

**ANNUAL
REPORT**

2018

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

Carnegie
CORPORATION
OF NEW YORK

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LETTER FROM THE PRESIDENT

The Imperative of Full Disclosure



“Let there be light.”

These words are engraved over the doorway of the library in Dunfermline, Scotland, the first of the Carnegie libraries. By *light*, Andrew Carnegie meant knowledge, which he believed should be accessible to everyone, not to just the intellectual and social elites. In 1911 he made this conviction a reality by establishing Carnegie Corporation of New York, a foundation dedicated to “the advancement and diffusion of knowledge and understanding in this world.” He wanted the Corporation to address the causes he was most passionate about: education, democracy, and international peace. As the Corporation’s first president, Carnegie immediately laid out ambitious plans to implement his vision — work which continues to this day.

Indeed, for more than a century, Carnegie Corporation of New York, following in the footsteps of its founder, has invested its energy and resources to disseminate knowledge, bolster democracy, and promote international peace.

The dictum “let there be light” applies to Carnegie Corporation of New York in another significant way: the imperative of full disclosure, a principle which undergirds all of its work. The Corporation produced the first public documentation of its programmatic activities and expenditures in 1921, when it became one of the first foundations to publish an annual report. This comprehensive report, written by then president James R. Angell, remains relevant 98 years later — a testimony to the Corporation’s longstanding efforts to improve, protect, and preserve knowledge, peace, and democracy.

Among the Corporation’s many grant recipients in 1921 was the Carnegie Endowment for International Peace (CEIP), a think tank, founded by Andrew Carnegie eleven years earlier, dedicated to the “speedy abolition of international war.” That year, CEIP received a \$250,000 grant from the Corporation to promote international engagement and to combat growing threats to peace, including from Hitler’s newly formed Nazi Party and Mussolini’s National Fascist Party.

The Corporation’s efforts were not confined to peace alone. In 1921 insulin was discovered by future Nobel Prize winners Frederick Banting and John Macleod, researchers in a lab at the University of Toronto — one of the many educational institutions receiving support from the Corporation. Angell’s 1921 annual report listed these grants along with dozens of others— totaling

\$27,828,984.95 — and he took pains to explain the way the foundation operated, to lay out plans for future improvements, and to even disclose some of the Corporation’s wrong turns and failures.

This early devotion to transparency reflected the beliefs of Andrew Carnegie, who established the Corporation to be governed by rules, overseen by trustees, and structured so as to be accountable to the public it would serve, as well as to state regulators and the federal government. This necessity for openness has been understood and demonstrated by the Corporation’s leaders throughout the years. In the 1950s Russell Leffingwell, chair of the Corporation’s board of trustees, told a congressional hearing in no uncertain terms: “The foundation should have glass pockets.” Leffingwell believed that the public’s ability to look inside the workings and finances of foundations would only serve to increase public confidence in their activities. Since Leffingwell’s testimony, the concept of *glass pockets* has become de rigueur in philanthropy. John W. Gardner, the Corporation’s ninth president (1955–1967), expressed this view succinctly: “A foundation should practice full disclosure. The larger it is, the more energetically it should disseminate full information on its activities.”

Today, we at the Corporation view our annual reports — comprised of audited financial records along with descriptions of *all* our grants — as a continuing testament to our commitment to full transparency. The public has the right to know exactly how the Corporation spends what we still consider to be Andrew Carnegie’s endowment. To us, accountability means bringing openness and honesty to our financial dealings — and to all aspects of our work. As I have stated publicly, I believe accountability can only be achieved with strategic thinking and planning, periodic self-assessment, and clarity in communicating our progress toward our goals.

Carnegie Corporation of New York is but one of the country’s many foundations working strategically in a wide range of fields. Today, American foundations help fund the more than 1.5 million nonprofit organizations that make up the independent sector — a pillar of our civil society, and one which distinguishes the United States from most of the world. In fact, philanthropy is a particularly American practice; generosity and giving are embedded in our culture. In the early 1830s Alexis de Tocqueville wrote that Americans “willingly sacrifice a portion of their time and property” to improve the welfare of their fellow men and women. This remains true; in 2017 Americans gave more than \$410 billion, as well as volunteering roughly eight billion hours of their time, to educational, health, religious, cultural, environmental, and other causes.

For Carnegie Corporation of New York, our annual reports allow us to reflect on where we have succeeded and where we have not. They help us draw inspiration from the past while we reexamine lessons learned along the way. In partnering with nonprofits and other organizations, the Corporation and its sister foundations serve as laboratories of experimentation and innovation for the nation. As John Gardner put it, the independent sector is one “in which we are allowed to pursue truth, even if we are going in the wrong direction; allowed to experiment, even if we are bound to fail; to map unknown territory, even if we get lost.”

Following the mandate of our founder, we at Carnegie Corporation of New York are determined to continue in the pursuit of truth, knowledge, and peace, and to “let there be light” on all our endeavors, whatever the outcome. How we go about fulfilling our founder’s mission can be found on our website, in the pages of the *Carnegie Reporter* and our other publications, and in this annual report.



Vartan Gregorian

Month 2019



REPORT ON
PROGRAM



International Program

HIGHER EDUCATION AND RESEARCH IN AFRICA

African Institute for Mathematical Sciences – Next Einstein Initiative Foundation (Canada), Toronto, Canada

As a one-time grant for an African diaspora research chair program in data science. 24 Months, \$2,500,000

Transnational connections and university networks enable institutions of higher learning to share their faculty, courses, and research projects. With this in mind, the Corporation is investing in creating connections between African universities and academic diaspora communities interested in sharing intellectual capital and resources. The African Institute for Mathematical Sciences (AIMS), a pan-African training and research network in applied mathematics, relies on international collaboration with top researchers in the field to build capacity in mathematics education and research in Africa. With Corporation support, AIMS will create two diaspora research chairs and research teams comprised of postdoctoral, doctoral, and master's students from sub-Saharan Africa. The intent will be to establish a research hub in data science and its applications in Kigali, Rwanda.

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

For an African diaspora fellowship program in the humanities and social sciences. 24 Months, \$1,200,000

The expansion and growth of universities in Africa have led to shortages of senior academics and support systems to train the next generation of academics. At a disciplinary level, institutional policies and practices in most African countries continue to underfund the social sciences and humanities (SSH) in favor of science and technology. Yet the social sciences and humanities make a central contribution to sound decision-making by national governments and transnational organizations. The presence of a large African academic diaspora can serve to strengthen SSH disciplines by assisting in teaching and research. With the Corporation's renewed support, the Council for the Development of Social Science Research in Africa will continue to foster linkages between African diaspora academics and African universities through visiting professorships, multinational research working groups, and mentorships of doctoral students.

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

For improving university research administration in Eurasia and Africa. 24 Months, \$900,000

Sub-Saharan Africa's socioeconomic development depends on its ability to produce research to address local challenges. African share of world research output has increased, from 1.5 percent in 2005 to 2.8 percent in 2015 according to Web

of Science global index. However, bottlenecks to mobilizing resources for research include poor capacity to manage the resources, monitor and track research, and apply for large research grants. Supported by the Corporation since 2002, the International Research & Exchanges Board (IREX) University Administrator Support Program (UASP) equips research administrators through placements at U.S. universities. IREX is seeking support for 24 African and eight Eurasian university fellows to include orientation and closing Washington, D.C.-based workshops, four-week placements at U.S. universities, a small-grants competition, and alumni activity.

National Research Foundation, Pretoria, South Africa

For documenting postdoctoral training models and analyzing and disseminating results. 24 Months, \$450,000

The Corporation's Higher Education and Research in Africa program supports several different models of postdoctoral opportunities for early-career African academics across a range of disciplines and higher education contexts. To stimulate learning and draw lessons for others wishing to organize or support postdoctoral programs in Africa, South Africa's National Research Foundation (NRF) will organize convenings for project directors and conduct field research on the funded projects. For a wider picture, NRF will include directors and funders of other postdoctoral projects as appropriate. As part of the dissemination, NRF will link the project to the Science Granting Councils Initiative, supported by NRF and other funders, which facilitates the development of research funding agencies in 15 African countries.

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

As a one-time grant for a competitive postdoctoral research support program. 24 Months, \$1,500,000

The period immediately following completion of the doctoral degree is a critical time for an African academic. Little postdoctoral research support is available, while the pressures

of teaching and university administration often distract the scholar from conducting and publishing additional research. To avoid potential stagnation, the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), a network of 66 African universities, will implement a competitive postdoctoral research support program to benefit new doctoral graduates, drawn from faculty at member universities. RUFORUM will select up to 19 postdoctoral fellows — with a target of 35 percent women — who will receive stipends and research grants, supervise a postgraduate student, and be matched with a senior mentor. RUFORUM also will organize skill-building workshops and networking opportunities for the fellows.

University of Cape Town, Rondebosch, South Africa

For support of e/merge Africa e-learning professional development network. 24 Months, \$350,000

African universities are increasingly requiring infrastructure and staff capabilities for online blended learning. During 2016 student protest campus shutdowns in South Africa, vice chancellors required faculty to deploy blended learning remotely to avoid delays in course completion, for example. In this context, e/merge Africa, a professional development network, draws on African and global expertise to bring educators, educational technologists, and administrators together to learn about innovative approaches to teaching with technology. Since inception in 2014, e/merge Africa has grown to over 1,000 participants from 34 African countries. With Corporation renewed support, e/merge Africa will develop an online workshop series on teaching with technology, facilitate short courses, and support researchers to build capacity of the next generation of academics.

University of Pretoria, Hatfield, South Africa

As a one-time grant for a competitive postdoctoral research support program. 24 Months, \$1,250,000

The period immediately following completion of the doctoral degree is a critical time for an African academic. Little postdoctoral research support is available, while the pressures

of teaching and university administration often distract the scholar from conducting and publishing additional research. In addition, early-career African researchers face the challenge of advancing their careers while also demonstrating their relevance to society. The University of Pretoria's Future Africa program is designed to bring together researchers across fields and stages of professional development to tackle "wicked problems" facing the African continent. This grant will enable Future Africa to award postdoctoral fellowships to early-career African researchers on the theme of the bioeconomy. While in residence, fellows will engage with senior researchers and postgraduate students, receive training in transdisciplinary research approaches, and get a seed grant to jumpstart their research project. Mentors from the University of Pretoria will also engage with the fellows' home university departments to explore future collaboration.

University of the Western Cape, Bellville, South Africa

For a research study of African higher education policy-makers and practices. 24 Months, \$260,000

Over the past decade, African higher education has undergone significant changes due to increased societal demand for equitable access to higher education. Several recently adopted, African-led continental and national policy frameworks, including the African Union Continental Education Strategy for Africa, aim to guide the sector's expansion. At the same time, nonstate actors with diverse agendas play a significant role in influencing government decision-making and higher education budget allocation. With Corporation support, the proposed research project will advance understanding of African higher education policy reform by providing a landscape analysis of key influencers, actors, and processes, along with a report and policy brief. The intent will be to guide Corporation and stakeholder investments in African higher education policy reform.

University of the Witwatersrand, Johannesburg, South Africa

As a one-time grant for a competitive postdoctoral research support program. 24 Months, \$1,950,000

The period immediately following completion of the doctoral degree is a critical time for an African academic. Little postdoctoral research support is available, while the pressures of teaching and university administration often distract the scholar from conducting and publishing additional research. To avoid potential stagnation, the University of the Witwatersrand will implement a competitive postdoctoral research support program to benefit new doctoral graduates from the Global Change Institute and from the clinical medical research program. The fellowships will support salary or stipend, research grants, skills training, mentorship, and travel to academic conferences.

INTERNATIONAL PEACE AND SECURITY

American Councils for International Education, Inc., Washington, DC

For Academic Fellowships in Russia. 20 Months, \$350,000

Expert understanding of the languages, cultures, social, and political dynamics of Russia is critical to formulating U.S. policy towards Russia. The American Councils for International Education (American Councils) is a leading organization in promoting academic exchanges with Russia aimed at improving U.S. knowledge of the country. With support from the Corporation, the American Councils will offer new fellowship opportunities to advanced graduate students in the United States to deepen their expertise and research through visits to Russian academic institutions. The study and research fellowships will result in publications.

Arab Council for the Social Sciences, Beirut, Lebanon

For building knowledge connections in the Arab region. 24 Months, \$1,500,000

Gaps in the knowledge sector underlie key issues of unemployment, citizen participation, and governance in the Arab region. The Arab Council for the Social Sciences (ACSS) is an independent professional organization dedicated to strengthening social science research and knowledge production to address key challenges in the Arab region. With support from the Corporation and other funders, ACSS fosters a new generation of social scientists, integrates them into regional networks, and facilitates their policy-relevant research. With renewed support, ACSS will continue to establish itself as an effective field-building institution. The grant will enable ACSS to offer early career fellowships, promote research and publications, organize issue-oriented working groups, and hold a lecture series in honor of the late Moroccan scholar Fatima Mernissi.

Aspen Institute, Inc., Washington, DC

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

The United States Congress has the power to declare war; fund diplomacy, development, military action, and intelligence; and provide advice and consent to the Executive Branch. Therefore, it is essential that members of Congress be well-versed in the complex issues of foreign policy and be familiar with how to access resources and expertise when they require it. The long-standing Aspen Institute Congressional Program provides a neutral forum for bipartisan discussion of international security issues and creates opportunities for senators and representatives to delve into complex foreign and public policy matters with internationally recognized experts. Nearly 500 members of Congress have participated in Aspen's regular breakfast meetings and annual conferences.

Brookings Institution, Washington, DC

For research, international engagements, and outreach on the emerging global order. 24 Months, \$1,000,000

The current U.S. foreign policy priorities, as well as global trends more generally, are affecting some of the established tenets of the post-Cold War world. The nongovernmental expert community plays an important role in assessing the trends, understanding their far-ranging implications, developing policy recommendations, and informing the public. The Brookings Institution is among the leading think tanks globally with this mandate. With continued support, its Foreign Policy program will conduct policy-relevant research, international dialogues, engagements with policymakers, and public outreach on critical peace and security issues, and will help advance the expertise of a rising generation of specialists through resident fellowships. The work will result in publications and various outreach activities.

C4ADS, Washington, DC

For new approaches and partnerships to analyze proliferation-related trade flows. 24 Months, \$350,000

In recent years, sophisticated analytic platforms have created new opportunities to use public data to monitor and verify nonproliferation agreements. Shifting from proprietary sources to open, unrestricted data allows for novel insights, reduces barriers to sharing data, and creates new avenues for coordination. Through earlier work, C4ADS has demonstrated how publicly available data and network analytics can supplement traditional monitoring and verification techniques. Through this grant, C4ADS will provide proofs of concept that can be adapted and scaled, including a data-sharing blueprint that can serve as a foundation for future partnerships.

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

For a project on ethics for a connected world. 24 Months, \$450,000

The Carnegie Council for Ethics in International Affairs (the Council) believes that stronger communities, more effective international policymaking, and a safe world begin with public discourse. Through publications, educational and outreach programs, and a website, the Council examines the intersection of ethics and international affairs. With renewed Corporation support, the Council's project on Ethics for a Connected World will continue a suite of programs and publications meant to spark critical thinking and ethical discussion on the moral issues of war, peace, and social justice.

Carnegie Endowment for International Peace, Washington, DC

For support of the Carnegie Moscow Center. 24 Months, \$1,000,000

Amid the unstable state of Russia's relations with the West, the Carnegie Moscow Center (CMC), a Russia-based affiliate of the Carnegie Endowment for International Peace, remains a champion of independent research and analysis. Focusing on Russian domestic and foreign policy, international security, and the economy, CMC publishes rigorous analysis by the field's top scholars, convenes meetings, and shares ideas and recommendations with influential policy practitioners, opinion makers, and corporate leaders. With renewed Corporation support, the CMC will continue its research, dissemination, publication, and outreach activities aimed at promoting greater understanding of issues in Russia and the United States.

Carnegie Endowment for International Peace, Washington, DC

For support of the Carnegie-Tsinghua Center for Global Policy. 24 Months, \$1,000,000

Given China's rise and increasingly active foreign policy, it is important to understand Chinese views on matters of security. The Carnegie-Tsinghua Center for Global Policy (CTC) is a platform for leading Chinese and international policy research and dialogue aimed at identifying constructive solutions to common global challenges. As a partnership between the Carnegie Endowment for International Peace and Tsinghua University, the CTC is uniquely positioned to interpret and analyze the development of China's foreign policy and global outlook in order to inform and advise policymakers, leading academics, and international corporations. With renewed Corporation support, CTC will continue its research, dissemination, publication, and outreach activities aimed at promoting greater understanding of issues in China and the United States.

Carnegie Endowment for International Peace, Washington, DC

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

The Carnegie Endowment for International Peace's Nuclear Policy Program (NPP) is one of the leading voices globally on nuclear issues. NPP's team includes experts from 12 nationalities and deep expertise on nuclear issues ranging from nuclear safeguards and export controls to regional challenges in North Korea, South Asia, and Iran. This core support grant will allow NPP to continue its interdisciplinary work on deterrence, disarmament, nonproliferation, nuclear security, and nuclear energy. The work will result in policy-relevant recommendations and publications.

Center for a New American Security, Washington, DC

For a project on artificial intelligence and international security. 24 Months, \$500,000

The past few years have seen rapid improvements in machine learning and artificial intelligence (AI). AI systems are being applied to problems in transportation, finance, health care, and intelligence. Despite calls from prominent scientists to avoid militarizing AI, these tools will also inevitably be used in warfare. With Corporation support, the Center for a New American Security will conduct interdisciplinary work on AI's role in shaping international security and stability. The project will build a community of experts from sectors that do not often intersect: academia, business, and the policy world. The project seeks to lay the foundations for a field of study on AI and international security, and to develop policy recommendations for how to capitalize on the benefits of AI while avoiding the pitfalls.

Century Foundation, New York, NY

For research and policy outreach on drivers and consequences of conflict in the Arab region. 24 Months, \$400,000

Building on the Century Foundation's prior research, publications, and consultations on Arab politics and regional security, the new project will develop policy frameworks for managing the fallout from expanding regional conflict. By convening small groups of experts in targeted areas, the project will foster a regional security dialogue taking into account the regional impact of nonstate actors. The work has relevance both for emerging regional security architecture and for Syrian reconstruction. The project will result in publications with policy recommendations and meetings with decision makers in the United States, Europe, and the Arab region. Corporation funds will support Track II dialogues, research, publications, and public events.

CNA Corporation, Arlington, VA

For a project on U.S.-Russian nuclear arms control risks and policy options. 18 Months, \$250,000

The New Strategic Arms Reduction Treaty (START) will expire in the next decade, with no replacement treaty on the horizon. Understanding the risks of a world without nuclear arms control could help policymakers in the United States and Russia weigh policy trade-offs, especially in an environment of politicized debates. To address this, the Center for Naval Analyses (CNA) will assess what U.S.-Russia strategic stability would look like in a post-arms-control world. The research team will examine the risks for the United States and Russia if they do not replace the treaty, and will explore whether nonbinding measures could mitigate these risks. The project will develop a portfolio of options for sustaining stability in the absence of binding limits and verification protocols, and will result in policy-relevant recommendations and publications.

College of William & Mary, Williamsburg, VA

For a project analyzing how scholarly knowledge shapes the views of the public, the media, and policy practitioners. 24 Months, \$548,000

In recent years, there has been growing demand from the media, scholars, and policy practitioners, for systematic quantitative data on experts' views on contemporary international issues. The Teaching, Research & International Policy (TRIP) project at the College of William & Mary has responded by conducting large-scale surveys and establishing itself as a hub for this data. TRIP has also collected baseline data on public opinion of foreign policy issues and academic expertise. The data shows that a sizable gap remains on how expert knowledge on the theory and practice of international relations affects the public, and on the media's role in transmitting expert opinion to the public and policy officials. With renewed support, the project seeks to better understand this "theory-practice gap," and to identify the conditions under which expert knowledge can shape the views of the public, the media, and policy practitioners.

