 2011 ABC SUMMER INSTITUTE

ROBIN RESPAUT, *New York, NY*

2 MONTH GRANT OF \$7,500 FOR PARTICIPATION AS A CARNEGIE FELLOW IN THE 2011 ABC SUMMER INSTITUTE

SELLY THIAM, *New York, NY*

2 MONTH GRANT OF \$7,500 FOR PARTICIPATION AS A CARNEGIE FELLOW IN THE 2011 ABC SUMMER INSTITUTE

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

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

Centennial

CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE, *Washington, DC*

FOR ITS “GLOBAL VISION” IN ORDER TO ASSIST THE
ENDOWMENT TO BECOME A TRULY GLOBAL THINK TANK.
60 MONTHS, \$10,000,000.

Celebrating its 100th anniversary, the Carnegie Endowment for International Peace (the Endowment) is the oldest and one of the most influential international affairs think tanks in the United States, dedicated to providing ideas and analysis to improve policies, decision making and outcomes. A unique feature of the Endowment is that it aspires to be a truly global think tank. With current offices in Moscow, Beijing, Beirut and Brussels, along with the headquarters in Washington, D.C., the Endowment is on the path to becoming the world’s first global think tank. With a \$10 million challenge grant, reflecting Andrew Carnegie’s initial gift to the Endowment, the institution will embark on further expansion of its “Global Vision” by adding additional centers. The Corporation’s challenge grant will enable the Endowment to embark on a strategic campaign in support of its expanded vision.

CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE, *Washington, DC*

FOR STRENGTHENING THE ENDOWMENT’S DEVELOPMENT
AND FUNDRAISING CAPACITY. 36 MONTHS, \$950,000.

Celebrating its 100th anniversary, the Carnegie Endowment for International Peace (the Endowment) is the oldest and one of the most influential international affairs think tanks in the United States, dedicated to providing ideas and analysis to improve policies, decision making and outcomes. A unique feature of the Endowment is that it aspires to be a truly global think tank. With current offices in Moscow, Beijing, Beirut and Brussels, along with the headquarters in Washington, D.C., the Endowment is on a path to becoming the world’s first global think tank. With this grant, the Endowment will launch an ambitious development and fundraising strategy to strengthen its existing operations and expand its “Global Vision.” The new development office will, for the first time in the Endowment’s history, work to add to the founding gift (beyond investment gains). The grant will enable the Endowment to increase the size and the scope of its global fundraising.

Initiatives Fund

MIAMI DADE COLLEGE FOUNDATION, *Miami, FL*

ACADEMIC LEADERSHIP AWARD IN RECOGNITION OF
MIAMI DADE COLLEGE PRESIDENT EDUARDO J. PADRÓN'S
OUTSTANDING ACADEMIC AND INSTITUTIONAL LEADERSHIP.
12 MONTHS, \$500,000.

UNIVERSITY OF MARYLAND, BALTIMORE COUNTY
FOUNDATION, *Baltimore, MD*

ACADEMIC LEADERSHIP AWARD IN RECOGNITION OF
UNIVERSITY OF MARYLAND, BALTIMORE COUNTY
FOUNDATION PRESIDENT FREEMAN A. HRABOWSKI, III'S
OUTSTANDING ACADEMIC AND INSTITUTIONAL LEADERSHIP.
12 MONTHS, \$500,000.

Special Opportunities Fund

AMERICAN ACADEMY OF ARTS AND SCIENCES,
Cambridge, MA

FOR THE COMMISSION ON THE HUMANITIES AND SOCIAL SCIENCES. 12 MONTHS, \$275,000.

Over the last decade, the nation has been preoccupied with science and technology. Students (and their parents) increasingly focus on study that they believe guarantees future earning power. As a result, the humanities and social sciences have come to be viewed as luxuries or, worse, irrelevant. Increasingly overlooked is their central role in culture, education, economic growth, global competitiveness and a vibrant civil society. The recommended grant will support the work of a national commission that will draw on the knowledge and expertise of leaders from a broad range of fields and disciplines. The commission will produce actionable recommendations on maintaining excellence and bolstering teaching and research, as well as a plan for a major public visibility campaign. Its work is timely, complementing that of a blue-ribbon committee assessing the future of American research universities.

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

FOR THE GLOBAL KNOWLEDGE INITIATIVE'S SCIENCE, TECHNOLOGY AND INNOVATION COLLABORATION. 24 MONTHS, \$200,000.

The need for a new approach to science, technology, and innovation (STI) collaboration between developing and developed countries has never been greater: STI collaborations often exclude scholars in the poorest countries and STI capacity in the developing world often proves insufficient to address most local economic and social development issues. Collaborations that solve STI challenges straddling geographic, disciplinary and industrial divides offer hope. In response, the Global Knowledge Initiative (GKI), a project of the American Association for the Advancement of Science, seeks to forge, optimize and sustain knowledge partnerships between the people and institutions of higher education and research. With Corporation support, GKI will implement its Learning and Innovation Network for Knowledge and Solutions (LINK) pilot projects in East Africa.

ASPEN INSTITUTE, INC., *Washington, DC*

FOR ITS PROGRAM ON PHILANTHROPY AND SOCIAL INNOVATION. 24 MONTHS, \$100,000.

The philanthropic community is transforming and expanding to include actors beyond established traditional foundations. Organizations run by living benefactors eager to take on large, systemic problems in new ways are matching the size, scope and potential impact of established grantmaking institutions. Leaders of private sector corporations are seizing ways to leverage markets to advance social change. Given the dramatic shifts occurring across public, private and government sectors, there is a unique opportunity to foster collaboration, shared learning and greater impact. The Aspen Institute's Program on Philanthropy and Social Innovation (PSI) is committed to enhancing the impact of a growing and increasingly diverse social sector, transferring knowledge from large, staffed foundations to smaller unstaffed family foundations and from the philanthropic sector to other public and private social actors. With Corporation support, PSI will continue to strengthen the social sector through research, writing and consensus-building workshops.

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

FOR CORPORATION-WIDE NONPROFIT MEMBERSHIPS IN FISCAL YEAR 2011. 12 MONTHS, \$315,000.