Council of American Overseas Research Centers, Washington, DC

For supporting critical research and strengthening scholarly capacity in North Africa. 24 Months, \$350,000

To strengthen both institutional and individual capacity for policy-relevant research on critical topics, two American Overseas Research Centers — Centre d'Études Maghrébines en Algérie (CEMA) and Centre d'Études Maghrébines à Tunis (CEMAT) — will work with university departments in North Africa to upgrade social science pedagogy and research methods. Topics of focus are structural reform, cross-border networks and labor migration, human rights, and Libyan studies. From their location within the region, CEMA/CEMAT will strengthen scholars and institutions through regularly scheduled workshops and seminars that introduce novel methodological practices, research design, and teach policy-writing techniques to specialists in the social sciences and humanities. Corporation funds will support working groups, publications, podcasts, and seminars.

Deakin University, Victoria, Australia

For assessing the impact of external actors in the Syrian and Afghan proxy wars. 24 Months, \$400,000

Regional proxy conflicts have become a most significant driver of insecurity in the broader Middle East. Deakin University's Middle East Studies Forum will draw on its contacts in the Persian Gulf, South Asia, and Central Asia to advance new understandings of the evolving role of states and nonstate actors. Policymakers, academics, and practitioners from these regions will be drawn into the exploration of multilateral policy alternatives. The involvement of local experts from the Arab region will support the development of locally driven policy responses to proxy conflicts. Corporation funds will support research, conferences, and dialogues.

Federation of American Scientists, Washington, DC

For modifying liability structures and market incentives to give insurance and financial institutions leverage tools to enhance nuclear security. 12 Months, \$210,000

An obstacle to strengthening fissile and radiological material security is that current regulatory and legal structures tend to lead to underinvestment in nuclear security measures. The Federation of American Scientists will convene a small task force of experts from legal, nuclear, and financial domains to generate and review options for improving nuclear-security-related incentives that apply to insurance companies, banks, and corporations. The task force will seek areas where the law is unsettled or inadequately focused on security risks, and will identify and promote practical steps to address these gaps.

Georgetown University, Washington, DC

For advancing scholar-practitioner engagement, through workshops, online publications, and case studies. 24 Months, \$839,000

Addressing the ongoing need to bridge the academic-policy gap, a joint proposal by Georgetown University's Institute for the Study of Diplomacy (ISD) and Mortara Center for International Studies combines the experience and outlook of the practitioner and academic worlds. It supports the expansion and improvement of the ISD's well-established diplomacy case studies program, used by academics and students globally as teaching materials, and a series of ISD working groups on emergent, global diplomatic challenges. It also enhances two outlets where academics can publish their research in ways accessible to policymakers and the broader public: *The Monkey Cage*, a blog published by the *Washington Post*, and a new peer-reviewed journal, *Research & Politics*, published by SAGE. Finally, it supports early career academics by shaping their professional trajectory to focus rigorous, policy-relevant academic work on global and diplomatic issues.

Georgetown University, Washington, DC

For a project on understanding the global impact of transnational religious soft power. 24 Months, \$500,000

The use of state soft power is a long-standing global phenomenon. In some countries in the Middle East, it is manifested through the propagation of religious activities overseas. To better understand this phenomenon, Georgetown University's Berkley Center will examine the motivations, modalities, and mechanisms surrounding state sponsorship of religious soft power. The research will entail in-depth case studies in six countries that have been on the receiving end of exported influence. The case studies will identify and assess the local impact of such activity with respect to changes in religion and culture, levels of pluralism and inclusivity, the safety and status of women and minorities, and dynamics of instability, conflict, and violence. Corporation funds will support fieldwork, meetings, research, and publications.

Hangricat, Glen Ridge, NJ

For the production and launch of *The New Agenda: The Search for Stability in U.S.-Russia Relations*. 6 Months, \$260,000

The relationship between the United States and Russia — the world's largest nuclear powers — is critical to global security. Continuing an ongoing Corporation-supported effort, a team of video producers and experts on Russia will create a digital portal that explores the changing dynamics in the U.S.-Russia relationship. The portal will be made available for use both as an educational resource and as a source of information and data. Included will be lessons related to the influence of security, economics, history, and culture on U.S.-Russia relations.

Herbert Scoville Jr. Peace Fellowship, Washington, DC

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

Peace and security analysts have a critical role to play in proposing and communicating policy solutions. To help ensure a pipeline of expertise, the Herbert Scoville Jr. Peace Fellowship (Scoville) recruits and trains younger experts on global security issues. Since 1987, Scoville has offered close to 200 fellowships, leading to the placement of young professionals in a variety of organizations in Washington, D.C., with a focus on nonproliferation, conflict resolution, terrorism prevention, and other related issues. With continued support, Scoville will offer fellowships and experiences to other cohorts issues.

International Institute for Strategic Studies, London, United Kingdom

For a project on Iran, nuclear proliferation, and security in the Middle East, and a project on the implications of cyber weapons, artificial intelligence, and machine learning for strategic nuclear stability. 24 Months, \$825,000

The Joint Comprehensive Plan of Action (JCPOA or “Iran nuclear deal”) addresses an acute source of tension between Iran and the international community. However, the nuclear issue is so closely linked with Iran's activities in the region that the deal will remain fragile if other areas of disagreement are not addressed. In the JCPOA's aftermath, other states in the region shifted to arguing that Iran's role and position in the Middle East constitute more urgent threats than its nuclear capabilities. In response to these challenges, the International Institute for Strategic Studies (IISS) will continue its Track II channels of communication between Iran and relevant actors. IISS will also continue to engage the U.S. foreign policy community, as well as the Chinese and Russian policy communities.

Johns Hopkins University, Washington, DC

For support of the Korean Nuclear Security Initiative. 24 Months, \$1,000,000

The Korean peninsula — perhaps more than any other region of the world — has become central to efforts at building a strong international nonproliferation regime and, most recently, to avoiding nuclear war. However, the increased pace of North Korea’s missile and nuclear tests have highlighted the international community’s failure to halt this growing threat. Given the critical implications of these developments for regional and international peace and security, a well-informed public and policy debate is essential. To address this need, the U.S.-Korea Institute (the Institute) at the Johns Hopkins University School of Advanced International Studies seeks to engage policy circles, the media, and the broader public through increasing both the content and accessibility of information and analysis on North Korea on its authoritative website, 38 North. Additionally, when appropriate and feasible, the Institute will facilitate engagement between the United States and North Korea.

Johns Hopkins University, Washington, DC

For research, analysis, fellowships, and policy outreach on China’s role in Africa. 24 Months, \$750,000

Although China began to accelerate its outward engagement in 2001, there has been little authoritative study of the many dimensions of this complex development. China’s growing ties with Africa, in particular, have attracted increasing attention from the media, academics, and the policy community. However, a lack of transparency on the Chinese side and poor reporting by many of the countries where China is engaged have complicated efforts to analyze the impact of these ties. Understanding China’s relationship with Africa requires more integrated approaches than those traditionally adopted by the scholarly and policy communities. Established in 2014, the Johns Hopkins University School of Advanced International Studies’ China Africa Research Initiative supports academic research and policy outreach that provide accurate and nuanced analysis of China’s role in Africa, and contribute to more informed policy by the United States and other actors dealing with this issue.

King’s College London, London, United Kingdom

For research, outreach, and capacity-building activities to reduce nuclear risks. 24 Months, \$875,000

King’s College London (KCL) is engaged in multiple research and capacity-building initiatives to address nuclear threats. With renewed support, KCL will continue its work on nuclear safeguards and will pursue analysis in several new areas. These include strengthening implementation of maritime sanctions against North Korea, exploring the role of social media in nuclear signaling, examining how technology asymmetries affect the future of nuclear arms control, and analyzing the divide between supporters and opponents of the Treaty on the Prohibition of Nuclear Weapons. The grant will support KCL’s research and outreach activities by an international and interdisciplinary team of experts.

Lancaster University, Lancaster, United Kingdom

For a project on sectarianism and proxy actors in the Middle East. 24 Months, \$300,000

Regional rivalries in the Middle East have occupied a central role in shaping the nature of the region’s politics. Amidst fragmentation of state-society relations, regional powers have attempted to increase their influence through the use of proxies along ethnic and religious lines. The United Kingdom’s oldest peace and conflict research center will activate research and networks on conflict deescalation and the mobilization of proxy actors along sectarian lines. In partnership with Harvard University’s Belfer Center and other institutions, the Richardson Institute at Lancaster University will develop a conceptual toolkit for policymakers and partners in the region, shaping critical and constructive conversations in support of diplomatic processes. Corporation funds will support dialogues, research, and publications.

Massachusetts Institute of Technology,
Cambridge, MA

For support of the Security Studies Program. 24 Months, \$670,000

With support for the field of security studies on the decline, tomorrow's scholars and practitioners have fewer opportunities to develop the interdisciplinary skills needed to address complex challenges. The Massachusetts Institute of Technology's Security Studies Program (SSP) is a research group and graduate-level educational center with a dual mission of improving public understanding of national security and training future scholars, teachers, and analysts. SSP's work is rigorous, policy-relevant, and interdisciplinary, combining political science, history, and other social sciences with the physical sciences. Corporation support will allow SSP scholars to continue their research, training, and policy outreach activities.

Mercy Corps, Portland, OR

For facilitating information sharing and nongovernmental U.S. engagement and security dialogues on North Korea. 24 Months, \$500,000

Whatever the outcome of recent diplomatic developments, North Korea's nuclear weapons program will continue to present a challenge to the global nonproliferation regime and stability in East Asia. Keeping channels of communication open with North Korea and ensuring that relevant information is shared among U.S. experts on North Korea remain important objectives of the International Peace and Security (IPS) program's grantmaking. The National Committee on North Korea (NCNK), established in 1999 as a program at Mercy Corps, is a nonpartisan coalition of individuals with extensive knowledge of, and experience related to, the society, economy, government, and history of North Korea. NCNK provides a network and convening platform linking multiple people and organizations working directly on North Korea and with North Koreans through nongovernmental Track II dialogues, including those organized by other IPS grantees.

Middle East Institute, Washington, DC

For international dialogues on Arab region security. 24 Months, \$400,000

Ongoing conflicts in Syria, Yemen, and other parts in the Arab region continue the humanitarian crisis and the ensuing devastation. In the absence of effective progress through official diplomatic efforts, unofficial communications offer a path to identifying possible pathways toward stability. The Middle East Dialogue promotes such communications among stakeholder officials, advisors, and experts from the Arab region and internationally. Through a set of regular meetings, the participants grapple with current political and security dynamic and explore conflict deescalation mechanisms. Renewed support will enable the continuation of these discussions and the dissemination of their key findings through policy briefings and publications.

Middlebury College, Middlebury, VT

For research, training, international engagements, and outreach on nuclear nonproliferation. 24 Months, \$1,250,000

The Middlebury Institute of International Studies at Monterey, formerly the Monterey Institute of International Studies is a U.S. graduate school within Middlebury College. Its James Martin Center for Nonproliferation Studies (CNS) is known internationally as the premier institution of higher education for nonproliferation studies. CNS links students, diplomats, and other officials throughout the world as part of its education approach. With renewed support, CNS will continue its programs in the United States and abroad and will also expand collaboration with Kings College London on alternative approaches to nuclear disarmament. CNS's programs have affected hundreds of nonproliferation experts to date and have resulted in major publications.

Middlebury College, Middlebury, VT

For the Graduate Initiative in Russian Studies. 24 Months, \$940,000

The Middlebury Institute of International Studies at Monterey, formerly the Monterey Institute of International Studies (MIIS), is an American graduate school within Middlebury College. MIIS trains students from all over the world to make a meaningful impact in the international peace and security field. Its Graduate Initiative in Russian Studies (GIRS) engages graduate students in active dialogue with Russian, Eurasian, and American experts on issues of Russian politics, economy, society, culture, and security, including through the Middlebury Summer Symposium on Russia. With renewed support, the MIIS and the GIRS programs will continue to strengthen the expertise and capacities of upcoming leaders on international peace and security and Russia.

National Bureau of Asian Research, Seattle, WA

For a research project on China's vision for a new regional and global order, and a Chinese Language Fellowship program. 24 Months, \$1,640,000

China's increasing global presence has captured the attention of international relations experts, practitioners, and world leaders. For aspiring U.S.-China experts to have a better understanding of China, proficiency in Mandarin has become a necessary skill. With Corporation support, a new project will encompass two initiatives at the National Bureau of Asia Research that address both the current and future relationship between the United States and China. The first is a policy research project directly engaging Chinese scholars and policymakers, as well as their writings, in an assessment of China's contemporary vision for a new regional and international order. The second seeks to establish a Chinese Language Fellowship program to improve the Mandarin language skills of American doctoral candidates in political science, and bolster U.S. capacity to analyze and respond to future China-related developments.

National Committee on United States-China Relations, Inc., New York, NY

For support of the Public Intellectuals Program. 24 Months, \$527,000

For the most part, the American academy incentivizes China-focused scholars into narrow academic sub-specialties and discourages involvement in the policy world. The result is that neither policymakers nor the general public benefit sufficiently from the deep knowledge and analytical skills of this academic community. Even those who want to play a greater role in shaping public policy and sharing their knowledge with general audiences typically do not know where or how to start, and often lack the necessary skills to do so. Through an established network of eminent China scholars and unique policy and cultural engagement, the National Committee on United States-China Relations' Public Intellectuals Program aims to deepen and broaden young China specialists' knowledge of China beyond their academic disciplines and equip them with the tools to inform and help shape policy. With continued support, the program will expand the pool of specialists and their activities.

National Security Archive Fund, Inc., Washington, DC

For archival programs on U.S.-Russia relations, nuclear security, and cooperative threat reduction. 24 Months, \$1,000,000

Evidence-based public debates are core principles of open societies. The National Security Archive (the Archive) has spent close to 30 years working for more open government at home and abroad, using the Freedom of Information Act to spur release of previously unavailable U.S. government documentation. It also analyzes and curates collections for the public. Now, the Archive will apply its approach to create permanent, universally accessible historical records regarding U.S. relations with Russia on nuclear nonproliferation, including the Cooperative Threat Reduction (known as the Nunn-Lugar Program), and other policy decisions. It will also organize a major networking exercise with alums of the Archive's multiyear Summer School program.

New America, Washington, DC

For a project on state use of nonstate proxies in conflicts. 24 Months, \$400,000

State use of nonstate proxies against rival states is on the rise globally, but the impact of proxy wars is particularly evident in the Arab region. Across the Middle East and North Africa, competition for influence among global and regional powers has inflamed sectarian violence. New America Foundation and Arizona State University will team up to bring together Arab-region researchers with U.S. peers to expose the dynamics of the active proxy relationships. Building on the respective institutional strengths of a Washington, D.C.-based think tank and a public research university, the project will aim to inject greater rigor and relevance into current public discourse on one of the most pressing international security challenges of our time. The work will result in research and policy development, publications, and briefings.

New Venture Fund, Washington, DC

For the N Square innovation collaborative. 24 Months, \$1,000,000

The N Square funder collaborative, formerly housed at the Ploughshares Fund, was established in partnership with the MacArthur, Hewlett, and Skoll foundations with the goal of bringing new ideas, resources, and energy to the nuclear security sector. While nuclear risk remains acute, engagement on these issues is sporadic, in part because of high barriers to entry. To address this challenge, N Square is building a network of innovators, with special emphasis on experts in technology, media, and the arts. The collaborative seeks to catalyze new approaches that help practitioners to adapt, scale, and amplify their work. N Square does not seek specific policy goals, working instead toward a renaissance in the nuclear security field itself that will lead to breakthroughs.

Northeastern University, Boston, MA

For a project on citizenship, identity, and belonging in the Arab region. 24 Months, \$398,000

Today's global conflicts have led to millions of people without citizenship, services, or legal identities. The Boston Consortium for Arab Region Studies, hosted by Northeastern University, will create and develop an international Working Group on the Crisis and Future of Citizenship in the Arab Region (Working Group). Comprised of experts on regional issues, law, and human rights, the Working Group will document, research, and analyze failed citizenship transactions with the aim of developing policy alternatives that could reverse the negative trends in the region. Corporation funds will support workshops, research, and publications.

Nuclear Threat Initiative Inc., Washington, DC

For general support and the William J. Perry Project. 12 Months, \$1,150,000

In a world facing multiple perils, the risks of nuclear war, proliferation of weapons of mass destruction, and nuclear terrorism remain among the gravest threats to international peace and security. The Nuclear Threat Initiative (NTI) plays a key role in driving international policy discussions on these issues. With renewed support, NTI will continue to provide analysis, facilitate international dialogues, and promote efforts to reduce threats from nuclear weapons and radiological materials at medical facilities. The grant will also support NTI's efforts to expand global capacity for verification of nuclear weapons-related activities. Finally, the grant will support the William J. Perry project, an initiative to stimulate an informed and broadly inclusive public conversation about the role of nuclear weapons in today's world.

Pacific Forum International, Honolulu, HI

For countering the proliferation of weapons of mass destruction in the Asia Pacific. 24 Months, \$625,000

The reduction of nuclear risks in the Asia Pacific region is crucial for promoting regional and global security. The Pacific Forum will facilitate several dialogues to advance this objective. The first, the Council for Security Cooperation in the Asia Pacific, will bring together security leaders from 27 countries in East and Southeast Asia to discuss regional nonproliferation and disarmament issues. In a parallel effort, Pacific Forum will support the next generation of specialists in the United States and abroad through the Young Leader's Program, aimed at expanding the global capacity to address security challenges. Pacific Forum will also continue Track II dialogues that build on longstanding engagement with scholars and officials in China and North Korea, and will begin a pilot trilateral meeting among the United States, Russia, and China on common interests and approaches to North Korea.

President and Fellows of Harvard College, Cambridge, MA

For core support of Managing the Atom. 24 Months, \$670,000

Policymakers in the United States and abroad confront no shortage of nuclear security challenges, from North Korea's nuclear and missile tests to the deterioration of U.S.-Russia relations to the uncertain future of the Joint Comprehensive Plan of Action (known as the Iran deal). The scope and the significance of these and other challenges with nuclear undertones require fresh ideas, perspectives, and analyses. Harvard University's Managing the Atom project (MTA) has a track record of identifying and incubating new approaches and potential solutions. This core support grant will allow MTA to adapt its research and outreach efforts to the highest priority challenges as they emerge, and engage with U.S. and international partners to identify and promote practical risk reduction steps.

President and Fellows of Harvard College, Cambridge, MA

For the web portal, "Russia Matters." 24 Months, \$700,000

The importance of U.S. policy toward Russia necessitates access to in-depth information about Russia's domestic and foreign policies. The Russia Matters website was launched two years ago to serve as a platform for analyses, interpretations, factual data, and discussions about Russia and U.S.-Russian relations. With continued support, this website will expand content and dissemination outreach with the goal of providing reliable and objective information and analyses to a wide spectrum of audiences interested in the subject.

Princeton University, Princeton, NJ

For research, policy engagement, and training to reduce nuclear risks. 24 Months, \$700,000

The Princeton Program on Science and Global Security (PSGS) is home to some of the leading independent technical analysts working on nuclear security issues. They have provided advice to policymakers on a range of issues, from managing fissile material to nuclear modernization to the Iran deal. With Corporation support, PSGS will continue its policy research and its training for doctoral and masters students. Their work over the next two years will focus on force posture and war plans, nuclear verification, ballistic missile defense, and the intersection between nuclear energy and proliferation risk. PSGS also serves as the secretariat of the International Panel on Fissile Materials, and coalition of experts from around the world that analyzes "the technical basis for practical and achievable policy initiatives to secure, consolidate, and reduce stockpiles of highly enriched uranium and plutonium."

Public Radio International, Inc., Minneapolis, MN

For a project to incorporate nontraditional voices in reporting on international security issues. 24 Months, \$410,000

At a time when peace and security problems are many and complex, and people seek simple answers to complicated issues, different perspectives can contribute to an understanding of the drivers of today's most pressing challenges. Public Radio International (PRI) works to uncover and highlight varying viewpoints. Through its website PRI.org and international news magazine *The World*, PRI provides context, analysis, and storytelling through views of experts and the general public from around the world. With renewed support, PRI will expand and diversify its local sources for deeper coverage of Russia, the Arab region, and the Korean Peninsula.