CITIZENS FOR RESPONSIBILITY AND ETHICS IN WASHINGTON INC., *Washington, DC*

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

The American public has lost trust in its elected officials. The BP oil spill, bank bailouts, and poor financial regulation on Wall Street: these events compounded by continuous allegations of corruption and unethical behavior leveled against elected officials have highlighted the rising levels of secrecy and dishonesty that have become commonplace in government. This gradual corrosion undermines a fundamental tenet of democracy—a transparent government accountable to its citizens. Citizens for Responsibility and Ethics in Washington (CREW), a nonprofit legal organization dedicated to restoring public trust in government, uses the law to develop policies and practices that foster government transparency and accountability. With Corporation support, CREW will continue to work through legal channels to shape stronger transparency policies and practices.

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

ONE-TIME FUNDING FOR THE WOMEN'S 2.0 MEDIA PROJECT DIGITAL ORAL HISTORY ARCHIVE. 24 MONTHS, \$100,000.

The Women 2.0 Media Project created by the Greater Washington Educational Telecommunications Association (WETA) is about education and preservation, about connecting the women of today to their history and preserving women's stories for future generations. It is a multiplatform project designed to inspire and reach general and educational audiences. The Corporation's grant will be toward phase one of the project, which will be the development of an oral history collection and online video archive, which will film the initial 100 oral histories in high-definition video. Phase Two will be a four-hour primetime companion documentary—the Eyes on the Prize for the Women's Movement—to be aired on PBS after the Web site launches. The Project will employ innovative strategies to broaden the knowledge base about the modern Women's Movement, and create a community of learning and discussion around historic events that have contemporary relevance.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY, *Cambridge, MA*

FOR A STUDY ON TRANSFORMING MANUFACTURING IN THE UNITED STATES. 24 MONTHS, \$500,000.

As the economy emerges slowly from the recent financial and economic crises, it faces enormous challenges. A key issue is the future of the nation's manufacturing sector. The United States remains the world's top producer: the total value of manufactured goods produced by U.S. firms continues to outpace that of every other nation, including China. But employment in the sector has declined as a result both of productivity increases and trade. To achieve sustainable economic growth and new jobs, the United States will need to leverage its innovation capabilities to build new industries. No matter how brilliant the country's innovations and how much it invests in upstream research and development, their benefits will not be fully realized unless the United States can reinvent its manufacturing system and integrate it into a new model with its extensive services sector. With Corporation support, researchers from the Massachusetts Institute of Technology will analyze the relationship between production and innovation and identify opportunities for transforming manufacturing in the United States.

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

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

National Public Radio's (NPR) balanced reporting, analysis and commentary reach the largest audience of any American noncommercial news outlet, and a particularly influential portion of the American public. With renewed support from the Corporation, NPR will provide comprehensive coverage of issues and events in education to its listening and online audiences. NPR's education reporting, led by experienced reporters, producers and editors, brings years of journalistic experience to the beat. It will include comprehensive reporting and analysis on the important changes occurring in American schools, including stories on cutting-edge school districts; federal and state education policy; charter schools; teacher evaluation and retention; identification of science, technology, engineering and math teachers; and dropouts/college completion.

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

FOR IN-DEPTH COVERAGE OF INTERNATIONAL AFFAIRS FOR "THE WORLD," A DAILY GLOBAL NEWS PROGRAM. 24 MONTHS, \$150,000.

Public Radio International (PRI), a national network that produces, acquires and distributes innovative public radio programming, launched The World in 1996 to present international news aimed at helping U.S. audiences understand their connection to issues, events and trends around the globe. With support from the Corporation, PRI will work to strengthen in-depth field reporting from around the globe by The World's award-winning staff of journalists as well as their editorial partner, the BBC World Service; increase their rapid-response coverage of critical breaking news, including the deployment of correspondents to new regions as events dictate; and continue the expansion of the program's interactive, online presence.

SAY YES TO EDUCATION, INC., *Hartford, CT*

A ONE-TIME ONLY GRANT FOR A COMPREHENSIVE GUIDEBOOK AND TOOLKITS TO SUPPORT SCALE-UP IMPLEMENTATION OF THE CITY-WIDE SCHOOL TRANSFORMATION STRATEGY IN NEW CITIES. 12 MONTHS, \$250,000.

Spurred by new federal reforms and programs intended to bring all students to college readiness, there is escalating demand for innovative solutions to school transformation. Say Yes to Education is a national, nonprofit foundation committed to dramatically increasing high school and college graduation rates for urban youth across the United States. The organization engages city-wide partners in support of school transformation by aligning their resources to systematically remove for each student barriers related to academic, social-emotional, health and financial needs. Carnegie funding would allow Say Yes to develop a city-wide model guidebook and toolkit to support scale-up and high-fidelity implementation of the city-wide strategy in new cities.

SMITHSONIAN INSTITUTION, *Washington, DC*

FOR A PROJECT TO DIGITIZE ITEMS FROM COOPER-HEWITT'S ARCHIVES AND NATIONAL DESIGN LIBRARY. 12 MONTHS, \$250,000.

Founded in 1897 and incorporated into the Smithsonian Institution in 1967, the Cooper-Hewitt National Design Museum, the home of Andrew Carnegie from 1902 to 1919, is the country's only museum dedicated to historic and contemporary design, encompassing science, technology and engineering. The museum's collection of over 200,000 artifacts, educational programs, publications and online resources continue to offer opportunities for educators, students, professionals and the public to experience the rich history of design in the United States and abroad. To keep pace with this growing interest in design and Cooper-Hewitt's prominence in the field, the museum is undertaking efforts to increase its infrastructure, both physically and virtually. With Corporation support, Cooper-Hewitt will significantly increase the public's access to its collections and design library through the digitization of over 1,500 objects and items, complete with supporting historical documentation and information, which will be drawn from Cooper-Hewitt's archives and national design library.

TAXPAYERS FOR COMMON SENSE, *Washington, DC*

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

Transparency and accountability are essential for the sustainability of any democracy. Understanding the factors that influence decision making by elected officials and what implications those decisions have for citizens, corporations, politicians and others in the country establishes a more informed citizenry, capable of holding its representatives accountable. Given the close, and often unseen, relationship between congress and lobbyists, transparency is of even greater importance today. As the emergence of the Tea Party has shown, public confidence in the established political order is at an all-time low. To restore the trust, it is necessary that light be shed on Washington and that accountability is the status quo—rather than the exception. With Corporation support, TCS, a nonpartisan budget watchdog, will continue its research and analysis of the budget process, looking closely at earmarks in legislation. TCS will also advance policy reforms that make government more transparent and accountable while also educating the public about government misuse of tax dollars.

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

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

Transparency and accountability are essential characteristics of democracy. As a series of recent events have shown—the economic collapse, the Deep Horizon oil spill and the Bernard Madoff scandal among others—a lack of transparency and accountability, coupled with the weakening of government oversight offices, has perpetuated a surge in antigovernment sentiment among the public. Founded in 1981, the Project on Government Oversight (POGO) is an independent nonprofit that investigates and exposes corruption and other misconduct in order to achieve a more accountable federal government. POGO conducts journalistic investigations to shed light on government activities, create vigorous public debate and foster opportunities for systemic reform.

UNIVERSITY OF MARYLAND UNIVERSITY COLLEGE,
Adelphi, MD

FOR A PROJECT TO REDESIGN THREE INTRODUCTORY
SCIENCE AND MATHEMATICS COLLEGE COURSES.

24 MONTHS, \$500,000.

Low persistence and graduation rates are major challenges for colleges today. Research from the Georgetown University Center on Education and the Workforce shows that by 2018 over 68 percent of all jobs will require some postsecondary education, a more than 40 percent increase from current needs. The nation can meet the need only if college becomes more affordable, more accessible and substantially more effective for all students. Innovative technologies are essential to the redesign of higher education that must happen quickly. In this project the College, Prince George's Community College and Carnegie Mellon University's Open Learning Initiative are jointly adapting three of the College's introductory science and math-based courses to increase their effectiveness, particularly for the majority of older adult students the College educates.

WNET, *New York, NY*

FOR A TELEVISION SERIES THAT EXPLORES THE ANCESTRY
AND FAMILY STORIES OF AMERICAN ETHNICITIES.

12 MONTHS, \$400,000.

The breakdown of ethnic groups in the United States demonstrates this country's diversity: African Americans make up 12 percent of the nation's population, Latinos represent 15 percent and are expected to grow to 25 percent within 15 years, and Asian Americans comprise 5 percent of the population. Diversity enriches this country, but it also creates tension and makes the question of American identity much more complex. Because of this, there is a need to promote understanding of Americans' shared history. With Corporation support, WNET.ORG will produce a 10-hour PBS documentary series, *Faces of America: Exploring Our Roots*, hosted by Professor Henry Luis Gates Jr. Looking at two seemingly contrary characters in each episode, this new series will explore how the interaction of different ethnicities has produced America's diverse society and how family genealogies can both confirm and explode many of the country's national myths.

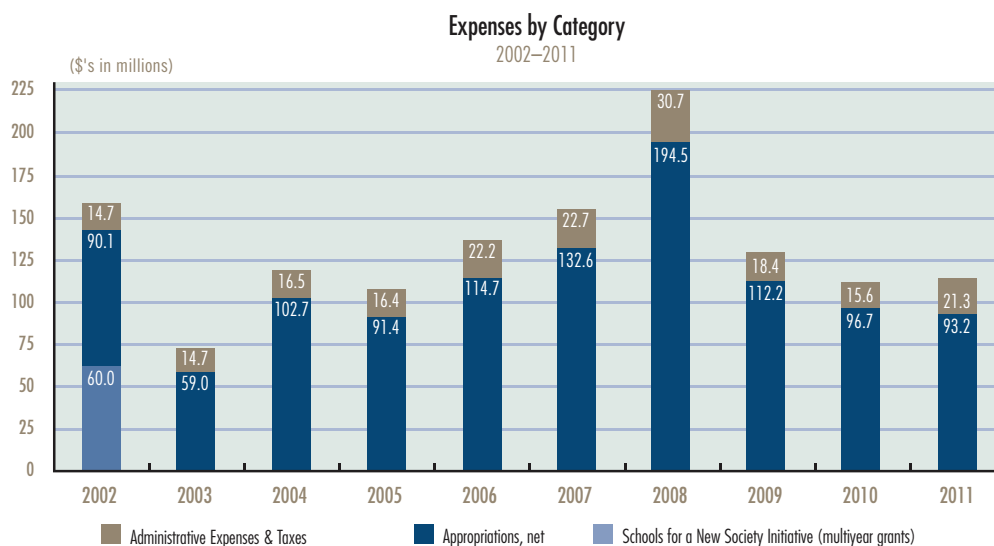
Financial Highlights

Appropriations and Expenses

For the ten years ended September 30, 2011, the Corporation awarded 5,633 grants totaling \$1,147.2 million and incurred expenses of \$154.5 million for direct charitable activities and administrative ex-

penses, excluding investment expenses, and \$38.7 million for taxes, for a total of \$1,340.4 million.

The graph below illustrates the change in expenses by category over the ten-year period ended September 30, 2011.



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, 2011, 63 percent of the appropriated funds were paid within the fiscal year. Appropriations, net of refunds and cancellations, totaled \$93.2 million, compared to \$96.7 million in the preceding year.

Program management and direct charitable activities expenses were \$13.2 million in the fiscal year ended September 30, 2011, compared with \$12.3 million in the previous fiscal year. Included in these amounts are direct charitable activities of \$3.1 million in 2011 and \$3.0 million in 2010. Direct

charitable activities are services provided directly to other exempt organizations, governmental bodies and the general public. Such services include providing technical assistance to grantees and potential grantees, conducting educational conferences and research, publishing and disseminating educational materials, and serving on boards of other charitable organizations or public commissions.

General administration expenses were \$4.4 million in 2011 and \$4.2 million in 2010.

The schedule below breaks down total expenses, excluding appropriations and taxes, into categories for the year ended September 30, 2011.

	Program management and direct charitable activities	Investment	General administration	Total
Salaries	\$ 6,229,634	\$ 2,280,979	\$ 2,027,828	\$ 10,538,441
Employee benefits	2,926,877	432,666	933,688	4,293,231
Investment advisory and custody fees	—	2,695,495	—	2,695,495
Rent	1,379,524	160,275	646,757	2,186,556
Legal and accounting services	—	445,052	311,212	756,264
Consultants	349,206	161,931	35,036	546,173
Publications	364,438	—	—	364,438
Conferences and meetings	527,758	3,650	14,593	546,001
Travel	532,249	132,913	25,385	690,547
Computer equipment and services	267,698	46,417	122,546	436,661
Office expenses	204,345	29,186	94,751	328,282
Amortization and depreciation	91,710	—	42,996	134,706
Trustees' honoraria and expenses	81,333	—	26,435	107,768
Other	237,781	18,756	86,567	343,104
TOTAL	\$ 13,192,553	\$ 6,407,320	\$ 4,367,794	\$ 23,967,667*