RAND Corporation, Santa Monica, CA

As a final grant for a project on regional order in post-Soviet Europe and Eurasia. 24 Months, \$300,000

Relations between the United States and Russia are in an unstable state, posing complications for the regional order. A project of the RAND Corporation has been working to identify avenues for building an inclusive regional order in post-Soviet Europe and Eurasia, by assembling leading experts and former practitioners from across the region to discuss the issues and coauthor recommendations. The project will focus on the economic integration, regional conflict, and security architecture of what it terms the "in-between" states (Georgia, Moldova, Azerbaijan, and others) with the aim of developing a coherent policy framework that ultimately could be adopted by policymakers throughout the Euro-Atlantic region.

ReThink Media, Berkeley, CA

For work to strengthen the media capacity of the arms control and disarmament sector. 24 Months, \$500,000

The United States faces a series of connected challenges on nuclear policy in Iran and North Korea, nuclear modernization, and U.S.-Russia relations. While recent developments are daunting, they have increased the salience of nuclear issues and created new opportunities for a public conversation about nuclear arms control, nonproliferation, and global security. ReThink Media (ReThink) will provide the arms control and disarmament community resources, advice, and technical assistance to inform this conversation. As the constituency concerned with nuclear weapons has steadily diminished over the past two decades, ReThink will work with its partners to understand where the public stands on these issues and how to communicate more effectively for today's audiences.

Ridgeway Information Ltd, London, United Kingdom

For research on global nonproliferation issues and development of methodologies to use multimedia open sources in support of the International Atomic Energy Agency's Department of Safeguards. 24 Months, \$600,000

This project addresses two issues of pressing importance to nuclear nonproliferation: the effective implementation of International Atomic Energy Agency (IAEA) safeguards, and the development of open source research methodologies in support of the IAEA and the nonproliferation regime as a whole.

St Antony's College, Oxford, United Kingdom

For a University Consortium on the relationship between Russia and the West. 24 Months, \$750,000

Increasing political tensions between Russia and the United States/European Union, combined with a decline of Western expertise on Russia and Eurasia prompted the creation in 2015 of the University Consortium (the UC). The UC is an academic venture that pools the strength of partner universities, students, and professors to build professional networks among younger experts. Comprised of six universities in the United States, Europe, and Russia, it also serves to promote research, engagement, and policy outreach on Euro-Atlantic issues among upcoming academics and the policy communities. With continued support, the UC will extend its reach by increasing the number of accepted student fellows who will work to apply academic insight to policymaking for Euro-Atlantic cooperation.

Stanford University, Stanford, CA

For research, training, international engagements, and outreach on international security. 24 Months, \$800,000

The Center for International Security and Cooperation (CISAC) is Stanford University's hub for researchers who are tackling some of the world's most pressing security and international cooperation issues. Working collaboratively, scientists, social scientists, and policy experts at CISAC produce policy-relevant research on international security problems, teach and train the next generation of security specialists, and inform policymaking on critical security issues through publications and outreach events. With continued support, CISAC's research and training agenda will focus on nuclear risk reduction and cyber-enabled information warfare. The grant will support research, fellowships, convenings, and publications.

The Conversation Africa, Johannesburg, South Africa

For global, open-access, knowledge-based journalism to bridge the gap between research and policy in Africa. 24 Months, \$500,000

Citizens and communities in Africa and across the globe need access to authoritative information to assist them in understanding and advocating for sound public policies. In Africa, as elsewhere, policymakers share the need for evidence-based analysis and information that can inform their responses to complex problems. While African media play an important role in informing policymakers, there are few opportunities for academics to share insights from their in-depth research with broad audiences. To address this gap, The Conversation Africa (TC-Africa) provides both citizens and policymakers on the continent and beyond with scholarly journalism on a user-friendly, web-based platform. Written by African experts living on the continent, articles published by TC-Africa reflect unique and informed, on-the-ground perspectives.

Tufts University, Medford, MA

For expanding and enriching the study of Russia. 24 Months, \$800,000

The importance of U.S.-Russia relations suggests the need for a comprehensive understanding of Russian domestic and foreign policies within the United States. Likewise, there is a need for better understanding of the United States in Russia. Universities and academic institutions with relevant programs play an important role in building up expert capacity. The Russian Foreign Relations Program at the Fletcher School of Law and Diplomacy at Tufts University is among the Corporation-supported institutions that aim to deepen the U.S. expertise on Russia while also exposing the Russian academics to American thinking. With continued support, the program will promote research projects, facilitate student and faculty exchanges, conduct bilateral meetings, and produce publications on a range of topics relevant to U.S.-Russia relations and international peace and security at large.

Union of Concerned Scientists, Cambridge, MA

For a project to provide training and professional opportunities for early- and midcareer technical experts on international security. 24 Months, \$275,000

Technical issues are central to security discussions, yet too often the technical voice is absent from decision-making. For nearly 30 years, the Union of Concerned Scientists (UCS) Summer Symposia on Science and World Affairs have played a major role in building and strengthening the community of technical experts working on arms control and international security in the United States and abroad. These annual workshops provide an important and valuable “on ramp” for technical experts interested in global security issues since there is no well-defined career path for this field. This grant will allow UCS to organize its 30th and 31st annual Symposia and to pilot a new initiative to identify young technical experts in countries that are underrepresented in the field, with a particular focus this time on India.

United Nations Economic and Social Commission for Western Asia, Beirut, Lebanon

For the National Agenda for the Future of Syria Programme Phase II. 24 Months, \$450,000

The escalation of the Syrian crisis over the past seven years has disintegrated national unity and the Syrian state. The United Nations National Agenda for the Future of Syria (NAFS) program is a multiyear technical political dialogue that is focused on the transition from conflict toward reconstruction in Syria. It is a lead provider of content and position papers to the UN Special Envoy for Syria. Building on the content produced with Corporation support in Phase I, the NAFS program will emphasize a scaling up of communication and outreach efforts in Phase II. It will increase communication activities through traditional media, social media, and the NAFS website, and will expand visibility by organizing media events and international partners meetings. The NAFS program will also hold capacity-building workshops to develop organizational and outreach skills.

University of Michigan, Ann Arbor, MI

For enhancing capacity, building collaborations, and contributing to solutions on marginalized communities in the Arab region. 24 Months, \$700,000

Gaps in the knowledge sector underlie key security and governance challenges of unemployment, citizen participation, and education in the Arab region. Grounded in long-standing work in the region, the University of Michigan will collaborate with Princeton University to expand the use of quantitative methods with emphasis on Arab region political science. Working with Arab region scholars and institutions, the collaborative project will strengthen the ability of faculty in the Arab region to design research and policy prescriptions for issues affecting the majority of the region’s population, including youth and women. Corporation funds will support four workshops for junior faculty from Arab region universities, a major policy conference, and development of the “Arab Pulse” website.

University of Washington, Seattle, WA

As a final grant to help bridge the gap between the academy and the policy world. 27 Months, \$1,000,000

The Henry M. Jackson School of International Studies at the University of Washington (Jackson School) is one of the leading members of the U.S.-based American Professional Schools of International Affairs. With Corporation support, the Jackson School will create an internal think tank, the International Policy Institute (the Institute), to facilitate stronger relationships between the University of Washington’s international studies scholars and the practitioner community, with a particular focus on cybersecurity, the Arctic, and religion. The think tank will allow the Jackson School to formalize and institutionalize the new models of research, collaboration, teaching, and dissemination that it developed through the Institute during its initial phase.

University of Wisconsin, Madison, Madison, WI

For expanding and enriching the study of Russia.
24 Months, \$900,000

The importance of U.S.-Russia relations suggests the need for a comprehensive understanding of Russian domestic and foreign policies within the United States. Likewise, there is a need for better understanding of the United States in Russia. Universities and academic institutions with relevant programs play an important role in building up expert capacity. The Wisconsin Russia Project at the University of Wisconsin, Madison (UW) is among the Corporation-supported institutions that aim to deepen the U.S. expertise on Russia while also exposing the Russian academics to American thinking. With continued support, the UW will focus on improving social science research and PhD-level training on Russia by establishing research assistant positions and doctoral fellowships, facilitating PhD-level academic exchanges, promoting faculty initiatives, and hosting a Young Scholars Conference. Some of the activities will result in publications.

US Pugwash, Washington, DC

For core support of the Pugwash Conferences on Science and World Affairs. 24 Months, \$771,000

A lack of dialogue and understanding is an enduring problem in many regions of the world, especially where diplomatic efforts have fallen short. This problem has become particularly acute in parts of the Middle East and South Asia as people's fates have become deeply entwined with the actions of national leaders, violent nongovernmental actors, and outside parties. Today's urgent and interrelated global challenges call for greater engagement across dividing lines, increased appreciation for differing threat perceptions, and, above all, efforts to find nonviolent solutions to conflicts where nuclear risks are present. With a proven track record and international credibility, the Pugwash Conferences on Science and World Affairs has been one of the leading organizations filling this important gap in the Middle East and South Asia through long-standing intraregional and multinational Track II dialogues.

Virginia Polytechnic Institute and State University, Blacksburg, VA

For a project on exiting proxy wars in the Arab region.
24 Months, \$400,000

The current wave of conflict and state collapse in the Arab region is unprecedented in scale and scope in modern times. The Virginia Polytechnic Institute and State University, in partnership with the Brookings Doha Center, will apply scholarly research on conflict deescalation to today's civil wars in the Arab region. The scholarly work will also inform international policy dialogues designed to highlight pathways to conflict mitigation and resolution in Yemen, Iraq, Syria, and Libya. The policy dialogues will convene thought leaders from the region and beyond to discuss the options for reigning in local proxies engaged in conflict so as to reduce risk to civilians. Corporation funds will support research, policy dialogues, and publications.

PEACEBUILDING IN AFRICA

AllAfrica Foundation, Washington, DC

For a project for elevating African voices on peacebuilding research and action. 24 Months, \$350,000

African scholars produce in-depth research on peace and security issues that rarely appears in formats accessible to policymakers and the interested public. At the same time, journalists often lack access to specialist expertise to inform their reporting on these same issues. To address this disconnect, AllAfrica, a top online source of news across Africa, will work with African peacebuilding scholars to produce compelling content for and with its network of more than 100 news and policy organizations. With support for content development and media engagement activities, the project will aim to ensure that evidence-based research is accessible to policymakers, practitioners, and the general public.

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

For the McCain Institute's Next Generation Leaders program to support African fellows focused on peacebuilding. 24 Months, \$500,000

The University of Arizona's McCain Institute for International Leadership's (the Institute) flagship "Next Generation Leaders" (NGL) program is designed to identify, train, network, and empower a diverse group of emerging leaders from around the world. Since its launch in 2012, the NGL program has offered emerging leaders professional development experience, with exposure to top-level policy-makers and formal training in leadership, values, and ethics. By linking successive classes of leaders, the Institute has built a global network of advocates for common core values of security, economic opportunity, freedom, and human dignity. Recognizing the complex dimensions of peacebuilding in Africa, Corporation support is focused specifically on the training and mentoring of NGLs from the continent to address key challenges in this field.

Brigham and Women's Hospital, Boston, MA

For a pilot study on data collection in conflict-affected countries. 24 Months, \$300,000

The scarcity of qualitative and quantitative data owned and collected by Africans with African-led methods contributes to major inequalities in knowledge production informing peacebuilding research in Africa. In response to a request for proposals, the Agency for Cooperation and Research in Development (ACORD) and the Harvard Humanitarian Initiative (HHI) will address the lack of localized peacebuilding solutions developed by African academics and practitioners, and explore the role of governance in spurring violence in specific localities. Focusing on the Democratic Republic of Congo and South Sudan, the ACORD/HHI partnership will develop a data methodology and dataset examining the relationship between citizen participation in service delivery mechanisms and localized conflict.

International Crisis Group, New York, NY

For a project on peacebuilding and conflict prevention in Africa and transnational conflict in the Middle East and North Africa. 24 Months, \$1,200,000

As African countries continue to face major security and humanitarian crises, detailed and well-researched commentary from the continent directed at the United States and Europe remains minimal. The International Crisis Group (Crisis Group) has established itself as a go-to authority for open source analysis and policy recommendations on current and potential conflicts in Africa and beyond. Likewise, Crisis Group's work in the Middle East and North Africa responds to the need for a greater depth of understanding about the origins and root causes of local problems, as well as the wider geopolitical trends that create an enabling environment for transnational movements and increasing violence. With support, Crisis Group will continue its detailed research and analysis, while growing its policy focus and government engagement.

Search for Common Ground, Washington, DC

For a project to convene and amplify the expertise of African peacebuilding practitioners and scholars. 24 Months, \$500,000

Despite an increase in knowledge generated by scholars and practitioners, influencing global policy responses to fast-moving emerging crises in Africa remains a challenge. Valuable knowledge residing within the practitioner community is rarely fully analyzed and presented in formats that are useful to policymakers. Search for Common Ground, a leading operational peacebuilding organization, will build on its successful experiences in Nigeria to continue supporting practitioner-scholar networks in Nigeria, and the Western Sahel more broadly, to engage on farmer-herder conflicts across the region. With support, the project will bring scholars and practitioners together in selected conflict areas to combine knowledge derived from research and practice, and to use this knowledge to recommend paths out of conflict to policymakers and practitioners.

University of California, Berkeley, Berkeley, CA

For a pilot study on data collection in conflict-affected countries. 24 Months, \$300,000

The scarcity of qualitative and quantitative data owned and collected by Africans with African-led methods contributes to major inequalities in knowledge production informing peacebuilding research in Africa. In response to a request for proposals, the Centre de Recherche et D'Action Pour la Paix (CERAP) and the University of California, Berkeley (Berkeley) will compare low-cost data collection methodologies in Côte d'Ivoire to analyze their effectiveness in generating specific forms of data on violent events. CERAP and Berkeley will conduct this pilot project to better capture a range of dynamics during violence, such as what forms it takes, where it occurs, and who is targeted. In addition, CERAP will conduct a peacebuilding program to train local leaders in conflict prevention strategies.

University of Michigan, Ann Arbor, MI

For a pilot study on data collection in conflict-affected countries. 24 Months, \$300,000

The scarcity of qualitative and quantitative data owned and collected by Africans with African-led methods contributes to major inequalities in knowledge production informing peacebuilding research in Africa. In response to a request for proposals, the Electoral Institute for Sustainable Democracy (EISA) and the University of Michigan's (Michigan) will leverage electoral observer missions and local election result reporting to gather information about security arrangements, incidents of political violence, and public infrastructure and services in individual polling stations in various African elections. EISA and Michigan will develop an open-source dataset allowing academics and practitioners to analyze how local conditions affect the relationship between elections and violence.

Wilton Park, West Sussex, United Kingdom

For support of two international conferences and associated activities on peacebuilding in Africa. 24 Months, \$300,000

Founded in 1946, Wilton Park organizes more than 50 events a year in the United Kingdom and in other countries, convening leading representatives from the worlds of politics, diplomacy, academia, business, civil society, the military, and the media. Continuing its partnership with two key Corporation grantees, the Social Science Research Council-led African Peacebuilding Network and the King's College London-led African Leadership Centre, Wilton Park will organize two international conferences on selected peacebuilding topics. Building on four meetings organized between 2015 and 2018, these events will bring together a range of Corporation grantees with local partners, international institutions, scholars from both the Global North and South, and key policymakers to discuss African perspectives on peacebuilding and approaches toward it on the continent.

Woodrow Wilson International Center for Scholars, Washington, DC

For engaging African peacebuilding scholars to inform policy dialogues in the United States through the Southern Voices Network for Peacebuilding. 24 Months, \$875,000

Greater inclusion of Africa-based researchers in strategic dialogues can support the development of U.S.-Africa policy by providing on-the-ground perspectives steeped in long-term engagement and local realities. This is particularly critical as U.S. policymakers attempt to address issues of conflict resolution and peacebuilding on the continent. To provide such opportunities, the Africa Program at the Woodrow Wilson International Center for Scholars formed the Southern Voices Network for Peacebuilding (SVNP), which includes 22 key policy and research institutes based in 12 African countries. The Wilson Center hosts fellows from member organizations and, in collaboration with members, convenes meetings to reach out to U.S. and African policymakers, scholars, and practitioners. Further support will continue these activities.

TRANSNATIONAL MOVEMENTS INITIATIVES

Center for Strategic Studies, Amman, Jordan

For a project on religion in public life and institutions in the Arab region. 24 Months, \$400,000

The Center for Strategic Studies (CSS) based at the University of Jordan is a leading Arab-region think tank with long-standing capacity in surveying and polling. Working with regional partners, CSS will conduct policy-relevant research and communication on the role of religion in the public sphere. To generate the data, the project will include polling initiatives in five Arab countries. Analysis based on polling data will inform policymakers, media, and civil society organizations, and will contribute to an expandable knowledge base on the role of religion in public institutions as viewed from within the Arab region. Corporation funds will support polling, research, meetings, and publications.

West Point Association of Graduates, West Point, NY

For policy-relevant research and outreach on terrorism and counterterrorism. 24 Months, \$600,000

The Combating Terrorism Center (CTC) of the United States Military Academy at West Point is an influential, standard-setting center of excellence bridging civilian and military expertise on counterterrorism and political violence. Its work is focused on key aspects of violent transnational groups, their goals, and their ability to continue to generate interest and support around the world. With Corporation support, the CTC will host researchers and produce analysis that will be communicated to key counterterrorism policymakers and practitioners primarily in the United States, in order to help formulate more effective policies to combat the influence and impact of terrorist organizations. The project will result in research and policy development, publications, and briefings.

INTERNATIONAL PROGRAM DISCRETIONARY GRANTS

African Institute for Mathematical Sciences – Next Einstein Initiative (United Kingdom), London, United Kingdom

8-month grant of \$150,000 for African participation in the Next Einstein Forum Global Gathering 2018

African Studies Association, Piscataway, NJ

24-month grant of \$100,000 for participation of early-career African scholars in the association's annual meetings

Aga Khan Foundation, Kenya, Nairobi, Kenya

12-month grant of \$100,000 as a one-time grant to build a database for mapping of African policy expertise

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

24-month grant of \$200,000 for a project to document the impact of proxy conflicts and develop legal alternatives

Aspen Institute, Inc., Washington, DC

6-month grant of \$50,000 for a project on finding a diplomatic solution to the North Korean crisis

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

36-month grant of \$100,000 as a one-time grant for the Russian Studies Anniversary Challenge Grant and Russian Scholar Travel Grant Program

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

12-month grant of \$100,000 for a project on cross-national perspectives on the future of cybersecurity

Atomic Reporters, Gumpoldskirchen, Austria

12-month grant of \$50,000 for a workshop and fellowships for reporters to investigate nuclear challenges

Carnegie Endowment for International Peace, Washington, DC

12-month grant of \$100,000 as a one-time grant for a joint project of the Carnegie Endowment for International Peace and the Russian International Affairs Council on the Return of Global Russia: Policy Choices and Trade-Offs

Carnegie Endowment for International Peace, Washington, DC

24-month grant of \$200,000 for one-time support of a research and publication project on Iran

Carnegie Endowment for International Peace, Washington, DC

6-month grant of \$200,000 for strengthening the guardrails in U.S.-Russian relations

Center for Arms Control and Non-Proliferation, Washington, DC

12-month grant of \$50,000 for Nuclear Policy Outreach and Education

Centre for International Governance Innovation, Waterloo, Canada

5-month grant of \$100,000 for a project on the role of technology in support of refugees

Center for the National Interest, Washington, DC

18-month grant of \$180,000 as a one-time grant for a project on assessing Russia's strategic goals

Evangelical Lutheran Church in America, Chicago, IL

12-month grant of \$200,000 for U.S.-Russia Meetings on Nuclear Safety

Financial Services Volunteer Corps, Inc., New York, NY

12-month grant of \$200,000 for Strengthening Engagement on Shared Challenges in International Finance, Energy Security, and Climate Change among Four Key Powers

George Washington University, Washington, DC

12-month grant of \$200,000 for the Media and National Security Project

Global Zero, Washington, DC

6-month grant of \$25,000 for a U.S.-Russia Track II by the Nuclear Crisis Group

Graduate Center Foundation, New York, NY

12-month grant of \$100,000 for core support to the Global Centre for the Responsibility to Protect

Hangricat, Glen Ridge, NJ

4-month grant of \$200,000 for a multimedia documentary and templated digital platform on U.S.-Russia relations

Indiana University, Bloomington, IN

24-month grant of \$200,000 for inclusion of sub-Saharan Africa in global indices of philanthropy

Institute for Advanced Study, Princeton, NJ

12-month grant of \$40,000 for a matching grant to support collaborations between African diaspora scholars and African science academies

Johns Hopkins University, Washington, DC

24-month grant of \$135,000 for the Nuclear Studies Research Initiative

King Baudouin Foundation United States, New York, NY

12-month grant of \$100,000 for core support to the Paris Peace Forum

Massachusetts Institute of Technology, Cambridge, MA

12-month grant of \$200,000 for the 2018 Roundtable on Military Cyber Stability

National Academy of Sciences, Washington, DC

10-month grant of \$35,000 for U.S.-Russian collaboration to improve understanding of the intersections of violent extremism and radiological terrorism

National Endowment for Democracy, Washington, DC

6-month grant of \$50,000 for support of an international conference for strengthening democratic societies

The New School, New York, NY

12-month grant of \$150,000 for support of a digital publication that covers the United Nations

Partnership for African Social and Governance Research, Nairobi, Kenya

12-month grant of \$75,000 for an early stage assessment of outcomes of a multi-methods research course

Public Radio International, Inc., Minneapolis, MN

6-month grant of \$87,600 for the podcast series *Things That Go Boom*

RAND Corporation, Santa Monica, CA

12-month grant of \$50,000 for a series of dialogues on conflict resolution and postconflict reconstruction in Syria

Security Council Report, New York, NY

24-month grant of \$200,000 as a final general support grant

Spitfire Strategies, Washington, DC

18-month grant of \$200,000 for a project on capacity building and training in communications for nuclear security experts

The Soufan Center, New York, NY

18-month grant of \$200,000 for a discussion series on international security issues

Tanenbaum Center for Interreligious Understanding, New York, NY

24-month grant of \$100,000 for the Peacemakers in Action Network interreligious capacity building and training

University of Johannesburg, Johannesburg, South Africa

24-month grant of \$175,000 for research and policy on transformation of South Africa's higher education curricula

University of Maryland, College Park, MD

12-month grant of \$100,000 for a project on the implications of small satellites and defense innovation for nuclear security and strategic stability

University of the Witwatersrand, Johannesburg, South Africa

24-month grant of \$200,000 for research on African philanthropy by early-career African scholars

University World News (Africa), Durban, South Africa

18-month grant of \$200,000 for support of University World News (Africa) higher education editorial projects

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

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

Valens Global, Duluth, GA

12-month grant of \$50,000 for assessing the threat of nuclear terrorism through an actor-centric and demand-focused framework

Woodrow Wilson International Center for Scholars, Washington, DC

12-month grant of \$180,000 for support to the Mainstreaming Russian Expertise project at the Kennan Institute

World Policy Institute, New York, NY

24-month grant of \$149,400 for a project to amplify African voices in global peacebuilding policy debates

National Program

EDUCATION

Achieve, Inc., Washington, DC

For a project to support smarter implementation of the Next Generation Science Standards focused on greater supply and increased demand for high-quality aligned science instructional materials. 12 Months, \$1,000,000

Achieve played a significant role in developing and supporting the adoption of the Next Generation Science Standards (NGSS), in partnership with many other stakeholders. Developing the NGSS was just the first step. The next is implementing and enacting them in K–12 classrooms across the nation. The lack of high-quality, aligned instructional materials readily available to teachers and students poses a significant threat to sustainable progress toward better science education for all students. Through this proposal Achieve will address all of these issues. Specifically, it will (1) ensure that a greater supply of high-quality NGSS-aligned instructional materials becomes available; (2) increase demand for high-quality, NGSS-aligned instructional materials from teachers, schools, districts, and states; (3) strengthen the implementation of science standards at the state level; and (4) help unify the science education and education reform fields around NGSS implementation.

Achievement First, New Haven, CT

For refining and scaling the Greenfield whole school model and diffusing Greenfield practices across the Achievement First Network. 18 Months, \$1,000,000

There is an emerging consensus that school designs that incorporate personalization, mastery, and positive youth development offer the kind of learning experiences necessary to prepare students for success in college, career, and life. Achievement First (AF) is a high-performing charter management organization well known for the rigor of its instructional model and its comprehensive teacher development strategies. With current Corporation support, AF piloted and expanded Greenfield, a new school model with a focus on supporting student mastery of rigorous academic content through technology-enabled personalization, and promoting positive youth development through socioemotional and enrichment programming. Building on the successes of this grant and reflecting upon the lessons learned, AF will continue to develop the Greenfield model, including exporting certain elements of the model to other AF schools, while also undertaking crucial knowledge management and sharing activities.

American Association for the Advancement of Science, Washington, DC

For development and launch of the SEA Change Institute.
24 Months, \$750,000

Science, technology, engineering, and mathematics (STEM) fields have major impact on many factors related to the U.S. economy and quality of life. But the population of those entering postsecondary education in STEM and succeeding to degrees in these fields does not reflect the demographics of either the overall population in higher education or the U.S. population. To date, numerous small-scale interventions, while sometimes effective, have taken on these issues one at a time or in one institution at a time. In contrast to these piecemeal methods, American Association for the Advancement of Science (AAAS), the largest general science organization in the world, proposes an approach to structural transformation that moves from the decades of “fixing the students” to fixing the system. They aim to do this through the establishment of STEM Equity Achievement (SEA) Change, a LEED-like certification system for diversity and inclusion in STEM in higher education. This grant is for the creation of the SEA Change Institute, which will provide training and resources as part of a sustainable, reinforcing system of support for institutional transformation through SEA Change.

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

For core support of the University Innovation Alliance.
24 Months, \$500,000

The University Innovation Alliance (UIA) is a member network of 11 public research institutions, launched in 2014, that aims to develop large-scale interventions to improve college completion and success rates, with a particular focus on first-generation, low-income, and underserved minority students, and to speed the diffusion of student success innovations across institutions. Since launch, the UIA campuses have together increased low-income degrees awarded annually by 29 percent. The network has also galvanized a national conversation about student success and collaboration in higher education, and has garnered substantial

interest from media, policymakers, federal lawmakers, and other consortia and institutions of higher education. This grant is for core support.

Bank Street College of Education, New York, NY

For sustainable residency-based teacher preparation programs. 12 Months, \$1,000,000

Since its beginnings Bank Street has been at the forefront of understanding how children learn. Now Bank Street College is addressing two crucial human capital and system challenges that enable districtwide scale-up of professional learning focused on instructional improvement and effective teaching. The first challenge is the lack of sustainable funding for clinically rich teacher preparation programs. The second challenge is the lack of coherent supports for district wide improvement. Through this renewal grant, Bank Street’s Sustainable Funding Project will bring districts and teacher preparation partners in New York state together into partnerships to enact a shift toward sustainably funded, district-aligned, high-quality teacher preparation. Through the Education Center, Bank Street will strengthen its organizational capacities to support districts in designing and implementing coherent professional learning systems for districtwide instructional improvement and effective teaching that include all roles in districts (school leaders, coaches, teachers, district officers, and district leaders).

Bard College, Annandale-on-Hudson, NY

For the diffusion of the Bard High School Early College model. 24 Months, \$825,000

Education program staff seek to create alignment between secondary and postsecondary learning experiences such that all students are prepared for success. Early college high schools are an important way we can help students bridge the gap between high school and college, and Bard College has developed an early college model that exemplifies the type of innovative, intellectually rigorous learning experiences we seek to promote. With current Corporation support, Bard has codified practices and developed resources, as well as undertaken important policy work,

so that its proven approach can be utilized in other school environments beyond Bard and the early college field. The proposed scope of work builds on the success of these efforts through (1) creating policy conditions, including alternative teacher certification pathways and recruitment strategies, for broader application of early college pedagogies and (2) launching technical assistance partnerships with school networks and districts in order to diffuse Bard practices in other contexts.

Bellwether Education Partners, Washington, DC

For continued work in three sites to better serve students with interrupted education. 12 Months, \$485,000

More than five million youth in the United States today experience education disruption related to traumatic life events such as incarceration, homelessness, frequent mobility, pregnancy, or severe mental health crises, and have some of the lowest educational outcomes of any student group. While they are served by multiple, overlapping social service agencies, their needs are still not fully met, due in part to the deep silos that exist between systems of care. This grant enables the expansion of a project, launched in 2017 as part of the Corporation's Integration Design Consortium, to streamline care for these students in order to improve their educational outcomes. Bellwether is now working with three sites: the state of Utah, El Dorado County in California, and the Louisiana Recovery School District in New Orleans, to conduct needs assessments and implementation planning for how to better serve these students. This grant enables continued planning for each site, community of practice convenings across all sites, and the creation of field-facing publications and storytelling assets to raise awareness and share lessons with the field.

Biological Sciences Curriculum Study, Colorado Springs, CO

For increasing the demand for high-quality science instructional materials in two states. 18 Months, \$800,000

The Next Generation Science Standards (NGSS) call for an approach to science teaching and learning that is more

demanding and very different from the approach common in classrooms today. Although over half the U.S. student population is in states that have either adopted the NGSS or adopted new standards influenced by the NGSS, educational systems are generally unprepared to implement the NGSS. As a result, it is critical to focus on effective NGSS implementation. This grant will support the Biological Sciences Curriculum Study in its work on three key NGSS implementation needs: (1) teachers needing access to high-quality professional learning and instructional materials; (2) professional development providers and teacher leaders needing access to resources, tools, and processes to build capacity for NGSS implementation; and (3) schools and districts needing opportunities to provide well-designed professional learning to their teachers and adopt NGSS-aligned instructional materials.

Blue Engine, New York, NY

For a project to study the Blue Engine program model involving teaching assistants and mentor teachers to build an evidence base of its impact on instructional practices and student learning. 18 Months, \$600,000

Blue Engine has developed an innovative “team teaching” model to give teachers access to trained Teaching Apprentices (TAs) for an entire school year. Teams of one lead or mentor teacher and three TAs have the instructional bandwidth to build knowledge of and relationships with all students, teach a more rigorous academic curriculum, and differentiate instruction. By restructuring classrooms through a human capital model that utilizes teams of teachers the organization works to (1) accelerate student learning; and (2) develop a local pipeline of diverse educators to enter the teaching profession to drive student growth in their own classrooms. With this project, Blue Engine aims to increase consistency in and deepen student outcomes and enhance the instructional practice of TAs and mentor teachers. It proposes to do this by rigorously understanding the impact of its model on the instructional practice of both TAs and mentor teachers. Through this grant the organization will conduct a correlation analysis of its draft leading indicators; implement its model in New York City with increased consistency; and build an evidence base of its impact on teacher instructional practice.

Cambiar Education, New York, NY

For a project to support a new cohort in the School Systems Leaders Fellowship. 24 Months, \$350,000

Improving school systems across the country to deliver on the promise of providing an excellent education for every student requires the right leaders. Currently, the education sector suffers from a deficit of instructionally focused, cabinet-level leaders. The School Systems Leaders Fellowship (SSLF), a project of Cambiar Education, is focused on solving this human capital need. The Fellowship's primary goal is to prepare high-potential education leaders to take on instructionally focused cabinet-level roles by exposing fellows to leaders in the field and key content to help them develop the necessary knowledge, skills, and opportunities to be effective cabinet-level leaders. With Corporation support, SSLF has grown the program to serve more Fellows over four cohorts. This renewal grant will support SSLF to build on this success and deepen the instructional leadership component of the program and further diversify the make-up of future cohorts.

Carnegie Foundation for the Advancement of Teaching, Stanford, CA

For continuation of the iLEAD project. 24 Months, \$2,500,000

There is a need for more productive relationships between research and practice in educational leadership programs. Rather than developing the skills and capabilities for improvement that could be used to strengthen the systems they will work in, future educators often get doses of theory and methods that are related to, but often decontextualized and decoupled from, practice. Carnegie Foundation for the Advancement of Teaching's iLEAD (Improvement Leadership Education and Development) project, launched in 2017 with Corporation support, is a human-resource development strategy that brings together institutions of higher education (IHEs) and local education agencies (LEAs) to better prepare teacher- and administrative-leaders to nimbly navigate and productively contribute to success in K–12 systems. iLEAD supports teams of IHE faculty and LEA leaders to integrate improvement science into leadership development programs, with the long-term goal of building

leadership capabilities for making progress on persistent problems of practice in schools and school systems. This grant is for continuation of the iLEAD network.

Center for Better Schools, Newport, RI

As a final grant for general support. 18 Months, \$400,000

In a sector focused on the recruitment and development of new teachers, far too little is done to address the unique needs of experienced teachers. The Center for Better Schools, an organization founded in 2009 to address this gap, offers advanced learning opportunities needed to develop experienced and effective teachers through its National Academy of Advanced Teacher Education (NAATE). NAATE's case-method approach to adult learning offers a balance of teaching and learning concepts coupled with competencies in supporting and leading peers. With the support of this final grant, NAATE will build on its former work by cultivating and supporting existing and new school partners and creating new content to meet demand of personalized learning in new school designs.

Center for Teaching Quality, Inc., Carrboro, NC

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

Since its inception in 1998, the Center for Teaching Quality (CTQ) has been addressing the lack of collaborative exchanges among educators by connecting teachers and administrators to lead change within schools. CTQ has developed an array of resources, including professional learning, microcredentials, and virtual teacher communities. With Corporation support, CTQ developed 20 microcredentials and partnered with local and state agencies. Through this final grant, CTQ will (a) create a playbook for collective leadership, (b) apply the playbook to partnership efforts in up to three districts in South Carolina, and (c) demonstrate how its strategic tools and processes bring collective leadership practice to scale. This effort will complement CTQ's existing partnerships in South Carolina during 2018–19, maximizing current resources and opportunities to refine playbook materials at state and district levels.

Chalkbeat, New York, NY

For building public understanding around educational equity while giving a voice to families and educators. 12 Months, \$350,000

An informed public is vital to ensuring educational equity. In the contemporary landscape of school reform however, parents, students, and educators often lack access to quality information and explanations that enable participation in public debate and policy change. Chalkbeat, a nonprofit news organization established in 2013, serves both local and national audiences with education journalism that informs and shapes the decisions of parents, educators, and policymakers. With bureaus in five major regions — Colorado, Detroit, Indiana, New York, and Tennessee — as well as a national office, Chalkbeat’s real-time stories reach 282,000 monthly readers, including teachers and school leaders and its stories have been cited on Capitol Hill and republished in national publications including *The Atlantic*. With the Corporation’s support, Chalkbeat will continue covering stories that elevate local voices and experiences, inform decision-making on school improvement efforts, expand news offerings nationally and geographically, and lay the groundwork for a sustainable revenue stream.

Complete College America, Indianapolis, IN

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

Strategic efforts focused on closing persistent achievement gaps in higher education are needed in order to dramatically increase the number of people in America earning postsecondary degrees and credentials. Doing so requires that these efforts provide support to students of color, low-income students, first-generation students, and returning adult students with some or no college experience, who experience lower attainment rates. Complete College America has become a national leader in this work, using communications and policy advocacy to promote a set of evidence-based “Game Changer” strategies to states and institutions of higher education, and providing implementation support to their 44 member colleges and universities as they pursue these strategies. This work has resulted in structural changes and improved student outcomes, and has advanced the

national discourse on postsecondary completion. This grant is for general support.

Digital Promise, Washington, DC

For a project to develop alignment between research and practice, infrastructures for cross-sector collaboration, and competency-based professional learning. 24 Months, \$2,000,000

Developments in the use of new technologies have demonstrated great promise to improve learning opportunities for all. Yet, the lack of alignment between research and practice, infrastructure for cross-sector collaboration, and relevant, competency-based professional learning for educators impedes the creation of effective teaching and learning solutions. Digital Promise was founded in 2005 to address these gaps by working with education leaders, researchers, and technology developers to improve learning opportunities. Building on the current grants, Digital Promise will build the capacity of its networks to improve the alignment between research and practice and will test a competency-based professional development program for teachers focused on computational thinking supported by the use of microcredentials.

Editorial Projects in Education, Inc., Bethesda, MD

For general support. 18 Months, \$500,000

The landscape of American education is more dynamic and politicized than ever, with new reforms adding complexity to our understanding of important issues affecting K–12 education. We believe that for practitioners, education leaders, and the public, it is essential to have objective, independent, and in-depth news coverage of the education system. In the nearly six decades since its founding in 1959, Editorial Projects in Education (*Education Week*) has earned a unique place in the intersection of education and journalism. With over 100,000 subscribers to its print edition, and 1.8 million registered users on its website including an audience of policymakers, elected officials, teachers, and principals, *Education Week* has earned a track record of excellence and influence, serving as the essential source of independent

news on a full array of education issues from civic education to teacher preparation and personalized learning. With continued support from the Corporation, *Education Week* will report on crucial issues through its high-quality, objective journalism, expand their audience, and improve their digital technology infrastructure.

EdNavigator, New Orleans, LA

For general support. 12 Months, \$500,000

Efforts to support low-income students in succeeding academically have focused on broad actions and initiatives, but while such efforts to change the larger system are necessary, improving systems alone is insufficient. The K–12 system is dynamic and families are required more than ever before to strategically participate in the system on a regular basis in order to take advantage of its opportunities. Low-income families face day-to-day decisions that an intimate knowledge and intentional decision-making processes would solve. EdNavigator, an organization founded in 2015 with Corporation support, has emerged with a unique model that partners with employers to offer personalized support to their employees. EdNavigator operates in New Orleans and Boston, providing about 2,100 families with mentorship at their work place. With renewed Corporation support, EdNavigator will grow its partnerships and reach, continue to deliver high impact support, and share its insights and best practices with the field.

Education Leaders of Color, Washington, DC

For the launch of the Boulder Fund and general operating support. 24 Months, \$1,250,000

Despite an increase in rhetoric advocating for more diverse leadership and more inclusive efforts within education reform in recent years, in large part the homogeneity of race, ethnicity, and experience in organizational leadership in education reform has persisted. At the same time, the polarization of the political and education landscape has increased and vitriolic reactions to education reform — including from the very communities that need excellent schools the most — continues to characterize reactions to efforts to improve

schools. Education Leaders of Color (EdLoC), launched in 2016, envisions a third way to address these challenges, by making reform more inclusive of the communities it affects. As an expanding network of diverse leaders, EdLoC seeks to increase the number of effective, aligned Black and Latinx leaders in high-level positions in education and adjacent fields by providing the support, networks, seed funding, and the social capital that facilitates access to significant funding. This grant is for the launch of EdLoC’s Boulder Fund (\$1M) and for general support (\$250K).

Education Pioneers, Inc., Oakland, CA

For a project to strengthen leadership development through strengthening a core fellowship program and by activating a growing alumni network. 15 Months, \$700,000

Education Pioneers (EP) is a leading national nonprofit that focuses on developing leadership and management talent to solve outside-the-classroom-problems so students and teachers can thrive inside the classroom. In 14 years, EP has selected and trained nearly 4,000 rising leaders to support 750+ total districts, charters, and support/governance organizations in over 20 cities. Prior Corporation support has focused on helping EP build this pipeline of talent and connect this talent to partner organizations (districts, charter management organizations, state agencies, and nonprofits) in the education sector. With this grant, EP will focus on (1) strengthening its training and leadership development work for program participants (in its core fellowship program and also its program focused on human capital leadership); and (2) activating its growing alumni network.

Education Resource Strategies, Inc., Watertown, MA

For continued implementation of strategic school and district redesign partnerships at scale. 24 Months, \$1,500,000

While innovative K–12 educational models are now more prevalent than they were a decade ago, many students still lack access to the robust learning experiences these models afford. In order to expand student access to these

experiences, school- and district-level capacity must be built to support innovation, quality implementation, and effective change management. This is precisely the work of Education Resource Strategies (ERS), a national nonprofit transforming how urban schools and systems organize people, time, and money so that every school is designed to serve every student. Through partnerships with districts, schools, and state leaders, ERS enables districts to develop and implement comprehensive improvement strategies that support strong schools with an integrated data analysis, design, and implementation model. With Corporation support, ERS will continue to support states and districts in effective resource management and undertake field-building activities to support schools beyond ERS's direct engagements.