* In FY2010, total expenses, excluding appropriations and taxes, were \$23.5 million, which included \$7.1 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 2011 and 2010. During 2011, the Corporation had unrelated business income of \$9.2 million from certain investment partnership activities. After applying carry forward losses of \$1 million, federal and state taxes of \$2.7 million were calculated using applicable corporate tax rates and are included in the provision for 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 & Pullen, LLP audited the Corporation's financial statements as of and for the year ended September 30, 2011. 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, 2011 and 2010, and the related statements of net investment income and 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, 2011 and 2010, and the results of its operations and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

McGladrey & Pullen, LLP

New York, New York
March 1, 2012

Balance Sheets

as of September 30, 2011 and 2010

	2011	2010
Assets		
Cash	\$ 76,221	\$ 162,742
Investments	2,546,479,223	2,531,604,686
Tax receivable	188,031	2,250,621
Prepaid expenses and other assets	119,868	90,389
Fixed assets	428,151	514,571
Total assets	<u>\$ 2,547,291,494</u>	<u>\$ 2,534,623,009</u>
Liabilities and Net Assets		
Liabilities		
Grants payable	\$ 91,037,129	\$ 117,486,522
Accounts payable and other liabilities	1,645,664	1,595,697
Deferred taxes payable	6,093,443	6,589,938
Total liabilities	<u>98,776,236</u>	<u>125,672,157</u>
Net assets		
Temporarily restricted	2,313,178,390	2,273,613,984
Permanently restricted	135,336,868	135,336,868
Total net assets	<u>2,448,515,258</u>	<u>2,408,950,852</u>
Total liabilities and net assets	<u>\$ 2,547,291,494</u>	<u>\$ 2,534,623,009</u>

Statements of Net Investment Income and Changes in Net Assets

for the years ended September 30, 2011 and 2010

	2011	2010
Investment Income		
Interest and dividends	\$ 5,444,069	\$ 6,086,214
Income from partnerships, net	112,308,380	53,611,176
Net realized gains	26,212,031	7,586,180
Total investment income	143,964,480	67,283,570
Less investment expenses paid directly	(6,407,320)	(7,097,982)
Net realized investment income	137,557,160	60,185,588
Change in unrealized appreciation of investments, net of related taxes of \$336,859 in 2011 and \$3,662,130 in 2010	16,506,078	179,444,345
Net investment income	\$ 154,063,238	\$ 239,629,933
Changes in Unrestricted Net Assets		
Revenues		
Net investment income	\$ —	\$ 239,629,933
Investment income released from restriction — appropriation for expenditures	114,498,832	—
Total revenues	114,498,832	239,629,933
Expenses		
Grant appropriations	93,220,058	96,749,316
Program management and direct charitable activities	13,192,553	12,276,716
General administration	4,367,794	4,171,309
Provision (credit) for taxes	3,718,427	(856,835)
Total expenses	114,498,832	112,340,506
Effect of NYPMIFA enactment	—	(2,273,613,984)
Change in unrestricted net assets	—	(2,146,324,557)
Changes in Temporarily Restricted Net Assets		
Revenue		
Net investment income	154,063,238	—
Investment income released from restriction — appropriation for expenditures	(114,498,832)	—
Effect of NYPMIFA enactment	—	2,273,613,984
Change in temporarily restricted net assets	39,564,406	2,273,613,984
Change in Net Assets	39,564,406	127,289,427
Net assets, beginning of year	2,408,950,852	2,281,661,425
Net assets, end of year	\$ 2,448,515,258	\$ 2,408,950,852

See accompanying notes to financial statements.

Statements of Cash Flows

for the years ended September 30, 2011 and 2010

	2011	2010
Cash flows from operating activities		
Change in net assets	\$ 39,564,406	\$ 127,289,427
Adjustments to reconcile change in net assets to net cash used in operating activities		
Change in unrealized appreciation of investments	(16,842,937)	(183,106,475)
Net realized gains	(26,212,031)	(7,586,180)
Depreciation and amortization	134,706	132,353
Change in deferred taxes payable	(496,495)	4,037,797
Total adjustments	(43,416,757)	(186,522,505)
Change in taxes receivable and prepaid expenses and other assets	2,033,111	30,002
Change in grants payable and accounts payable and other liabilities	(26,399,426)	(29,286,751)
Net cash used in operating activities	(28,218,666)	(88,489,827)
Cash flows from investing activities		
Proceeds from sales or redemptions of investments	907,768,691	785,301,321
Purchases of investments	(879,588,260)	(696,731,348)
Purchases of fixed assets	(48,286)	(53,754)
Net cash provided by investing activities	28,132,145	88,516,219
Cash flows from financing activities		
Proceeds from drawdown on line of credit facility	—	23,000,000
Payment on line of credit facility	—	(23,000,000)
Net cash provided by financing activities	—	—
Change in cash	(86,521)	26,392
Cash, beginning of year	162,742	136,350
Cash, end of year	\$ 76,221	\$ 162,742
Supplemental Cash Flow Information		
Interest paid	\$ 101,400	\$ 57,400

Notes to Financial Statements

September 30, 2011 and 2010

(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.

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 reports the original sums received from Andrew Carnegie as permanently restricted net assets. Accumulated income on this gift had been reported as unrestricted net assets. On September 17, 2010, the State of New York enacted the New York Uniform Prudent Management of Institutional Funds Act (“NYPMIFA”). The Corporation is subject to 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. The remaining portion of the endowment fund that is not classified as permanently restricted net assets are 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. As a result of this interpretation, the Corporation reclassified \$2,273,613,984 of accumulated income from unrestricted net assets to temporarily restricted net assets during 2010.

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

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

For purposes of the statements of cash flows, cash includes all cash held in bank accounts at September 30, 2011 and 2010. 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 multi-year grants, are recorded as an expense and a payable when grants are approved and communicated to the grantees. Grants payable is expected to be paid as follows: approximately \$69 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 percent likelihood of being realized upon ultimate settlement.

Notes to Financial Statements

September 30, 2011 and 2010

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 2008.

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 1, 2012 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 of Accounting Standards Codification (“ASC”) 820-10 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 for fiscal years beginning after December 15, 2010.