Education Trust, Inc., Washington, DC

For support of the parent equity fellowships and state equity coalitions. 14 Months, \$550,000

American educational policies and practices have systematically disadvantaged low-income students and students of color by providing inequitable access to high expectations and rigorous coursework, less well-supported teachers and school leaders, as well as less-supportive learning environments and extracurricular opportunities. Neglecting to include low-income parents and parents of color at the decision-making table leaves well-intentioned policies and initiatives vulnerable to political influence. The Education Trust (Ed Trust), a national advocacy organization founded in 1992 and dedicated to advancing opportunity and achievement for historically underserved students, proposes to grow the number and efficacy of advocates, specifically parent advocates demanding equitable policies and practices, primarily through a fellowship program and state equity coalitions. With support from the Corporation, Ed Trust plans to develop its advocacy efforts by cultivating a cohort of parent advocates through equity fellowships and integrating these advocates in statewide coalitions comprised of state and local civil rights and social justice advocates, business leaders, and educators, while also supporting state coalitions in facilitating parent participation.

Education Writers Association, Washington, DC

For support of national seminars, fellowships, and reporting resources and coaching. 18 Months, \$350,000

After decades of education reform efforts, the need is more urgent than ever to improve student outcomes, especially for students of color and children from low-income families. Policymakers, educators, families, and the general public depend on strong and thoughtful news coverage of the field to inform practices and decision-making at all levels of government and education, including for individual families. With continued support from the Corporation, the Education Writers Association, the only national professional organization for reporters, editors, producers, and others who focus on education, plans to build on their previous work to support education journalists nationwide. Their proposed project will expand the capacity of education journalists to produce a larger volume of insightful, nuanced, and consequential news coverage, with a special emphasis on building public understanding of priority topics, such as new designs and pathways to postsecondary success, through events, resources, fellowships, and services aimed at building journalists' knowledge, awareness, and skills.

Educators for Excellence, New York, NY

For general support. 12 Months, \$500,000

For parents, communities, and the public at large, teachers are the most trusted source of information on student achievement because they have first-hand experience engaging with the students. Research shows that the most important in-school instrument in raising student achievement is teacher quality too. Despite their unique vantage point, teachers across the country are struggling to effectively have their voices heard in ways that would improve policies and practices that best serve their students. Educators for Excellence (E4E), founded by a small group of New York City teachers in 2010, has grown to a movement of 28,770 educators across the country using their insights and experiences to recommend and design policies, take leadership positions within unions and their communities, and run campaigns that pass and implement these policies on behalf of the profession and the future of their students. E4E has six chapters in Boston,

Chicago, Connecticut, Los Angeles, Minnesota, and New York, and with renewed Corporation support, will deepen its impact across its chapters and the nation.

EDUCAUSE, Washington, DC

For a project to identify, adapt, and implement effective change-management strategies within a school district context. 18 Months, \$450,000

Many visionary school operators have begun to forge paths to new school models in both the charter and district contexts, creating proof points of what works and delivering student-centered educational experiences to tens of thousands of students. Scaling up innovation continues to be a challenge within the education field, however, in part due to the outdated change-management strategies that typically characterize districts' attempts to scale the innovation seeded at the school level. Next Generation Learning Challenges (NGLC), an initiative of EDUCAUSE and leader in innovative school design for almost a decade, is well-positioned to address this challenge of applying lessons learned from innovative school design more broadly. Acting upon the belief that implementation and scale of innovative learning models requires equally innovative adoption strategies at the district level, NGLC will build the field's capacity to scale innovation through the development, testing, and eventual proliferation of "next generation adoption strategies."

Foundation for Excellence in Education, Tallahassee, FL

For a research project focused on the alignment of education programs with the future of work. 12 Months, \$600,000

While high school graduation rates have been rising over the past several years, college and career readiness rates have not kept pace. Better alignment between students' high school experiences and labor market demands could help bridge this gap. However, there is currently a lack of understanding among key stakeholders around which career pathways are currently available at the K-12 and community college levels, and which are most efficacious in preparing

students for professional success. Foundation for Excellence in Education (ExcelinEd) is a leader and partner in shaping, advancing, implementing, and messaging innovative policy solutions such that students graduate high school with the skills and knowledge necessary for college and career success. With Corporation support, ExcelinEd will specifically address the lack of understanding around high-quality, industry-recognized credentials through a two-part research study, resulting in an interactive map that will enable policymakers, practitioners, parents, and students to make informed decisions about which credentials have the greatest impact on students' career success.

Georgetown University, Washington, DC

For core support of the FutureEd think tank based at Georgetown University's McCourt School of Public Policy. 18 Months, \$400,000

Pockets of comprehensive reform in recent years have demonstrated that it is possible to substantially improve human capital systems in public education and that such changes can make meaningful differences in students' educational lives. But improvements have not scaled widely and in recent years, powerful political forces on the left and the right have weakened the national movement to strengthen teachers and teaching. FutureEd is an independent, solution-oriented think tank at Georgetown University's McCourt School of Public Policy dedicated to improving the effectiveness, efficiency, and equity of the nation's schools on behalf of disadvantaged students. Their reports and policy roadmaps reach key thought leaders, policymakers, and stakeholders. This grant is for core support of FutureEd's work.

Grantmakers of Western Pennsylvania, Pittsburgh, PA

For a project involving the national expansion of Remake Learning Days and associated family and community engagement activities. 12 Months, \$350,000

For most families across the country, opportunities to engage in new designs for learning are few and far between, and for families in low-income communities, they are even

scarcer. While schools are struggling to close the opportunity gap between affluent peers and learners living in poverty, the accelerating pace of technological change threatens to exacerbate this gap. Remake Learning, established in 2007, is a network of over 500 organizations igniting relevant, engaging, and equitable learning practices to help all learners thrive. With previous support from the Corporation, Remake Learning partnered with national leaders like PBS and Common Sense Media to develop a toolkit for regions across the country to implement Remake Learning Days, a series of multigenerational events for families to take an active part in the future of learning within all spaces that kids learn, including schools, museums, and libraries. With continued support, Remake Learning will help five regions in addition to Pittsburgh implement the toolkit, support communications, coordinate regional and national media campaigns, and outreach to local, state, and federal leaders to encourage participation.

GreatSchools, Oakland, CA

For general support. 15 Months, \$1,000,000

With the expansion of school choice, data proliferation on assessments and achievement, and dynamic changes in our national K–12 system, parents are asking for access to concise and accurate information on schools to help inform their choices. GreatSchools, a national nonprofit providing parents with information on K–12 schools for nearly 19 years, reaches 46 million users, an audience that includes half of U.S. parents with school-aged children, 40 percent of whom identify as low-income. With the Corporation’s support, GreatSchools will enhance and expand its school quality and equity information, disseminate parenting guidance content, provide actionable information for stakeholders to improve and advocate for educational opportunities, and measure the impact of their work through surveys on parents’ attitudes and behaviors. In the long-term, the general support to GreatSchools aims to cultivate a national conversation about school quality and inspire low-income parents to take actions that improve their local schools.

Innovate Public Schools, San Jose, CA

For national organizing work, including the Community Organizer Training Program and the Parent Leader Institute. 12 Months, \$300,000

The education reform movement has created new opportunities for many children and high-quality schools, but for low-income families in underserved communities, the pace of transformation has been slow. There is a growing recognition that community organizing and parent leadership are essential to achieving significant change, including opening and sustaining high-quality schools and systemic changes within districts and states. Innovate Public Schools (Innovate) fills this particular demand by developing the technical abilities, public speaking skills, and community organizing capacities of parent leaders so that the families themselves collectively advocate for better schools. Professional training has been critical to Innovate’s mission. Its flagship Community Organizing Training Program and Parent Leadership Institutes have developed the leadership of parents in the Bay Area since 2015. The Corporation’s grant will enable Innovate to scale its programs nationally, train 150 parent leaders, and support leading organizations including KIPP and Navigator Schools on effective community organizing for school reform.

Instruction Partners, Nashville, TN

For a project to launch district and school partnerships to implement new science standards with high-quality instructional materials. 18 Months, \$700,000

Despite the adoption of new college and career-ready standards around the country many teachers still find themselves unprepared to teach at the level of rigor required to move these standards into implementation. Similarly, districts find themselves ill equipped to support their educators in making this shift. Instruction Partners recognizes the need in districts for instructional support and access to in-depth professional development. Their work over the past three years has successfully aided districts and schools in improving their instruction in math and English Language Arts. This grant will support Instruction Partners in developing internal capacity to support science instruction with a middle

and high school science pilot program and middle school science specific professional development in Tennessee.

Internationals Network for Public Schools, Inc., New York, NY

For strengthening organizational capacity to refine, deepen, and expand the Internationals Network. 24 Months, \$750,000

Internationals Network for Public Schools (Internationals) is dedicated to ensuring that recent immigrant English Language Learner (ELL) students have access to a quality high school education that prepares them for college, career, and full participation in democratic society. With Corporation support, Internationals has engaged in a rigorous strategic planning process and developed a comprehensive five-year plan for future growth. This grant will enable Internationals to advance the strategies articulated for the first two years of their strategic plan, enabling them to increase their capacity to design, support, and sustain schools and academies to close the achievement gap for ELL students nationwide. Specifically, this grant will support Internationals with strengthening the quality of implementation and deepening collaboration across their national network of schools and academies, as well as enhancing and expanding their impact on ELL educator practice within and beyond their network.

Leading Educators, New Orleans, LA

For a project to develop deep partnerships with school districts to build capacity for district and school leaders to design and implement large-scale initiatives to improve instruction through distributed leadership and professional learning. 24 Months, \$800,000

Leading Educators (LE) partners with schools and school districts to develop systems of professional learning that aim to strengthen teachers' content knowledge and instructional skill. Through their partnership engagements, Leading Educators helps build the capacity of leaders at the district and school level to design and implement large-scale initiatives to improve instruction, while also improving the quality

of instruction at the classroom level by developing the leadership, content, and pedagogical skills of teacher leaders. To date, the organization has helped schools and districts develop a culture of distributed leadership and professional learning through intensive job-embedded training, coaching, and other supports. This project will support the first 24 months of the organization's growth plan that is focused on deep partnerships with districts (eight new districts by 2022, for an estimated reach to more than 400,000 students). Over the grant period, LE will establish a new partnership in Tulsa, OK in FY18, and two additional partnerships in FY19.

Learning Policy Institute, Palo Alto, CA

For planning and launch of the Educator Preparation Innovation Center. 24 Months, \$1,500,000

Educator preparation has been widely criticized as failing to prepare educators who are equipped for the challenges of teaching and leading in schools today. As K–12 education shifts toward more personalized, experiential, and deeper learning, teacher and leader preparation programs need to evolve to ensure that educators are learning new pedagogies and instructional strategies and developing the skills, knowledge, and dispositions they need to support deeper learning for all students. This grant supports Learning Policy Institute in launching an Educator Preparation Innovation Center (EPIC) that will build the collaborative capacity of educator preparation programs, school districts, and state policymakers to strengthen the policy and practice of educator preparation in the United States. EPIC will (1) build a learning community of educator preparation programs and school district leaders (led by Bank Street College of Education); (2) conduct and disseminate research on models of practice and their outcomes; and (3) strengthen the capacity of policymakers in order to inform federal, state, and local policy development.

National Association of State Boards of Education, Arlington, VA

For stakeholder engagement and communications support about the Every Student Succeeds Act plans for state board members. 15 Months, \$500,000

The passage of the Every Student Succeeds Act (ESSA) in 2015 marks a momentous opportunity in education reform by giving states the decision-making power over standards, assessments, and accountability measures while requiring stakeholder engagement that promotes equity and excellence. The chance to improve education outcomes for families across the United States is now directly in the hands of state boards of education (SBEs) who are responsible for tailoring their ESSA plans to the needs of their diverse stakeholders. Given the brand-new nature of the “stakeholder engagement” requirement, SBEs require support in implementing their plans on the ground. With over 58 years of experience strengthening state leadership in educational policymaking and promoting access to opportunity in all 50 states, the National Association of State Boards of Education, is well-positioned to support the implementation of stakeholder engagement plans via SBEs.

National Center for Civic Innovation, New York, NY

For phase one of the OpenSciEd project. 12 Months, \$2,000,000

The Next Generation Science Standards (NGSS) call for an approach to science teaching and learning that is more demanding, and very different from the approach common in classrooms today. The NGSS are different in structure and character from previous science standards, in their focus on the three dimensions of science learning, in their emphasis on student engagement with phenomena and design challenges, and in their connections to math, English language arts, and other disciplinary standards. Although more than half the U.S. student population is in states that have either adopted the NGSS or adopted new standards influenced by the NGSS, educational systems are generally unprepared to implement the NGSS, in that they lack the curriculum plans, the instructional materials, and the classroom assessments

that the implementation of new standards requires. As a result, it is critical now to focus on the implementation of the NGSS, most notably building the supply of and demand for high-quality instructional materials, and support for their implementation. The OpenSciEd project will bring together a group of states, curriculum developers, and many national and state science education leaders to create a complete set of robust, research-based, open-source, K–12 science instructional materials and implementation supports.

National Mentoring Partnership, Boston, MA

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

The relationships in a young person’s life, particularly relationships with positive and caring adults, have a critical impact on their ability to access educational, employment, and civic engagement opportunities vital to their development and our nation’s economy. Yet 16 million of America’s 46 million young people do not have a trusted adult in their lives whom they believe they can turn to for guidance outside of their family or home (Civic Enterprises, 2014). National Mentoring Partnership (MENTOR) seeks to build out a national mentoring infrastructure so that every student in the United States has a quality mentor that provides the support they need growing up. This general support grant will enable MENTOR to advance the national mentoring movement by supporting work in three key areas: (1) affiliate network support and development; (2) capacity building; and (3) public awareness and mobilization.

National Opinion Research Center, Chicago, IL

For a student survey to evaluate broader long-term outcomes associated with the Bottom Line program. 15 Months, \$290,000

Numerous college access and success organizations have achieved promising academic results for low-income and first-generation college students. Yet, there remains a dearth of rigorous evidence that attests to the effectiveness of such programs and, for those programs that are supported by rigorous evidence, evaluations tend to focus on a narrow band of primarily academic indicators. A growing

body of literature suggests, however, that these programs impact broader, long-term outcomes that extend beyond college persistence, including career preparation, health, and psychosocial well-being. This proposal from National Opinion Research Center (NORC), a nonprofit organization committed to conducting social science research for the public good, will test this hypothesis. NORC will build upon an existing rigorous evaluation of Bottom Line, a college access and success organization with a demonstrated track record of success, to incorporate impact data around nonacademic outcomes into the existing evaluation. With Corporation support, NORC will develop, deliver, and analyze the results of a student survey focused on these long-term outcomes, and disseminate those findings to benefit the field at large.

National Science Teachers Association, Arlington, VA

For a project to promote the use of tools and professional learning to evaluate instructional materials. 24 Months, \$515,000

After the release of the Next Generation Science Standards (NGSS), 38 states and the District of Columbia adopted the NGSS or adopted new science standards influenced by the NGSS. At the core of these new standards is a focus on three-dimensional instruction, which integrates key scientific ideas with science and engineering practices while highlighting the themes that cut across the major science disciplines. Three-dimensional learning requires teachers to shift their approach and to do this, they need high-quality instructional materials and professional learning supports. The National Science Teacher Association (NSTA), an organization with a membership of 55,000 educators, is uniquely positioned to aid the science education community in understanding these shifts. With Corporation support, NSTA built a substantial communication infrastructure to support NGSS. Through this grant, NSTA will help build demand for high-quality instructional units reviewed by Achieve Inc. and expand their professional learning offerings to support NGSS implementation using existing Corporation-supported tools like NextGen TIME and the Five Tools for NGSS, in an effort to inform and build demand for more high-quality science instructional materials.

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

For advancing changes in education policy and practice. 12 Months, \$600,000

There is an emerging literature that suggests that personalized and mastery-based learning experiences are beneficial to long-term student success, and many innovative education organizations have begun to forge paths to new models and programs that incorporate these design principles. However, the lessons that emerge from these models often remain contained to the sites in which the provider is operating. Technology-enabled approaches, through the existence of extant data, provide unique opportunities to explore student learning trajectories, conditions, and modalities and share these learnings more broadly. New Classrooms Innovation Partners (New Classrooms) has demonstrated success in implementing a technology-enabled, personalized, mastery-based approach for teaching middle school math, elevating student achievement across all sub-groups via their Teach to One: Math (TTO) model. Now, building on this success and the myriad data points it has generated, New Classrooms will undertake field-building research and policy activities in order to catalyze systemic change while also improving and iterating upon the TTO model.

New Leaders, Inc., New York, NY

For a project to modify their program-specific model to a competency-based model that utilizes blended learning opportunities for school and district leaders. 15 Months, \$800,000

New Leaders is a leading national nonprofit focused on improving our education system by focusing on leadership. For 17 years, New Leaders has selected, developed, and supported aspiring school leaders to transform underperforming schools and improve student outcomes in the nation's highest-need communities. With prior Corporation support, the organization has evolved to now develop leaders at all levels: teacher leaders, assistant principals, aspiring principals, seated principals and their teams, and principal supervisors. Through this project the organization will work to shift their model, from a program-specific model to a

competency-based model, intended to provide districts and charter management organizations with tailored, flexible, cost-effective leadership development opportunities that meet their evolving needs. New Leaders will also explore strategies to include new blended learning opportunities for their partners. Finally, the new program model will help increase the organization's financial sustainability through its associated revised business model that will increase the amount of fee-for-service revenue.

New Profit Inc., Boston, MA

For incubating and building capacity of new organizations to inform policy and practice. 12 Months, \$1,150,000

Education models based on personalization, mastery, and positive youth development have been shown to have positive impacts on student achievement, yet many practitioners don't have the capacity to scale such models broadly. One strategy for promoting scale with quality is through the cultivation of a variety of intermediary organizations (such as New Visions for Public Schools in New York City) that can partner with schools and districts to launch new program models. New Profit has a 20-year track record of doing just that, and with Corporation support, will expand upon its intermediary capacity building efforts in two key ways: (1) Working with partner social entrepreneurs and education nonprofits to specifically support the needs of diverse learners (students with disabilities, English language learners, racial/ethnic minority students, and low-income students); and (2) Building the capacity of actors that work in concert with nonprofits, such as parents, youth, and policymakers, to drive transformation of learning environments nationwide.

New Tech Network, Napa, CA

For refining and scaling the New Tech school model and diffusing best practices. 24 Months, \$800,000

Over the past decade, the movement to create more robust learning environments has expanded significantly, with schools and districts across the country adopting models of learning that meet the needs of 21st century learners. But despite their promise, many aspects of these models have

proven difficult to implement, and the potential for improved student outcomes has yet to be fully realized. New Tech Network (NTN) has developed a research-based, educator friendly model in which they partner with districts to transform schools through implementation of personalized, project-based, and mastery-based approaches. This grant will build on previous Corporation support to expand whole-school transformation by refining the NTN Teams strategy, a low-cost, low-coaching approach to school-level change beginning with a single-grade team. This grant will also allow NTN to develop an approach to scaling their model by partnering with districts outside of their network to implement proven aspects of their work.

New Venture Fund, Washington, DC

For project support of Learning Heroes to generate a version two of the Readiness Roadmap, a diagnostic guide for parents. 10 Months, \$300,000

A growing body of research shows that nine in ten parents believe their child performs at or above grade level though barely 40 percent of students perform at grade level in math and reading. This disconnect is more pronounced among parents of students of color. In order to bridge the gap in parental perceptions, Learning Heroes has designed a Readiness Check, an interactive tool for parents to gauge the performance of their children through a series of standards-aligned questions. The Readiness Check will help parents understand if their child has the necessary key foundational skills in math and reading, provide specific parental guidance and techniques to track progress at home, as well as easy-to-use resources to support their children's remediation and enrichment. With the Corporation's support, Learning Heroes will launch its Readiness Check version 2, strengthen the quality of its content, and partner with leading organizations such as the National PTA and Denver Public Schools to market its tool at scale.