(3) INVESTMENTS:

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

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

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

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

Notes to Financial Statements

September 30, 2011 and 2010

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, 2011 and 2010

The following tables present the Corporation's fair value hierarchy based on the definitions provided in ASC 820-10 for those assets and liabilities measured at fair value as of September 30, 2011 and 2010:

	2011 Fair Value Measurements Using			
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and Cash Equivalent	\$ 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
Venture Capital	288,766,487	—	—	288,766,487
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

	2010 Fair Value Measurements Using			
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Short Term Investments:				
Money Market Funds	\$ 102,900,893	\$ 102,900,893	\$ —	\$ —
Investment in Securities:				
Common Stock	178,082,246	167,928,256	10,153,990	—
US Government Securities	7,452,786	7,452,786	—	—
Other Fixed Income	5,410,008	—	5,410,008	—
Investments in Funds:				
Global Equity	792,357,767	—	541,940,125	250,417,642
Venture Capital	201,083,919	—	—	201,083,919
Leveraged Buyouts	341,425,627	—	—	341,425,627
Real Estate and Resources	256,402,548	—	17,370,565	239,031,983
Absolute Return	646,488,892	—	219,489,093	426,999,799
Total	\$ 2,531,604,686	\$ 278,281,935	\$ 794,363,781	\$ 1,458,958,970

Notes to Financial Statements

September 30, 2011 and 2010

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

	Global Equity	Venture Capital	Leveraged Buyouts	Real Estate and Resources	Absolute Return	Total
Beginning balance:	\$ 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
Ending balance	<u>\$ 339,561,474</u>	<u>\$ 288,766,487</u>	<u>\$ 390,271,116</u>	<u>\$ 316,833,852</u>	<u>\$ 358,930,908</u>	<u>\$ 1,694,363,837</u>

The following table reconciles all Level 3 assets measured at fair value for the year ended September 30, 2010:

Beginning balance	\$ 988,531,486
Net realized and unrealized gains	62,854,472
Purchases, sales and other settlements, net	73,951,829
Transfer from Level 2 to Level 3 ⁽¹⁾	333,621,183
Ending balance, September 30	<u>\$ 1,458,958,970</u>

The change in unrealized appreciation attributable to Level 3 securities still in position as of September 30, 2011 and September 30, 2010 was \$113,139,675 and \$85,667,256, respectively.

The following table lists the redemption terms and unfunded commitments for the investments in other funds as of September 30, 2011.

	2011 Fair Value	Unfunded commitments (in millions)	Redemption frequency	Redemption notice period
Investments in Other Funds:				
Global Equity	\$ 656,438,812	\$ 18.8	Various ⁽²⁾	6–90 days
Venture Capital	288,766,487	124.8	Illiquid	n/a
Leveraged Buyouts	390,271,116	200.6	Illiquid	n/a
Real Estate and Resources	316,833,852	222.7	Illiquid	n/a
Absolute Return	591,237,867	35.0	Various ⁽³⁾	30–180 days
Total	<u>\$ 2,243,548,134</u>	<u>\$ 601.9</u>		

(1) Represents the transfers of investments to Level 3 based on liquidity provisions.

(2) Redemptions are permitted as follows: \$0.44 million daily, \$227.88 million monthly, \$187.03 million quarterly, \$225.58 million have rolling lock-up periods, and \$15.51 million are illiquid.

(3) Redemptions are permitted as follows: \$42.93 million monthly, \$114.07 million quarterly, \$48.54 million semi-annually, \$149.76 million annually, \$140.85 million have rolling lock-up periods, and \$95.09 million are illiquid.

Notes to Financial Statements

September 30, 2011 and 2010

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: 50 percent within the next 5 years, 45 percent within 6-10 years and 5 percent 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 \$111,551,260 and \$120,394,947 as of September 30, 2011 and 2010, 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 percent 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 actively managed.

Private Equity – Venture Capital and Leveraged Buyouts

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 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, primarily producing oil and gas properties.

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, 2011 and 2010, the Corporation received distributions of marketable securities with a total fair value of approximately \$3.2 million and \$2.4 million, respectively, from limited partnerships.

Notes to Financial Statements

September 30, 2011 and 2010

In certain cases, the Corporation uses swap contracts to invest in real estate limited partnerships. As of September 30, 2011 and 2010, the fair value of these swaps, which are included in investments, was approximately \$3.4 million and \$3.2 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 percent spending requirement, the Corporation maintains an annual spending rate policy of 5.5 percent of a 12-quarter rolling average of the fair market value of the investment portfolio with the last quarter being March 31. This spending policy is reviewed periodically and may be amended at any time by the board of trustees as circumstances warrant.

(4) FIXED ASSETS:

Fixed assets are composed of the following at September 30, 2011 and 2010:

	2011	2010
Leasehold improvements	\$ 4,216,682	\$ 4,195,460
Furniture and equipment	4,094,166	4,067,102
	8,310,848	8,262,562
Less accumulated depreciation and amortization	(7,882,697)	(7,747,991)
Total	\$ 428,151	\$ 514,571

(5) TAXES:

The Corporation is liable for federal excise taxes of 2 percent of its net investment income, as defined, which includes net realized capital gains, for the year. However, this tax is reduced to 1 percent if certain conditions are met. The Corporation met the requirements for the reduced tax in 2011 and 2010. Therefore, current taxes are estimated at one percent of net investment income, as defined.

Deferred taxes represent two percent of unrealized appreciation of investments at September 30, 2011 and 2010, as qualification for the one percent tax is not determinable until the fiscal year in which gains are realized. No deferred taxes are provided for unrelated business income on unrealized appreciation as such amount cannot be estimated.

During 2011, the Corporation had unrelated business income of \$9,205,000 from certain investment partnership activities. After applying carry forward losses of \$950,000, federal and state taxes of \$2,716,000 were calculated on this income using applicable corporate tax rates and are included in the provision for taxes. During 2010, the Corporation had unrelated business losses of \$3,443,200.

The Corporation paid federal excise taxes of \$1,700,000 in 2011 and \$500,000 in 2010. The Corporation also paid \$2,527,000 in federal and state unrelated income taxes in 2011 and paid no federal or state unrelated business income taxes in 2010.

Notes to Financial Statements

September 30, 2011 and 2010

(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, 2011 and 2010 was \$1,393,500 and \$1,350,400, respectively.

In addition, the Corporation has a noncontributory defined benefit annuity plan to supplement the basic plan described above. This plan is also administered by Teachers Insurance and Annuity Association and College Retirement Equities Fund. Contributions to this plan are based on actuarial calculations. No contribution was required in 2011 and 2010. At December 31, 2010, the actuarial present value of accumulated plan benefits exceeded the assets of the plan by approximately \$121,000. 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 \$374,800 in 2011 and \$348,600 in 2010, on a pay-as-you-go basis.