New Venture Fund, Washington, DC

For core support of Seek Common Ground. 15 Months, \$475,000

Over the past decade, states and communities across the country have been involved in education reform through a variety of policies and efforts. However, while communities try to implement reforms in the context of their populations and geographies, tension grows toward these reforms due to the missing support from diverse and bipartisan stakeholders. There is an opportunity to ensure a lasting impact by increasing shared ownership in these reforms and by tying diverse groups together in one common cause. Seek Common Ground, a new organization emerging from Achieve Inc., represents a network of locally controlled and state-based advocacy coalitions who collectively aim to improve educational prospects for all children and promote policies, practices, and strategies that engage stakeholders and harness diverse viewpoints. With the Corporation's support, Seek Common Ground will effectively transition to an independent entity of its own, serve as a backbone of support for 12 state-based coalitions, pilot innovative and replicable ideas, and share learnings across its network.

New Venture Fund, Washington, DC

For core support of Learning Heroes. 12 Months, \$750,000

Parents across the country have high hopes for their children but despite rising high school graduation rates, only 37 percent of graduates are prepared for college-level reading, and only 25 percent are prepared for college-level math. Research shows that when parents are informed about student progress and equipped with actions to support their child, student achievement improves. We believe it is essential to improve parents' access to information and resources in order to increase student achievement. Learning Heroes, a nonprofit organization founded with Corporation support three years ago, is the expert on parent mindsets, listening to families in order to create content that engages them at a national scale. With renewed support from the Corporation, Learning Heroes will execute three informational campaigns including Back to School 2018, disseminate their research,

and plan for their annual poll measuring parent attitudes and behaviors, activities that will support parents in taking steps to support their children's learning.

NewSchools Venture Fund, Oakland, CA

For support of the Innovative Schools, Education Technology, and Diverse Leaders investment portfolios, as well as related knowledge-building activities, including the 2019 national Summit. 36 Months, \$3,250,000

In order to realize a vision in which all students are prepared for postsecondary success, the New Designs portfolio supports innovative school models and new educational tools that personalize student learning experiences, as well as the capacity-building of adults and systems in support of these efforts. NewSchools Venture Fund (NSVF) is an important partner in advancing work in each of these areas. Founded in 1998, NSVF sources, vets, and invests in high-quality school models and educational technologies, as well as the educational leaders necessary to the success of those efforts. With Corporation support since 2015, NSVF has supported the planning and/or launch of 74 new schools, 20 school redesign efforts, six model providers, and 73 education technology ventures, in addition to playing an important thought leadership and convening role. With Corporation support, NSVF will develop and scale new school models, educational technologies, and organizations led by diverse education leaders. NSVF will also undertake thought leadership, research, and learning activities in each of these areas.

Partnership for Los Angeles Schools, Los Angeles, CA

For a project to support school redesign work and district partnerships beyond Los Angeles. 24 Months, \$625,000

Opening new, innovative schools in place of failing schools has emerged as a proven strategy to improve student achievement in places that have previously seen a persistent record of failure. However, while this has proven effective in some places, it is neither always feasible nor desirable in every context. The Partnership for Los Angeles Schools (the Partnership) was founded to address this strategic gap, and

over the last 10 years has worked with high-need, historically low-performing schools to implement robust improvement strategies, bringing innovative learning models to the most challenging contexts. They have also worked intentionally to aggregate and share insights from these experiences to inform district-level policy, and they have fomented a strong partnership with the Los Angeles Unified School District (LAUSD) as a result. Now entering their second decade of work, the Partnership will build on their successes by continuing to transform schools in LAUSD and also partnering with leaders in other school systems to empower all students with a high-quality education.

PowerMyLearning, Inc., New York, NY

For support of a strategic evidence plan for family playlists and optimizing the adoption of family playlists. 24 Months, \$1,000,000

Children learn not only with the teachers in their schools, but with the families in their homes and communities. Research indicates that learning happens best when what is happening in school is reinforced by what is happening in students' homes. This relationship can be challenging however in high poverty communities, where families often lack the time, knowledge, or skills to help their children with their schoolwork. Founded in 1999, PowerMyLearning has emerged as a national nonprofit organization partnering with schools and districts to meet the needs of every learner by leveraging technology that fosters a "triangle" of learning relationships between students, teachers, and families. Support from the Corporation-led PowerMyLearning to develop Family Playlists, a program for interactive homework assignments that cultivate teacher-parent ties and communication channels. With continued support from the Corporation, PowerMyLearning will design a Strategic Evidence Plan for Family Playlists, optimizing the adoption process for teachers and refining their triangle model to build evidence for the field.

President and Fellows of Harvard College, Cambridge, MA

For developing and launching an institute model for Proving Ground, an initiative of the Center for Education Policy Research. 24 Months, \$725,000

As states, districts, and schools increasingly move towards using evidence-based practices to drive continuous improvement at the school level, a number of limitations, including cost, time, and capacity, prevent them from fully leveraging data and analysis. As a result, school districts are constantly cycling through new initiatives, with no valid way to know which are working and which are not. To address this challenge, Proving Ground, an initiative of the Center for Education Policy Research at Harvard University, has launched a collaborative network of state, district, and charter management organizations that makes analytical results more readily available and widespread in order to learn together about what is working and what is not in U.S. education. The goal is to provide education leaders with better evidence in order to inform decision-making, improve implementation, and assess impact. This grant supports the development and launch of an Institute to provide intensive support to pipeline districts not yet in the network.

President and Fellows of Harvard College, Cambridge, MA

For core support of the Education Redesign Lab. 21 Months, \$600,000

Despite facing greater challenges related to health, safety, and academic performance, students living in poverty continue to have relatively limited access to high-quality schools and enrichment opportunities as compared to their more affluent peers. Program staff recognize that addressing this challenge will require integrated systems of support that bring together multiple community stakeholders to attend to the broad spectrum of student needs within and outside of the classroom. This is precisely what the Education Redesign Lab (the Lab) at Harvard Graduate School of Education (HGSE) has begun to create through By All Means (BAM), a multiyear initiative that develops comprehensive child well-being and education systems in six cities by bringing

together mayors, superintendents, and key community leaders from social service, recreational, and cultural institutions. Current Corporation support has enabled the launch and first iteration of the BAM initiative, as well as associated research and policy activities, and this proposal builds upon that work.

Riverdale Country School, Bronx, NY

For support to the Teachers Guild to implement a project that would strengthen parent-teacher collaboration. 9 Months, \$430,000

According to the Learning Heroes report, *Parents 2017: Unleashing Their Power and Potential*, there is a disconnect between parents and teachers regarding student academic performance. We also know that parents and teachers have few effective communication channels or opportunities to collaborate and co-design support systems on behalf of student learning. The Teachers Guild, which began as an initiative within IDEO's Design for Learning Studio, is a network of educators using design thinking to solve issues in the field of education. Since 2015 The Teachers Guild has run 12 design challenges on topics like reimagining parent-teacher conferences, college and career pathways, and STEM learning with partners such as the Reach Higher Initiative and 100kin10. With prior support from the Corporation, The Teachers Guild created a plan for the "Strengthening Parent-Teacher Collaboration" project aimed at solving this communication challenge. With this grant, The Teachers Guild will embark on implementing their project, executing a national awareness campaign, launching the Parent-Teacher Design Challenge, and creating a solutions fund that will offer support to parent-teacher design teams with leading solutions.

The 74, New York, NY

For support for public understanding of new school designs and a parent almanac. 12 Months, \$350,000

While narratives around national education reform are more complex and dynamic than ever before, education news is receiving minimal coverage by major media outlets. In-depth

coverage of the stories and policy issues around education can enable millions of parents to learn and engage with changes affecting their children's schools, while also highlighting public demand for reform. A nonprofit media outlet focused on uncovering and explaining debates and issues for the general public, The 74 is a proactive force in journalism, exposing inequity and spotlighting innovations in order to empower families at a national scale. With over 250,000 monthly readers, content-sharing on *TIME* and the Spanish language magazine *La Opinion*, as well as simple explainer videos on pertinent issues such as the Every Student Succeeds Act and the Common Core, The 74 engages parents at the national level. The Corporation's renewal grant will support a two-fold effort by The 74 to create a dozen videos and articles, build on its parent almanac work and coverage of school designs, while establishing new relationships with editorial partners targeting parents of color.

Students for Education Reform, New York, NY

For general support. 12 Months, \$450,000

Students, who can build a bridge between parents, community members, and school systems leaders, are critical to building public will for education reform. Students for Education Reform (SFER), founded by Alexis Morin as a college student in 2009, aims to amplify student voices by identifying and training college students in grassroots organizing to be able to advocate for educational reform in their communities. The organization currently includes 1,300 student members at 93 college campus chapters, about 50 percent of whom are students of color. SFER will increase efforts to recruit and train a critical mass of representative students while also offering coaching on organizing and specific policy priorities in its six strategic areas: Minneapolis, Minnesota; Richmond, California; Los Angeles, California; Denver, Colorado; Charlotte, North Carolina; and Boston, Massachusetts. With support from the Corporation, SFER will engage student leaders in organizing efforts and advocacy campaigns that work toward universal, quality public education.

Teachers College, Columbia University,
New York, NY

For support of The Hechinger Report in its coverage of connections between education and job preparation. 15 Months, \$300,000

While the American public education system aspires to prepare students to become active participants in a contemporary economy, inequities in the education system seem to be perpetuating divisions among students, often based on their geography and income. In turn, as students are unequally taught skills, or receive a different quality of schooling, they are also unequally prepared for careers that improve their lives and communities. The Hechinger Report (Hechinger), an independent, nonpartisan, newsroom based in Teachers College, Columbia University is committed to uncovering the nuances in the connection between education and career preparation. With support from the Corporation, Hechinger will conduct a deep exploration of critical regions that represent larger trends related to dynamic shifts in American society. Hechinger will illuminate the successes and growth areas, in order to inform educators, policymakers, families, communities, and the public at large on how to ensure that all students are properly prepared, and especially, how stakeholders can best support the next generation growing up with the fewest resources.

Teachers College, Columbia University,
New York, NY

For a project to design and implement a system of text-message alerts to families about their child's academic performance. 15 Months, \$350,000

Many efforts over the last decade to raise student achievement have had uneven results across the country and average achievement among children from low-income or minority backgrounds continues to fare lower than their wealthier peers. We know from national surveys supported by the Corporation and conducted by Learning Heroes that while nine in ten K–8 parents believe their child performs at or above grade level in math and reading, barely a third of students demonstrate the ability to perform at this level. Using technology as a platform to support communications

has been proven to be an efficient and scalable way of leveraging family engagement, but such programs serve only parents of pre-kindergarten and elementary students. To fill this gap, Dr. Peter Bergman, assistant professor of economics and education at Teachers College, Columbia University, has conducted various studies on the impact of parent-facing applications serving middle and high school families. With Corporation support, Dr. Bergman and his team will create an application for sharing information with parents via text messages, and will pilot the application to obtain feedback for refining the tool. In so doing, the team will support families of children in the middle and high school years, improve student achievement, and generate knowledge for the field.

Tides Center, San Francisco, CA

For core support of Project Evident. 12 Months, \$500,000

While the demand for evidence-based education programming has grown over the past several years — among nonprofits, funders, and policymakers alike — siloes within the education sector have resulted in a persistent gap between research and practice. Funders and nonprofits have different evidence priorities, nonprofits lack evaluative capacity, and third-party evaluators don't fully meet nonprofit needs. Project Evident (PE) was created earlier this year to remove barriers to the creation and improvement of evidence-based practices such that nonprofits can more readily implement programs supported by research, and so that the students they serve can thrive. With Corporation support, PE will (1) Pioneer a scalable new model for strategic, continuous evidence building in partnership with nonprofit clients through the Learning and Evaluation Support Center; and (2) Pioneer a scalable new model for supporting nonprofit organizations to use low-cost, high-quality data and evaluation tools through the Research and Development Lab.

TNTP, Inc, Brooklyn, NY

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

This general support grant will provide TNTP with resources to implement their 2018–19 strategic plan. Specifically, this one-year grant will enable them to (1) expand school systems' access to high-quality talent by building diverse and effective educator pipelines; (2) increase students' access to rigorous college and career-focused content and high-quality, student-centered instruction; (3) develop supportive environments through authentic community engagement and policy change and move toward transformational change with the implementation of new school models; (4) continue to work towards their goal of significantly improving learning outcomes for 100,000 students by the end of 2020 and millions more indirectly; and (5) publish their next signature research project, which will capture the quality of in-school experiences of thousands of students and analyze the relationship between the quality of their experiences, how they spend their time, the quality of the work they do, how they are taught, and their engagement and achievement.

Trellis Education, San Francisco, CA

For a project to develop a mentoring community to support the development of new math and science teachers.
24 Months, \$700,000

Trellis, a nonprofit organization founded in 2015 to ensure all California students have exceptional science, technology, engineering, and math (STEM) teachers, is pioneering a research-based solution to the demand for math and science teachers. Trellis supports teacher preparation providers and partner school districts to create cohesive pathways for preparing, developing, and retaining successful mathematics and science teachers over a six-year trajectory. With Corporation support, Trellis started a community of Mentor Fellows who provide specific mentoring support to early-career teachers. This renewal grant builds on that work and will support Trellis to support early career secondary math and science teachers, begin formative evaluation work, deepen partnerships with districts, and strengthen Trellis's capacity by increasing its leadership team.

UnboundED, Brooklyn, NY

For a project to increase access to digital open education resources (OER) and curriculum, expand Standards Institutes focused on implementation of OER curriculum, and improve local capacity through the development of leaders of professional learning. 12 Months, \$1,000,000

UnboundEd's work is focused on overcoming the many challenges to effective implementation of more rigorous standards. Specifically, they are working to address the challenges related to the fact that current curriculum, tools, resources, and professional development do not enable educators to effectively meet the needs and rigorous standards for all students, especially students of color and below grade level students. Through this project they will develop and provide digitized open education resources (OER) curriculum and supports designed to allow teachers to effectively adapt customizable, high-quality OER materials to meet the needs of all students while upholding the rigor of the Common Core and helping educators deliver equitable instruction. Additionally, they will expand their Standards Institute to support the effective implementation of the Common Core standards and aligned, equitable instruction. They will also prepare a cohort of educators to facilitate this work in school districts.

University of California, Berkeley, Berkeley, CA

For a Lawrence Hall of Science project to develop and field test a suite of open source end-of-unit summative assessments that align with middle school performance expectations in the Next Generation Science Standards. 24 Months, \$500,000

This project builds on 20 years of experience by the University of California, Berkeley, Lawrence Hall of Science team to develop, test, evaluate, and disseminate a classroom-based science assessment system, and also a recent National Science Foundation–funded project to develop curriculum and assessments for the Next Generation Science Standards (NGSS). The primary objectives of this proposal are to develop and test a complete set of model three-dimensional assessments and scoring rubrics that support the middle school earth, life, physical science, and engineering

performance expectations in order to support implementation of the NGSS that can be used across schools or districts to monitor student performance. In addition to providing model assessments for the NGSS performance objectives across content areas, the project will make progress toward identifying indicators of high-quality three-dimensional assessments and the principles for identifying and scoring these assessments. By distilling these indicators and principles, the project will also be able to offer guidance to teachers and others on how to modify the assessments while still maintaining their quality.

University of Texas at Austin, Austin, TX

For continuation of the Dana Center math pathways work. 24 Months, \$1,100,000

The Dana Center has become a leading force in modernizing introductory college mathematics and enabling student success. The Center's mathematics pathways project, which began as a partnership with all 50 Texas community college districts, is now working actively with more than a dozen states and key national higher education organizations and mathematics professional societies. This reflects a novel innovation by which community colleges are increasing students' access to and completion of rigorous and relevant math pathways. This grant will enable the Dana Center to provide the technical assistance support and resources needed to establish full implementation and normative practice of mathematics pathways in one state, with in-depth support for one region. In addition, the Center plans to lay the foundation for the next innovation in pathways work — the redesign of the pathway to Calculus — and amplify its influence in the field.

University of Washington, Seattle, WA

For the Center on Reinventing Public Education to support school district reform through a systems-level network of educational leaders and academic research. 24 Months, \$600,000

An emerging evidence base suggests that personalized and mastery-based learning experiences are beneficial to long-term student success, and many individual school and program models have emerged that incorporate these design principles. However, despite the existence of strong school models, more must be done to explore the system-level shifts and policies necessary to ensure personalization for all students. Over the last 25 years, the Center on Reinventing Public Education (CRPE) at the University of Washington has been at the forefront of school system redesign, providing both thought leadership and academic research to support cities doing the challenging work of transforming their education systems. Building upon their expertise in this area, CRPE is embarking on a new chapter focused on building schools and school systems where policies, resources, and school options are aligned to ensure personalized student support. With Corporation support, CRPE will 1) convene a network of best-in-class state and district leaders to develop systems-level strategies for making the shift toward student-level personalization and 2) build the evidence base for issues relevant to personalization and system redesign.

Urban Schools Human Capital Academy, Reston, VA

For continued support of the State Human Capital Alliance. 18 Months, \$800,000

Urban Schools Human Capital Academy (USHCA) began in 2011 working with urban districts across the country on creating strategic human capital systems to ensure all schools had effective teachers and leaders. This makes USHCA uniquely positioned to support the work of states as they embark on a shift, catalyzed by the passage of the Every Student Succeeds Act, from compliance-oriented to strategic institutions that influence the human capital ecosystem. With Corporation support, USHCA developed the State

Human Capital Alliance (the Alliance) to work at the state-level and launched the first cohort of eight states in 2017. This renewal grant to USHCA aims to expand the work of the Alliance with a second cohort of eight states, and continue the progress made with the first cohort of eight states. The new cohort will complete a diagnostic assessment to understand their current practices and support they provide to districts. They will convene, along with the previous cohort of states, to learn from experts and one another on strategies for improvement. Additionally, states will receive ongoing technical support and tools from USHCA.

Urban Teachers Center, Baltimore, MD

For preparation and development of teachers in three high-need urban school districts. 18 Months, \$1,000,000

Teachers in urban schools are routinely underprepared to meet their students' needs. Founded in 2009, Urban Teachers thinks that the quality of teachers matters, and that the quality of instruction can make an enormous difference to a child. Through its clinical approach to teacher preparation, Urban Teachers is redesigning teacher preparation in order to build a highly effective urban teacher workforce. Clinically rich teacher residency programs allow candidates to combine practitioner experience with academic knowledge. This renewal grant will enable Urban Teachers to increase its impact by (a) strategically focusing on objectives related to increasing the number of teacher residents, (b) developing a new undergraduate program in the field of early childhood education in cooperation with the University of Virginia Curry School of Education, and (c) reducing reliance on philanthropy.

STRENGTHENING U.S. DEMOCRACY

America's Voice Education Fund, Washington, DC

For general support. 24 Months, \$1,300,000

By a two to one margin, Americans today believe that immigrants strengthen rather than burden the country. Yet, hardline lawmakers have reduced refugee admittances to the lowest rate in American history, taken measures to curtail legal immigration, and ramped up deportations of undocumented immigrants who were previously deemed a low priority. America's Voice Education Fund (AVEF) shapes the public communications of the national coalition of immigrant-serving organizations working to advance immigration reform. AVEF works with local, state, and national advocacy organizations to develop unified messaging to inform the immigration debate, in addition to disseminating accurate information about immigrants and immigration policy in the media. With renewed Corporation support, AVEF will continue to create powerful narrative themes and persuasive messages for proponents of immigrants and immigration reform.

Center for American Progress, Washington, DC

For core support of its immigration policy program. 24 Months, \$950,000

Over the past year, the United States has experienced a dramatic shift in federal positions on immigration. Many landmark, pro-immigrant efforts are being scaled back or terminated. The current Administration has been pushing an expanded enforcement agenda, as well as advocating for new policies that would restrict legal immigration, discontinue asylum programs, and reduce employment opportunities for immigrant workers. The groundbreaking immigration policies of the Obama Administration were not the result of a president's nor a single party's whims, but the sustained efforts of national and regional organizations over many years. Among the organizations working to advance positive

state and federal immigration policies is the Center for American Progress (CAP). CAP is a respected resource for policymakers, a hub for high-quality research on immigration, and a coordinating entity for research, communications, and policy work. With renewed Corporation support, CAP will continue to drive the immigration policy debate through research, analysis, and collaboration with key players.

Center for Migration Studies of New York, Inc., New York, NY

For general support. 24 Months, \$350,000

Current United States immigration laws outline a highly complex system that is failing millions of immigrants and prospective immigrants. The waitlist of applicants for legal immigration exceeds 4.5 million people, with some having to wait for more than 24 years for visa clearance. Refugee admittances has been reduced to the lowest rate in American history, and the backlog at immigration courts is more than 650,000 people, forcing many of them to spend months or even years in detention facilities. Founded in 1964, the Center for Migration Studies (CMS) is a nonpartisan think tank and educational institution that was incorporated by a community of Catholic priests, nuns, and lay people dedicated to serving migrants and refugees throughout the world. With Corporation support, CMS will continue to produce and lift up research and policy ideas that aim to improve U.S. immigration laws and the U.S. refugee protection system.

Center for Rural Strategies, Whitesburg, KY

For support of a project on immigration and rural voting rights. 24 Months, \$300,000

For rural counties that grew in population and economic vitality in recent years, foreign-born residents accounted for 75 percent of that growth. Since 2001, the Center for Rural Strategies has been building bridges between urban and rural communities. The center works to give policymakers, journalists, and advocates access to the diverse, complex stories in rural America, while also creating for rural Americans a balanced information environment that fairly addresses their economic and social concerns. With renewed

Corporation support, the Center for Rural Strategies will engage in an initiative to educate rural Americans on immigration policy and the importance of voting through media content development, and effective dissemination and audience development.

Center on Budget and Policy Priorities, Washington, DC

For a project to analyze the fiscal and economic impact of state-level immigration policies. 24 Months, \$1,000,000

Although the fiscal impacts of immigration vary from state to state, studies have overwhelmingly revealed that over time immigrants contribute far more in tax revenues than they cost in program expenditures. Data shows that states and cities with welcoming, pro-immigrant policies have significantly benefited from the economic and labor contributions of immigrants, particularly in localities with declining populations and employment rates. The State Priorities Partnership (SPP), cofounded by the Center on Budget and Policy Priorities, is a network of national and state-based fiscal policy institutes, providing analyses of the fiscal implications of state-level proposals and the state-level impact of national policy proposals. With Corporation support, the Center on Budget and Policy Priorities and SPP members will expand and continue to provide critical fiscal data to advocates and groups working on state-level immigration policy issues.

Church World Service, Elkhart, IN

For communications and advocacy to promote pro-refugee policies at state and federal levels. 24 Months, \$350,000

Despite the global refugee crisis worsening — with now more than 65 million displaced persons around the world — the current Administration has been issuing policies that reduce and restrict the number of refugees admitted to the United States. The Administration is on track to resettling only 20,000 refugees in the current fiscal year, which is less than half of its declared cap of 45,000, already the lowest rate in United States history. Church World Service (CWS) is an interfaith organization that was founded in

1946 to develop just and sustainable responses to global hunger, poverty, displacement, and disaster. With renewed Corporation support, CWS will sustain and elevate its work with refugee communities, push back against anti-refugee and anti-Muslim sentiment, elevate the role of refugees in the public forum, and advance systemic change on national and local levels.

Demos: A Network for Ideas and Action, Ltd., New York, NY

For a project to protect and expand voting rights.
24 Months, \$450,000

Approximately 50 million voting-eligible Americans are not registered to vote, and many people face unnecessary barriers to exercising their constitutional right to participate in the democratic process. In 2018, at least 70 bills restricting voting access have been introduced or passed, in 24 states. These bills discourage student voting, restrict absentee voting, and remove registered voters from rolls, among other provisions. Moreover, inadequate political engagement with low propensity voters has contributed to low turnout in districts where stakes are high for their communities. Since 2000, Demos (also spelled, Dēmos) has been promoting a positive voting agenda across the country. Through field investigations, lawsuits, and negotiations, Demos has helped millions of individuals access critical voter services guaranteed under the National Voter Registration Act of 1993. With Corporation support, Demos will coordinate efforts to protect voting rights and expand voting access for all Americans. Demos will also work with the Black Futures Lab's Black Census Project to collect data on issues facing Black communities across the country.

Faith in Action, Oakland, CA

For a project to promote social cohesion and civic engagement in rural communities. 18 Months, \$400,000

Although working-class Americans in urban and rural communities are struggling to adapt to the same forces of globalization, deindustrialization and low-wage work, partisan interests have been exploiting people's anxieties

around economic and demographic change to divide the country along lines of race, geography, economy, and culture. Founded in 1972, Faith in Action (previously known as PICO) works with more than 1,000 faith-based organizations in 150 cities and 17 states to create innovative solutions to problems facing rural, suburban, and urban communities. Faith in Action recognizes the importance of understanding local culture and identity for effective civic engagement, and it has found great success in working with local pastors and faith leaders to build broad, cross-cultural solidarity in communities. With Corporation support, Faith in Action will work with national partners, including the Center for Rural Strategies (a Corporation grantee), People's Action, and HOPE not hate, to engage rural and urban voters and bring communities together to advance shared policy priorities.

Faith in Public Life, Inc., Washington, DC

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

Religious leaders possess uniquely powerful voices for shaping public opinion. According to a recent Gallup survey, approximately 80 percent of Americans identify with a religious identity and 37 percent of Americans self-report as highly religious. Faith leaders can play an important role in educating constituents and shaping their values — highlighting the moral and practical failures of mass detention and deportation, for example, or explaining the need for federal immigration reform to keep families together. Faith in Public Life is a communications strategy center for faith communities, maximizing their ability to impact public debates by creating innovative communications and advocacy campaigns. With Corporation support, Faith in Public Life will help religious leaders amplify their calls for inclusive immigration policies and help them engage faithful voters in communities with traditionally low voter participation.

Leadership Conference on Civil and Human Rights Education Fund, Inc., Washington, DC

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

Recent years have challenged civil rights advocates and the disenfranchised communities they work to represent. Jurisdictions nationwide are proposing discriminatory electoral changes quicker than the courts can strike them down; the Census Bureau faces deep funding cuts that jeopardize the accuracy of the decennial census, which helps determine congressional representation and allocate federal resources; and the current Administration has raised unsubstantiated claims of voter fraud, casting serious doubt on U.S. electoral processes. As the leading expert on civil rights research and education, the Leadership Conference Education Fund builds public will for federal policies that promote and protect the civil and human rights of all persons in the U.S. With renewed Corporation support, the education fund will continue to draw attention to a wide range of pressing civil rights issues, including voting rights, an accurate 2020 census, immigration, and a fair, independent judiciary.

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

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

In 2017, more than 100 bills to limit voting and voter registration access were introduced in 31 states, efforts which disproportionately affect low-propensity voters, including minorities, youth, immigrants, and low-income individuals. Many of these bills would have been blocked by the 1965 Voting Rights Act (VRA), a historic achievement of the civil rights movement that was weakened by the Supreme Court's ruling in *Shelby County v. Holder* (2013). As policymakers work on legislation to restore previous protections offered by the VRA, voting rights attorneys remain the primary defense against efforts to disenfranchise voters. In response to threats posed by the *Shelby* decision, 10 of the nation's leading voting rights organizations came together to form the Voting Rights Litigation Working Group. With renewed Corporation support, the working group, fiscally sponsored by the Mexican American Legal Defense and Educational

Fund, will continue to leverage its collective expertise to counsel and collaborate on litigation and pre-litigation efforts against emerging challenges to voting rights.

NALEO Educational Fund, Inc., Los Angeles, CA

For general support. 24 Months, \$550,000

As the Latino population continues to grow in the United States, robust civic engagement is necessary to ensure that their voices are heard and represented by policymakers. Although a record 12.6 million Latinos cast a ballot in the 2016 presidential election, 11 million eligible Latinos have not yet registered to vote. The upcoming 2020 Census presents an additional opportunity to help ensure that the Latino community receives its fair share of political representation and the resources it needs for social and economic well-being. Established in 1981, NALEO Educational Fund (NALEO) is a leading nonpartisan organization facilitating Latino participation in the American political process, from naturalization to voter engagement and public service. With Corporation support, NALEO will empower the Latino community to participate in the political process, promote policies that advance Latino civic engagement, and increase the effectiveness of Latino policymakers on timely issues, such as education, workforce development, and health.

National Domestic Workers Alliance, New York, NY

For general support. 12 Months, \$300,000

In April 2018, the current Administration announced a "zero-tolerance" policy, ordering the prosecution of all migrants at the southern border, which has included asylum seekers who arrived through legal ports of entry. As a result of the policy, nearly 3,000 children were separated from their families and sent to "tender age" holding facilities and shelters across the country. Despite a federal court ordering the federal government to reunify all of the families by July 26, more than 400 children were not reunited with their parents, many of whom were deported without their children. The National Domestic Workers Alliance (NDWA) is a nonpartisan organization that advocates for the human rights

and dignity of domestic workers, immigrants, and families in the United States. With Corporation support, NDWA will leverage multiple communications strategies to advance messaging and advocacy around the need for humane immigration policies and practices.

Neo Philanthropy, New York, NY

For core support of the Four Freedoms Fund, a donor collaborative on immigrant civic integration at the state level. 12 Months, \$4,500,000

Advocates nationwide have been doubling down on efforts to counter anti-immigrant rhetoric and policies that continue to emerge following the 2016 election cycle. The numerous anti-immigrant actions taken by policymakers since the election and the emergence of anti-immigrant, anti-refugee, and anti-Muslim sentiments during the campaigns have opened a new chapter in the struggles of marginalized communities for full inclusion in society. Established in 2003 with Corporation support, the Four Freedoms Fund (FFF) is a donor collaborative housed at Neo Philanthropy supporting state-based and regional immigrant-serving coalitions across the country. FFF serves a hybrid role of convener, grantmaker, and strategist, connecting grassroots organizations with national immigrant integration groups. With renewed Corporation support, FFF will continue to support state and regional groups across the country through grants that build institutional capacity, strategic collaboration among grantees, effective communications, and alliances with other constituencies.

Partnership for a New American Economy Research Fund, New York, NY

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

Immigrants play a vital role in filling critical labor gaps, providing high-quality talent and field expertise, as well as contributing financially to communities that are in need of investment. However, congressional inaction on immigration reform has made it difficult for municipalities to robustly integrate and serve immigrants. The Partnership for a New American Economy Research Fund supports the nonpartisan educational efforts of a bipartisan coalition of more

than 500 CEOs and mayors from all 50 states. With renewed Corporation support, the research fund will continue to expand its widely used research on immigrant integration and amplify its message to educate policymakers, advocates, its membership, the media, and the public on the need for common sense immigration reform, as well as the benefits that immigrants bring to local economies.

Public Religion Research Institute, Washington, DC

For core support of its immigration and civic integration program. 24 Months, \$550,000

Lawmakers have long approached and understood immigration as a bipartisan issue. Yet, over the past two years, political candidates have been discussing immigration as a means of polarizing voters and fueling partisan divisions. As was observed in the 2017 elections, American voters often reject anti-immigrant rhetoric and positions, signaling to party leaders the need to reassess their understanding of Americans' positions on immigrants and immigration policy. Public Religion Research Institute (PRRI) is the only nonpartisan research organization to map the opinions of Americans on immigration reform and immigrants in all 50 states, making it the go-to institution for polling research and analysis on immigration reform for journalists, policymakers, and advocacy groups. With renewed Corporation support, PRRI will conduct extensive public opinion polling and research on how religious and moral commitments drive Americans' attitudes toward immigrants and immigration reform.

State Voices, Washington, DC

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

The Corporation has long promoted sustained, nonpartisan civic engagement, with the belief that an engaged citizenry is essential to keeping a democracy healthy and accountable for its constituents. And while recent social movements have galvanized entire populations around important social and political issues, voting continues to be the most critical method of influencing policy and institutionalizing change. Established in 2004, State Voices is a national network that helps grassroots organizations engage in shared policy and civic engagement campaigns. By providing access to sophisticated voter engagement tools and capacity-building opportunities, State Voices brings together groups involved in a wide range of issues, from immigration and the environment to health care and economic development, among others, to strengthen their impact on individual policy areas and civic engagement overall. With renewed Corporation support, State Voices will continue to grow and strengthen its network, as well as support partners' efforts to increase civic and voter engagement in advance of the 2018 elections.

William J. Brennan, Jr., Center for Justice, Inc., New York, NY

For core support of its democracy program. 24 Months, \$500,000

According to a survey by Pew Research Center, public trust in government is at a near historic low, with only 18 percent of Americans believing that the government does the right thing "[at least] most of the time." Legislators across the country are pushing bills to restrict voting access for eligible voters, doubts are being cast on the integrity of elections and judicial systems, and distrust of the news media has been rising. The Brennan Center for Justice, housed at New York University School of Law, is a nonpartisan law and policy institute that works to remedy weaknesses in American democracy through long-term revitalization of the country's democratic systems. With renewed Corporation support, the center will amplify the center's combined influence as a think tank, legal advocacy group, and communications hub to promote fairer and more robust systems of democracy and justice.

**NATIONAL PROGRAM
DISCRETIONARY GRANTS**

America Achieves, New York, NY

6-month grant of \$200,000 for implementation plan design and pre-launch activities for the Regional Skills Pathways project, creating aligned education-to-economic-opportunity pathways between postsecondary education and 21st-century jobs in key regions

Andrew Goodman Foundation, Mahwah, NJ

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

Asian Americans Advancing Justice, Washington, DC

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

Aspen Institute, Inc., Washington, DC

12-month grant of \$100,000 for support of its Inclusive America Project

Bank Street College of Education, New York, NY

12-month grant of \$200,000 for developing a national strategy for early child care and education (ages 0-3)

Bottom Line, Inc., Boston, MA

12-month grant of \$200,000 for core support of Bottom Line New York

Brooklyn Navy Yard Development Corporation, Brooklyn, NY

6-month grant of \$50,000 for support of the Brooklyn STEAM Center

Carnegie Foundation for the Advancement of Teaching, Stanford, CA

3-month grant of \$20,000 for the 2018 Carnegie Foundation Summit on Improvement in Education

Center for Better Schools, Newport, RI

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

Center for Effective Philanthropy, Inc., Cambridge, MA

9-month grant of \$200,000 for project support to expand and refine YouthTruth surveys

Center for Investigative Reporting, Inc., Emeryville, CA

24-month grant of \$150,000 for investigative reporting on issues related to immigration

Center for Responsive Politics, Washington, DC

12-month grant of \$75,000 for a project to track funds raised from undisclosed sources that are spent by political campaigns

The Chicago Community Foundation, Chicago, IL

24-month grant of \$150,000 for core support of the American Business Immigration Coalition, under the Illinois Business Immigration Coalition Fund, a donor advised fund of The Chicago Community Foundation

Children's Aid, New York, NY

12-month grant of \$100,000 for planning related to the relaunch of the National Center for Community Schools

The Citizens Campaign, Metuchen, NJ

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

Clayton Christensen Institute, Lexington, MA

12-month grant of \$65,000 for the creation of a robust dataset on school-level innovation nationwide

College Summit, Washington, DC

12-month grant of \$200,000 for core support of College Summit New York

Columbia University, New York, NY

24-month grant of \$200,000 for a final grant for the Teacher Project at the Columbia School of Journalism

Community Organizing and Family Issues,
Chicago, IL

6-month grant of \$25,000 for support of the United Parent Leaders Action Network to develop a three-year strategic plan

DigiLearn: Digital Learning Institute, Raleigh, NC

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

EdReports.org, Durham, NC

12-month grant of \$200,000 for a project to review middle school science curricula and determine the alignment with the Next Generation Science Standards

Education Trust, Inc., Washington, DC

5-month grant of \$200,000 for support to plan parent equity fellowships and state coalitions

edulInnovation, Federal Way, WA

12-month grant of \$200,000 for the "Future of Work" project

ENVISION Excellence in STEM Education,
Cleveland Heights, OH

12-month grant of \$15,000 for a project to support the STEM Funders Network

Fair Elections Center, Washington, DC

24-month grant of \$200,000 for an initiative to expand voting access for underrepresented constituencies, including young people

Franklin and Eleanor Roosevelt Institute,
New York, NY

24-month grant of \$200,000 for support of an initiative to expand student voter engagement, including on community colleges

FSG Inc., Boston, MA

18-month grant of \$200,000 for improving educational outcomes through the integration of systems change, collective impact, and an equity framing

GreatSchools, Oakland, CA

4-month grant of \$25,000 for core support of the Family Engagement Lab

Growth Philanthropy Network, New York, NY

12-month grant of \$25,000 for the Learning Community on Scaled Impact in Education

Highlander Institute, Providence, RI

18-month grant of \$200,000 for support of piloting a school-based process to implement blended and personalized learning approaches to serve as a proof point for broader district application

iCivics Inc., Cambridge, MA

12-month grant of \$200,000 for field-building around the need for improved and expanded civic learning in K–12, through planning and launch of a National Commission on Civic Learning

iCivics Inc., Cambridge, MA

18-month grant of \$200,000 for support of an adult civic education initiative

Illustrative Mathematics, Oro Valley, AZ

18-month grant of \$200,000 for a project to design and implement a professional learning model to support middle school teachers using the Illustrative Math curriculum

International Documentary Association, Los Angeles, CA

12-month grant of \$25,000 for support of a public engagement campaign for a documentary on civic engagement and voting rights

Jobs for the Future Inc., Boston, MA

15-month grant of \$200,000 for support of the Robust and Equitable Measures to Identify Quality Schools project

Lindsay Unified School District, Lindsay, CA

18-month grant of \$165,000 for support of the Lindsay Leads initiative

MDRC, New York, NY

18-month grant of \$160,000 for support of the Center for Effective Career & Technical Education

National Academy of Sciences, Washington, DC

6-month grant of \$77,000 for a project to convene national organizations and district leaders around the implementation of the Next Generation Science Standards to inform future capacity-building efforts

National Foundation for American Policy, Arlington, VA

24-month grant of \$100,000 for a project examining the United States legal immigration system

National Network of State Teachers of the Year, Arlington, VA

9-month grant of \$25,000 for core support of the 2018 National Teacher Leadership Conference: Teaching Tomorrow's Leaders

NEO Philanthropy, New York, NY

24-month grant of \$100,000 for support of the 2020 census initiative of the Funders' Committee for Civic Participation

New York Hall of Science, New York, NY

6-month grant of \$100,000 for continued development of Parent University and the Parent Ambassador Program to help strengthen school-community bonds

News Literacy Project, Washington, DC

12-month grant of \$50,000 for support of NewsLitCamps, online professional development and multimedia resources

NewSchools Venture Fund, Oakland, CA

5-month grant of \$200,000 for support of NewSchools Venture Fund Summit 2018

Niskanen Center, Washington, DC

12-month grant of \$150,000 for immigration policy research and public outreach

Nonprofit VOTE, Inc., Cambridge, MA

18-month grant of \$200,000 for support of activities related to National Voter Registration Day

OneGoal, Chicago, IL

12-month grant of \$200,000 for core support of OneGoal New York

Peace First, Boston, MA

15-month grant of \$100,000 for sharing and disseminating stories of youth leadership and advocacy

PIE Network, Minneapolis, MN

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

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

24-month grant of \$100,000 for research and resource development within the New York State P-TECH model to foster aligned pathways between secondary, postsecondary, and career

Riverdale Country School, Bronx, NY

7-month grant of \$50,000 for planning and early work related to launching a design challenge related to improving the parent-teacher connection

Rock The Vote, Washington, DC

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

Sojourners, Washington, DC

12-month grant of \$100,000 for support of a public education campaign around immigrant families

Syracuse University, Syracuse, NY

18-month grant of \$200,000 for support of the Transactional Records Access Clearinghouse's immigration projects and the expansion of its organizational capacity

Teaching Lab, Washington, DC

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

Thomas B. Fordham Institute, Washington, DC

12-month grant of \$74,000 for support of a national convening to address the information gap

Tides Foundation, San Francisco, CA

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

Uncommon Knowledge and Achievement, Inc., New York, NY

17-month grant of \$200,000 for support of the nXu program

University of Southern California, Los Angeles, CA

14-month grant of \$150,000 for the California Civic Engagement Project's research on the state-level impact of automatic voter registration and an in-depth analysis of the national Latino electorate

University of Washington, Seattle, WA

11-month grant of \$55,000 for support publishing *Roadmap for the Future of Public Education* and associated convening

Urban Justice Center, New York, NY

24-month grant of \$200,000 for core support of the International Refugee Assistance Project

WGBH Educational Foundation, Boston, MA

24-month grant of \$200,000 for the NOVA Science Studio

WGBH Educational Foundation, Boston, MA

9-month grant of \$39,000 for support of research and project planning on family engagement and district efforts to develop media resources

Yale University, New Haven, CT

9-month grant of \$110,000 for the Yale Child Study Center's celebration and symposium for the Comer School Development Program 50th Anniversary

Special Opportunities Fund

American Association for the Advancement of Science, Washington, DC

For the creation of the Center for Scientific Evidence in Public Issues. 24 Months, \$400,000

In an era of growing distrust of media, more than ever policymakers and the public need trusted, objective sources of information. This includes in the realms of science and technology, where debates continue over climate change, artificial intelligence, medicine, and more. The American Association for the Advancement of Science (AAAS), founded in 1848, is a well-established and respected institution regularly looked to by political leaders and scholars. With Corporation support, AAAS will establish a new center, called the Center for Scientific Evidence in Public Issues, that will aim to provide the best-available scientific and technical evidence to decision-makers to help them devise more informed policy for the nation.