(7) LEASES:

The Corporation occupies office space at 437 Madison Avenue under a lease agreement expiring December 31, 2013. The following is a schedule of the future minimum lease payments:

Fiscal year ending September 30	Amount
2012	\$ 1,693,000
2013	1,693,000
2014	424,000
Total	\$ 3,810,000

Rental expense for 2011 and 2010, including escalations, was \$2,175,400 and \$2,141,500, 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, 2011. Interest expense on undrawn capital for the year ended September 30, 2011 was \$101,400. This line of credit facility will expire on April 29, 2012.

Report on Administration

Fiscal 2011: The Year in Review

Board and Committee Updates

Stephen Oxman was elected to the board at the December 2, 2010 board meeting.

Kurt Schmoke was re-elected to a second four-year term from September 2011 to September 2015.

Susan Hockfield was re-elected to a second term from December 2010 to December 2014.

Thomas Pickering retired from the board at the March 10, 2011 board meeting.

The Corporation's standing committees were constituted as follows:

Elected to serve on the investment management committee were Geoffrey Boisi, Chairman, Pedro Aspe, Stephen Oxman, Norman Pearlstine, James Wolfensohn and Janet Robinson, Ex officio.

Elected to serve on the planning and finance committee were Janet Robinson, Chairman, Richard Beattie, Dr. Amy Gutmann, Dean Kurt Schmoke and Don Randel.

Elected to serve on the committee on trustees were Susan Hockfield, Chairman, Richard Riley, Richard Beattie, Dr. Richard Brodhead, Dr. Ralph Cicerone and Dean Kurt Schmoke.

Elected to serve on the audit committee were Pedro Aspe, Chairman, Dr. Richard Brodhead, Dr. Amy Gutmann, Ana Palacio and Norman Pearlstine.

Both Governor Thomas Kean, Chairman of the board, and Dr. Vartan Gregorian, President of the Corporation, serve ex officio on all standing committees, except for the audit committee on which Dr. Gregorian does not serve.

Membership on the ad hoc committee on compensation includes Governor Thomas Kean, Chairman of the board, Secretary Richard Riley, Vice Chairman of the board, Geoffrey Boisi, Chairman of the investment committee, and Janet Robinson, Chair of the planning and finance committee.

Board Actions

None

Milestones

During the fiscal year 2011, 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 2011:

MEREDITH BRADLEY JENKINS,

VP and Co-Chief Investment Officer

ROSE DICHTER SCHAPIRO, *Program Assistant*

ZOE ISABELLE INGALLS, *Special Assistant to the President*

PATRICIA STROCHANSKY, *Receptionist*

NICOLE BUGGS, *Director, Grants Management*

RANDALL R. BRETT, *Assistant to the President, Communications Manager*

BONNIE S. RIVERS, *Grants Manager*

MAXWELL ALEXANDER FALKOWITZ,
Administrative Assistant

SARAH JOHNSON, *Program Assistant*

The following individuals expanded their responsibilities, or were promoted, in fiscal year 2011:

KIM Y. LEW, *Vice President, Co-Chief Investment Officer*

ROBERT J. SEMAN, *Vice President, Chief Financial Officer*

The following individual retired from the Corporation in fiscal year 2011:

ROSE MARIE CHIN *Retired 10/30/2010*

KARIN P. EGAN *Retired 3/31/2011*

The following individuals left the Corporation in fiscal year 2011:

ELINA ALAYEVA *06/14/2011*

AZZURRA S. COX *11/30/2010*

SARINA MASAFY *01/21/2011*

CARMELLA A. RICHARDS *12/12/2010*

JILLIAN SHANER *11/30/2010*

D. ELLEN SHUMAN *07/15/2011*

LI TAN *09/08/2011*

RIKARD R. TREIBER *10/22/2010*

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

NAME	YRS OF SERVICE
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LORETTA T. HARRIS	30 years
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PATRICIA AQUINO-MACRI	20 years
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ANDREA L. JOHNSON	20 years
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ROBERT J. SEMAN	20 years
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ANDRES HENRIQUEZ	10 years
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AMBIKA KAPUR	10 years
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SHANA L. SORHAINDO	10 years
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LI TAN	10 years
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Report on Investments

Annual Report—Fiscal 2011

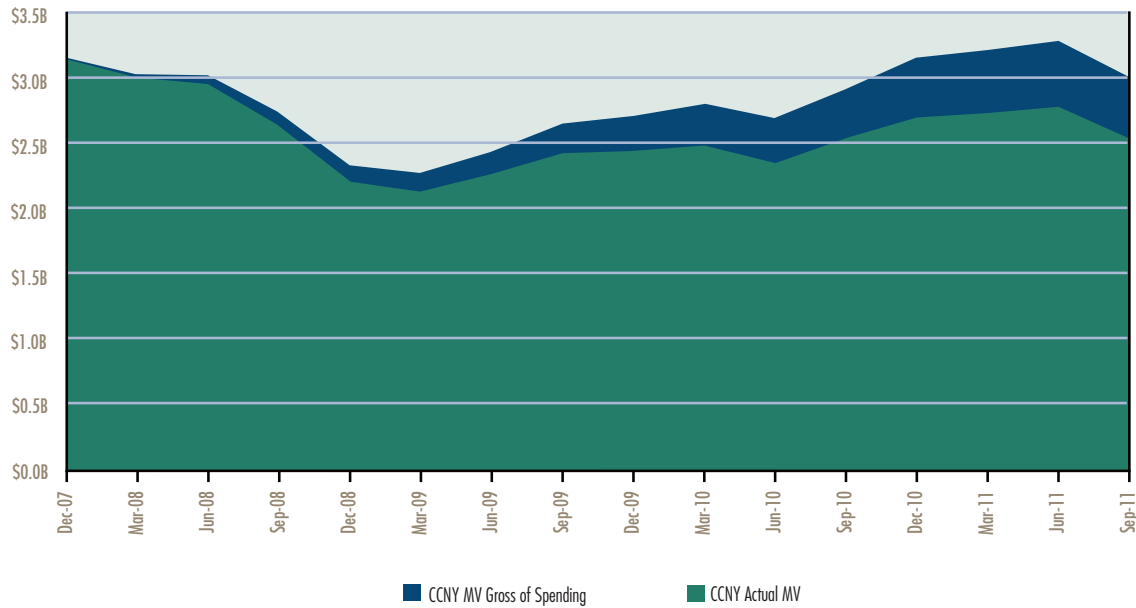
Guided by the tenet that the Corporation's assets constitute a perpetual pool of capital, the Corporation's investment program is designed to weather market swings and generate meaningful returns over the long-term. Despite another volatile year in the U.S. and international financial markets, the Corporation experienced strong financial results in fiscal 2011, returning 6.1 percent and outperforming the benchmark's rise of 2.9 percent. Through diligent manager selection and prudent asset allocation decisions, the Corporation has succeeded in achieving its goal of maintaining purchasing power net of spending. The capital corpus value at the fiscal year end was \$2.55 billion, reflecting an impressive recovery from the 2009 nadir of \$2.1 billion. In fact, when the Corporation's spending of \$507.9 million on program and administrative expenses during the past four years is taken into account, the value produced over this period is only \$0.61 million below the Corporation's December 2007 peak.

Several strategies employed within the portfolio contributed disproportionately to returns, while others detracted from performance. Here are some performance attribution highlights:

Factors that Added Value

- *Exposure to high-quality hedge funds with absolute return strategies.* Our managers generated strong outperformance of 4.7 percent.
- *Leveraged buyouts.* Managers wrote up valuations as portfolio companies' operational results improved and publicly traded comparables appreciated, returning 19.2 percent for the year.
- *Exposure to high quality venture capital strategies.* Venture capital returned 23.6 percent for the one-year period with valuations driven by the strength of the market for technology IPOs.

Carnegie Corporation of New York Historical Market Value



- *Real estate and resources.* Private real estate and natural resources partnerships gained a combined 15.1 percent this year—the first year of positive performance since 2008. Much of this gain was driven by the natural resources portfolio, which had exceptionally strong performance of 22.9 percent over the fiscal year.

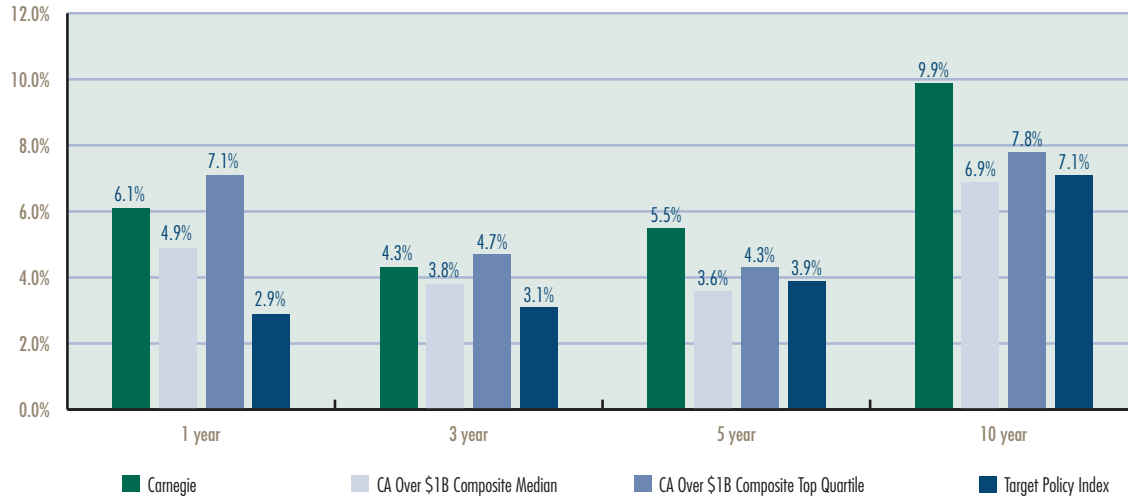
Factors that Detracted Value

- *No exposure to bonds.* The Corporation has zero allocation to bonds, whether it be high-yield, foreign, inflation-indexed or domestic, which detracted from performance.
- *Emerging Market Equities.* After years of strong performance, emerging market equities lost 12.7 percent. Though the Corporation’s managers outperformed the benchmark by 3.2 percent, the negative return was nevertheless a detractor from overall portfolio performance.

While we are pleased with performance during fiscal 2011, it does not convey the real story behind the Corporation’s portfolio performance. As long-term investors with an investment policy aimed at preserving the purchasing power of the Corporation’s assets net of spending over long periods of time, the historical returns for the decade ending September 30, 2011, are far more informative. During this period, the Corporation returned annualized performance of 9.9 percent vs. its benchmark of 7.1 percent while spending \$1.1 billion on program and administrative purposes.

In addition to the internal benchmarks against which the portfolio is measured, the Corporation also measures its performance vs. a peer benchmark, a secondary measure of performance, utilizing the Cambridge Associates’ Over \$1 Billion Non-taxable Universe, comprised of between 80 and 90 institutions reporting performance over the past decade. Against this benchmark, the Corporation’s results placed it in the top 5 percent of reporting institutions over the 10-year period—making the Corporation one of a handful of institutions that maintained purchasing power net of spending and inflation over the last decade.

Carnegie Corporation of New York
Investment Results
 September 30, 2011



The Road Ahead

Though the investment staff does not generally make significant changes to the Corporation’s asset allocation based on the macro environment, the uncertainty of what lies ahead looms large. In the increasingly global investment environment, the interconnected risks and corresponding correlations among asset types can have a debilitating impact on a portfolio if risk is repriced dramatically. The pall cast by troubles in the EU may prove wider and darker than optimists expect, and because the market is more and more interdependent, the Corporation’s portfolio would surely not be insulated. As a result, we are focused on uncovering opportunities to create enhanced return by investing in inefficient markets or assets. We look for managers with the skills, organizational structure and discipline to operate in this complex environment with a bias toward bottom-up security selection and an avoidance of levered strategies. Moreover, the asset allocation is shifting somewhat to position the Corporation’s portfolio more defensively to ride out what may be an extremely challenging environment going forward. Given the perpetual mandate and irreplaceable nature of the Corporation’s asset base, optimizing returns on a risk-adjusted basis over the long-term remains the beacon for the investment program—an ambitious and deceptively simple goal, but, one we believe is achievable provided the Corporation’s investment discipline remains intact regardless of what markets may bring.

Trustees

THOMAS H. KEAN, CHAIRMAN
PRESIDENT
THK CONSULTING, LLC
49 ROUTE 202
PO BOX 810
FAR HILLS, NJ 07931-0810

RICHARD W. RILEY, VICE CHAIRMAN
SENIOR PARTNER
NELSON, MULLINS, RILEY & SCARBOROUGH, LLP
POINSETT PLAZA, SUITE 900
104 SOUTH MAIN STREET
GREENVILLE, SC 29601-2122

PEDRO ASPE
CHAIRMAN & CHIEF EXECUTIVE OFFICER
PROTEGO ASESORES FINANCIEROS
MANUEL AVILA COMACHO 36, PISO 22
COLONIA LOMAS DE CHAP ULTEPEC
MEXICO, D.F. 11000

RICHARD I. BEATTIE
CHAIRMAN
SIMPSON THACHER & BARTLETT LLP
425 LEXINGTON AVE
NEW YORK, NY 10017

GEOFFREY T. BOISI
CHAIRMAN & SENIOR PARTNER
ROUNDTABLE INVESTMENT PARTNERS LLC
280 PARK AVE
NEW YORK, NY 10017

RICHARD H. BRODHEAD
PRESIDENT
DUKE UNIVERSITY
207 ALLEN BUILDING, BOX 90001
DURHAM, NC 27708-0001

RALPH CICERONE
PRESIDENT
NATIONAL ACADEMY OF SCIENCES
500 FIFTH STREET, NW, RM. NAS-215
WASHINGTON, DC 20001

EDWARD P. DJEREJIAN
FOUNDING DIRECTOR
JAMES A. BAKER III INSTITUTE FOR PUBLIC POLICY
RICE UNIVERSITY
P.O. BOX 1892-MS40
HOUSTON, TX 77251

AMY GUTMANN
PRESIDENT
UNIVERSITY OF PENNSYLVANIA
100 COLLEGE HALL
PHILADELPHIA, PA 19104-6380

SUSAN HOCKFIELD
PRESIDENT
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
77 MASSACHUSETTS AVE
CAMBRIDGE, MA 02139

STEPHEN A. OXMAN
SENIOR ADVISOR
MORGAN STANLEY
INVESTMENT BANKING DIVISION
1585 BROADWAY, 36TH FLOOR
NEW YORK, NY 10036

ANA PALACIO
SENIOR VICE PRESIDENT AND
WORLD BANK GROUP GENERAL COUNSEL
THE WORLD BANK
ROOM MC 6-313
1818 H STREET, NW
WASHINGTON, DC 20433

NORMAN PEARLSTINE
SENIOR ADVISOR
THE CARLYLE GROUP
520 MADISON AVE
NEW YORK, NY 10022

DON M. RANDEL
PRESIDENT
THE ANDREW W. MELLON FOUNDATION
140 EAST 62ND STREET
NEW YORK, NY 10021

JANET ROBINSON
PRESIDENT AND CHIEF EXECUTIVE OFFICER
THE NEW YORK TIMES COMPANY
620 EIGHTH AVENUE, 16TH FLOOR
NEW YORK, NY 10036

KURT L. SCHMOKE
DEAN
HOWARD UNIVERSITY SCHOOL OF LAW
2900 VAN NESS STREET, NW
WASHINGTON, DC 20008

JAMES D. WOLFENSOHN
CHAIRMAN AND CEO
WOLFENSOHN FUND MANAGEMENT, L.P.
1350 AVENUE OF THE AMERICAS, SUITE 2900
NEW YORK, NY 10019

Honorary Trustees

KOFI A. ANNAN
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International Program*

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Higher Education and Libraries in Africa*

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National Program*

BARBARA GOMBACH, *Project Manager,
Education Division, National Program*⁶

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KIMBERLY HAFNER, *Administrative Assistant,
Higher Education and Libraries in Africa*

LEAH HAMILTON, *Program Officer, Urban Education and
Sr. Manager of New Designs K-16 Pathways*

¹ As of June 2011

² As of December 2011

³ As of October 2010

⁴ As of November 2010

⁵ As of March 2011

⁶ As of November 2011

MICHELLE HAN, *Executive Assistant, National Program*

LORETTA HARRIS, *Director of Information Systems, Information Technology*

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AMBIKA KAPUR, *Program Manager, Journalism Initiative and Dissemination Program*

SUSAN KING, *President, External Affairs; Director, Journalism Initiative, Special Initiatives and Strategy*⁷

JEAN R. LARAQUE, *Senior Accountant, Finance Office*

ELEANOR LERMAN, *Director of Public Affairs and Publications, Public Affairs*

ARIANE LEUNG, *Executive Assistant, Investment Office*

KIM Y. LEW, *Vice President, Co-Chief Investment Office*

WILLIAM LOUIS, *Financial Analyst, Investment Office*⁸

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

ALISA M. MALL, *Associate Director of Investments, Investment Office*

VIRGINIA MALLON-ACKERMAN, *Administrative Assistant, President's Office*

SARINA MASAFY, *Grants Manager, Secretary's Office*⁹

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

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MICHELLE NAPOLI, *Human Resources Manager*

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PATRICIA PAGNOTTA, *Executive Assistant, Public Affairs*

CARMELLA A. RICHARDS, *Administrative Assistant, National Program*¹⁰

JOSÉ A. RIVERA, *Office Services Coordinator, Office Services*

BONNIE RIVERS, *Grants Manager, Secretary's Office*

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

PATRICIA L. ROSENFELD, *Program Director, Carnegie Scholars*

DAMON ROUNDTREE, *Mail Clerk/Office Assistant, Office Services*

ROSE DICHTER SCHAPIRO, *Program Assistant, National Program*

JULIA RAE SELTZER, *Investment Analyst, Investment Office*

ROBERT J. SEMAN, *Vice President, Chief Financial Officer*

RONALD SEXTON, *Librarian and Online Researcher, Public Affairs*

SVELTANA SHENKER, *Accounts Payable Coordinator, Finance*

⁷ As of December 2011

⁸ As of December 2011

⁹ As of January 2011

¹⁰ As of December 2010

YOTARO SHERMAN, *Business Application Delivery
Manager, Information Technology*

D. ELLEN SHUMAN, *Vice President (as of July 2011),
Investment Office*

SHANA SORHAINDO, *Grants Associate, Secretary's Office*

GEORGE SOULE, *Manager of Strategic Communications*

PATRICIA STROCHANSKY, *Receptionist*

LI TAN, *Director of Investments, Investment Office*¹¹

KAREN THEROUX, *Editor/Writer, Public Affairs*

RIKARD R. TREIBER, *Director, Grants Management,
Secretary's Office*¹²

VALERIE VITALE, *Executive Assistant, National Program*

TERRY WELCH, *Executive Assistant, Islam Initiative,
International Program*

HILLARY WIESNER, *Program Director, Islam Initiative,
International Program*

SARA K. WOLPERT, *Executive Assistant, Urban Education,
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DAVID A. HAMBURG, *President Emeritus*

¹¹ As of September 2011

¹² As of October 2010