Brown University, Providence, RI

For the Adrienne Minassian Professorship in Islamic Art and Architecture in Honor of Marilyn Jenkins-Madina '62. 36 Months, \$400,000

In 2005, the Adrienne Minassian Visiting Professorship was established at Brown with a bequest from Mrs. Adrienne Minassian in honor of Dr. Marilyn Jenkins-Madina '62, former Curator of Islamic Art at the Metropolitan Museum

of Art. With Corporation support, the University will secure a professor of Islamic Art and Architecture to help strengthen the History of Art and Architecture Department's programming and scholarship.

Brown University, Providence, RI

For programs on the Arab Region, humanitarian interventions, and curricular development on international issues. 24 Months, \$500,000

The global refugee crisis has grown dramatically, affecting how institutions, practitioners, and educators engage with existing humanitarian, peace, and security questions. The United Nations Office for the Coordination of Humanitarian Affairs estimates that in 2016 more than 125 million people worldwide were in need of humanitarian assistance, with costs over \$28 billion. With Corporation support, Brown University's Watson Institute for International & Public Affairs will team up with the U.S. Naval War College's Humanitarian Response Program to expand the evidence base for effective civilian-military coordination, while developing new approaches to information sharing among humanitarian, military, and academic communities. The Corporation will also enable the Watson Institute's Choices Program to develop and disseminate a curriculum unit exploring a series of issues raised by the Syrian Civil War, and will support two new book series in Middle East and Islamic Studies.

Carnegie-Stichting, The Hague, The Netherlands

For support for sustainable library services at the Peace Palace Library. 24 Months, \$1,000,000

In 1903, Andrew Carnegie donated \$1.5 million to create a palace for peace, a court to resolve international disputes, and a library of international law in the Netherlands. Today, the Dutch Ministry of Foreign Affairs provides much of the funding for the Peace Palace's operating costs. However, the Dutch government began reducing its allocation for the Peace Palace in 2014. In order to become less dependent on government aid, the library plans to diversify its revenue sources by expanding its public presence. An obstacle discouraging the public from using the Peace Palace Library of International Law is its antiquated online catalog and lending and material-acquisition systems. With Corporation support, the Peace Palace will develop a sustainable fundraising program and make much-needed upgrades to the law library's aging technology.

Graduate Center of the City University of New York, New York, NY

As a one-time only grant for the Perils and Promise of Democracy. 24 Months, \$350,000

Across the globe, antidemocratic movements are growing, often led by charismatic strong men, such as Vladimir Putin, Recep Tayyip Erdoğan, Rodrigo Duterte, Viktor Orbán and Donald Trump. Nations new to representative government as well as those with deep democratic traditions have fallen victim to this trend. Institutions that are vital to the preservation and strengthening of democracy, such as a free press, an independent judiciary, and public schools, are on the defensive. To respond to these threats, the Graduate Center at the City University of New York will dedicate two years of programming and scholarship to explore the present state and future of democracy. With Corporation support, the Graduate Center will produce a series of lectures, academic conferences, teach-ins, seminars, retreats, and artistic performances and exhibitions that aim to identify the causes and potential solutions to the current crisis of democracy.

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

For general support in honor of the Institute of International Education's Centennial Anniversary. 24 Months, \$2,500,000

The Institute of International Education (IIE) was established by Elihu Root, the second president of Carnegie Corporation of New York, and Nicholas Murray Butler, in the aftermath of World War I to promote greater understanding between nations through educational exchange. IIE and Carnegie Corporation have a long history — in its early years, IIE was largely funded by the Corporation. Over the following decades, IIE and Carnegie Corporation have worked together on myriad initiatives — rescuing scholars from threat, combating fascism by spreading knowledge, developing international music and art exchange programs, researching global indicators of academic freedom, etc. The year 2019 will mark IIE's 100th anniversary. Today, IIE continues to design and implement international exchange programs, and to expand educational access, and provide emergency assistance to students and scholars who are in jeopardy from violent conflict, persecution, or natural disasters. In honor of IIE's centennial, the Corporation will provide general operating support to enable IIE to expand strategic initiatives such as those that enable Americans to study abroad, educate women and girls around the world, and protect education and scholarship in emergencies.

Metropolitan Museum of Art, New York, NY

For support of the educational and outreach programming for the exhibition *Armenia!*. 12 Months, \$300,000

The Metropolitan Museum of Art's (The Met) core mission is to collect, study, conserve, and present significant works of art across all times and cultures in order to connect people to creativity, knowledge, and ideas, and education remains a core priority. With Corporation support, the Museum will curate and present the exhibition, *Armenia!*, the first exhibition of its kind, highlighting Armenia's artistic achievements and its distinctive visual culture based on their early conversion to Christianity. The exhibition includes artifacts from collections in Armenia, Jerusalem, and Venice. Educational programming includes an international symposium, an evening lecture, family programs, tours, a concert and a film screening, teen programs, and access to new scholarship in the field of Armenian studies. Beyond the exhibition, The Met hopes to generate interest and thereby establish standards for future Armenia studies in the United States.

National Academy of Sciences, Washington, DC

For a public information project entitled, "America Asks: Science Answers." 18 Months, \$500,000

As partisan rhetoric increasingly takes precedent over facts, the nation is in need of more objective sources of information. Americans' trust in media continues to fall, however, leaving a gap in institutions on which to rely for news and data. The National Academy of Sciences (NAS) proposes to step into that gap with a new public engagement initiative, entitled "America Asks: Science Answers," which will aim to identify the scientific questions Americans ask most and then provide answers to those questions in clear, easily digestible formats. With Corporation support, using research conducted by top scientists and experts, NAS will address some of the most common and contested scientific questions of today, including those related to climate change, evolution, genetically modified organisms, and vaccines.

New York University, New York, NY

For Arabic Collections Online. 24 Months, \$500,000

Arabic Collections Online (ACO) is an open-access digital library created by New York University. Other than focused collections of scholarly Arabic literature and theology, very little Arabic-language content is available online to the public. This has limited the ability of scholars and others to study and research Arabic culture and history. To address this problem, ACO is bringing a substantial, open-access Arabic library collection to an internet environment long dominated by Western-language content. Currently, half of ACO's growing readership is in areas where libraries are not easily accessible. Corporation support contributes toward creating an overall 23,000-volume, Arabic-language library accessible to all.

Smithsonian Institution, Washington, DC

For the National Museum of African American History & Culture's Audience Engagement Program. 12 Months, \$250,000

The National Museum of African American History & Culture (NMAAHC, or the Museum) was established by an Act of Congress in 2003 and, after a successful fundraising campaign, opened to the public on September 24, 2016, as the nineteenth and newest museum of the Smithsonian Institution. The mission is to provide for the collection, study, and to curate programs and exhibitions relating to African American life, art, history, and culture. With Corporation support, the Museum will launch the initiative, the Audience Engagement Program, which will examine audience interests in order to design and develop collections-based, educational programming for visitors who come to the museum directly or experience its objects, stories, lectures, and other content digitally.

US Friends of Gladstone’s Library, Wilmington, DE

For support for digitization of Gladstone’s correspondence. 36 Months, \$400,000

William Ewart Gladstone, who served as Prime Minister of the United Kingdom from 1868 to 1894, endowed a library to ensure that his personal collection would be accessible to the public in perpetuity. While the Gladstone Library has grown to include more than 150,000 books, journals, and pamphlets since its founding in 1894, the heart of the collection is Gladstone’s 15,000 letters and 5,390 annotated books. These documents provide insight into the thinking of one of England’s most renowned statesmen, a man Andrew Carnegie once called “the world’s greatest citizen.” As Gladstone is known for his progressive thinking on human rights, democracy, and religious tolerance, his correspondence and annotations are of great value to anyone studying 19th-century social and political history. However, these materials are only available by special appointment to patrons who are able to visit the library in person. To prevent deterioration, Gladstone’s correspondence is stored in archive boxes in a fireproof and climate-controlled strong room. The restrictions placed on the materials significantly limits their use. With Corporation support, these books and letters will be digitally preserved and made accessible online to a global audience.

World Affairs Council of Northern California, San Francisco, CA

For the project, “Because it Works: Reclaiming the American Capacity to Solve.” 12 Months, \$250,000

Founded in 1947, the World Affairs Council of Northern California (World Affairs) seeks to explore problems and expand opportunities at the intersection of international policy, philanthropy, and private enterprise through open, balanced, and nonpartisan discourse. With Corporation support, World Affairs will launch an initiative to explore causes and consequences of the global decline in citizen trust and the role that civil society can play in countering it. The initiative will include outreach across the public, private, and citizen sectors in order to build social capital through a deeper understanding of the democratic process. The initiative will include a book project and forums for encouraging collaboration and problem solving, will promote pluralism by emphasizing immigrant participation in U.S. democracy, and will illuminate the role that philanthropy and volunteerism plays in strengthening democracies.

SPECIAL OPPORTUNITIES FUND DISCRETIONARY GRANTS

Aga Khan Museum, Toronto, Canada

24-month grant of \$200,000 for the Aga Khan Museum Education Program

Albertine Books Foundation, Inc., New York, NY

12-month grant of \$10,000 as a one-time only grant for Festival Albertine 2018

American Academy in Berlin, Berlin, Germany

12-month grant of \$25,000 for the Richard C. Holbrooke Forum seminar, "Towards a New Balkans Diplomacy"

American Academy in Berlin, Berlin, Germany

12-month grant of \$200,000 as a final grant for support of the American Academy in Berlin's Fellowship Program

American Academy in Rome, New York, NY

12-month grant of \$25,000 as a one-time grant for a fellowship for an artist threatened by violence, war, natural disasters, or political unrest

American Agora Foundation Inc., New York, NY

24-month grant of \$100,000 for general support

American Library Association, Chicago, IL

24-month grant of \$37,000 as a final grant for the Andrew Carnegie Medals for Excellence in Fiction and Nonfiction

American Library Association, Chicago, IL

24-month grant of \$120,000 for the annual Carnegie Corporation/*New York Times* "I Love My Librarian Award" program honoring exemplary performance by public, academic and school librarians

Bibliotheca Alexandrina, Alexandria, Egypt

11-month grant of \$25,000 for a conference on research methods and quantitative techniques for development

Bipartisan Policy Center, Washington, DC

12-month grant of \$100,000 as a final grant for its Homeland Security Project

Carnegie Hero Fund Commission, Pittsburgh, PA

10-month grant of \$50,000 as a one-time only grant for general support

Carnegie-Stichting, The Hague, The Netherlands

4-month grant of \$50,000 as a one-time only grant toward the Carnegie PeaceBuilding Conversations conference

Center for the Study of the Presidency & Congress, Washington, DC

12-month grant of \$50,000 as a one-time grant for support of the Commission on Civility & Effective Governance

Clark Atlanta University, Atlanta, GA

12-month grant of \$25,000 for support of a symposium examining race relations and economic inequality

Community Foundation of New Jersey, Morristown, NJ

12-month grant of \$200,000 as a one-time grant for support of the project, "Advancing Public Knowledge and Understanding of the U.S. Constitution"

Daily Chatter, Boston, MA

10-month grant of \$37,500 for a project titled, "Helping Young Americans Know the World Better"

Fondation Maison des sciences de l'homme, Paris, France

12-month grant of \$5,000 for Senior Fellow Fabrice Jaumont to take part in two philanthropic conferences

Foreign Policy Association, Inc., New York, NY

24-month grant of \$100,000 for the Andrew Carnegie Distinguished Lectures in Honor of David Hamburg

George Mason University, Fairfax, VA

12-month grant of \$100,000 as a one-time grant for a project on a political dialogue series focused on historical unhealed wounds of the Civil War

Georgetown University, Washington, DC

18-month grant of \$100,000 for a study on the dynamics of conflict and accommodation in Arab-Iranian relations

Graduate Center Foundation, New York, NY

12-month grant of \$20,000 for support for the Shared Sacred Sites project

Institute for Advanced Study, Princeton, NJ

12-month grant of \$50,000 as a one-time only grant for the Director's Visitor Program

The Jewish Theological Seminary, New York, NY

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

John F. Kennedy Library Foundation, Inc., Boston, MA

12-month grant of \$100,000 for a project on civic education and activities around the John F. Kennedy Centennial

Library of America, New York, NY

12-month grant of \$25,000 as a one-time grant for general support

Lower East Side Tenement Museum, New York, NY

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

Maison Shalom Rwanda, Rwanda

12-month grant of \$100,000 as a one-time only grant for general support

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

12-month grant of \$100,000 for general support

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

7-month grant of \$200,000 as a one-time only grant for the Tribute in Light

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

12-month grant of \$25,000 as a final grant on entrepreneurial projects in support of peace and stability in Southeast Europe

The New School, New York, NY

12-month grant of \$25,000 as a final grant for the Journal Donation Project

New Venture Fund, Washington, DC

24-month grant of \$200,000 for support of the Pluribus Project

New York Botanical Garden, Bronx, NY

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

New York Foundation for the Arts, Inc., Brooklyn, NY

12-month grant of \$50,000 as a one-time only grant for the documentary project, *Joseph Pulitzer: Voice of the People*

New York Public Library, New York, NY

12-month grant of \$75,000 as a final grant for general support of The New York Public Library commemorating the reopening of the Rose Main Reading Room

President and Fellows of Harvard College, Cambridge, MA

12-month grant of \$150,000 for support of the Edmond J. Safra Center for Ethics' Democratic Knowledge Project

Public Radio Exchange, Cambridge, MA

12-month grant of \$10,000 as a one-time grant for the podcast "Spacebridge," a production of *Showcase* from Public Radio Exchange's Radiotopia

Research Foundation of State University of New York, Albany, NY

12-month grant of \$200,000 as a one-time only grant in support of The Renaissance Center for Creativity, Knowledge Integration, Leadership and Citizenship

Research Foundation of State University of New York, Albany, NY

9-month grant of \$200,000 for planning for the development and implementation of a linked education data center for evidence-based change in New York state.

Rhode Island Public Radio, Providence, RI

18-month grant of \$200,000 as a one-time only grant in support of the Mosaic Project

Sesame Workshop, New York, NY

12-month grant of \$30,000 for general support

Silkroad Project, Boston, MA

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

Tanenbaum Center for Interreligious Understanding, New York, NY

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

Unidos Por Puerto Rico, San Juan, PR

12-month grant of \$150,000 as a one-time general support grant for disaster relief efforts for Hurricanes Irma and Maria

University of Michigan, Ann Arbor, MI

12-month grant of \$20,000 as a one-time only grant to support the African Studies Center's University of Michigan African Presidential Scholars Program

University of Michigan, Ann Arbor, MI

12-month grant of \$75,000 for support of an initiative integrating nonpartisan voter registration into university life

The World Bank, Washington, DC

11-month grant of \$50,000 as a one-time only grant for support of the Pakistan Youth Initiative

21st-Century Fund

Brown University, Providence, Rhode Island

For international students in need of financial aid in honor of Vartan Gregorian's 20th year serving as president of Carnegie Corporation of New York. 12 Months, \$1,000,000

On behalf of the Carnegie Corporation board of trustees, Chairman Thomas H. Kean and Vice Chair Janet Robinson considered several options on how best to honor Vartan Gregorian for his 20 years of service as president of the Corporation. They decided that since Dr. Gregorian's leadership reached back decades across a number of institutions of higher education, and since his education was made possible through the generosity of international student fellowships, a Corporation grant to Brown University in support of international students would serve as an appropriate way to honor Dr. Gregorian and would also tie into the core mission of Carnegie Corporation, to advance knowledge. With Corporation support, Brown University will continue to move forward on the initiative, The Brown Promise, which will allow students in need of financial aid access to funds that need not be repaid. In addition, the University will provide in international student aid packages a component that will include necessary health coverage and travel, thus eliminating the need for students to take on loan debt.

Equal Justice Works, Washington, DC

For the Disaster Recovery Legal Corps. 30 Months, \$250,000

Many low-income and marginalized communities across the United States lack adequate access to legal aid services. In Florida, for example, there is less than one civil legal aid attorney for every 21,000 individuals in poverty, while in Texas the ratio is one to 33,000. Natural disasters, of course, only increase the need for legal aid, when civilians require help with challenges ranging from evictions and contractor fraud to insurance disputes and FEMA filings. Equal Justice Works (EJW) aims to close the gap in legal aid for low-income communities by providing and supporting attorneys at legal aid agencies across the nation. In the wake of the hurricanes that devastated parts of Texas and South Florida in the fall of 2017, with Corporation support EJW will mobilize a Disaster Recovery Legal Corps to provide legal aid to disaster-affected areas — a need that is only projected to grow with time.

21ST-CENTURY FUND DISCRETIONARY GRANTS

American University of Puerto Rico, Bayamón, PR

12-month grant of \$150,000 for a work-study program and a web-supported education project in the wake of Hurricane Maria

DonorsChoose.org, New York, NY

12-month grant of \$300,000 for support of Houston-area schools recovering from Hurricane Harvey

Florida International University Foundation, Miami, FL

12-month grant of \$200,000 for Puerto Rican students displaced in the aftermath of Hurricane Maria

Miami Dade College Foundation, Miami, FL

24-month grant of \$150,000 for Puerto Rican students displaced in the aftermath of Hurricane Maria

Puerto Rico Community Foundation, San Juan, PR

12-month grant of \$150,000 as a one-time grant for support of the Puerto Rico Community Recovery Fund in the aftermath of Hurricanes Irma and Maria

St. Thomas University, Miami Gardens, FL

5-month grant of \$150,000 for Puerto Rican and U.S. Virgin Islands students displaced in the aftermath of Hurricane Maria

Andrew Carnegie Fellows Program

Yuen Yuen Ang

12-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, “Unlikely Successes: Building Markets Despite or Using Constraints in Poor Countries”

Shahzeen Attari

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, “Motivating Climate Change Solutions by Fusing Facts and Feelings”

Yarimar Bonilla

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, “Shattered Futures: Puerto Rico in the Wake of Disaster”

Diana Bowman

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, “Three Parent Families: The Ethical and Legal Issues Raised by Advances in Assisted Reproductive Technologies”

Crystal Chambers

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, “Rural Students and College Choice — An Exploratory Analysis”

Charles E. Cobb Jr.

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, “Get in the Way — Protest, Politics and the Movement for Black Lives”

Sarah Zukerman Daly

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, “Voting for Victors: Why Violent Actors Win Elections”

Baruch Fischhoff

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, “Decisions”

Stephanie Foote

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "The Art of Waste: Narrative, Trash, and Contemporary Culture"

Lily Geisner

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "Doing Good: Public Policy and the Market from the War on Poverty to the Clinton Foundation"

Daniel Gillion

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "The Loud Minority: Why Protests Matter in American Democracy"

Sara Goldrick-Rab

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "College For All? Hunger, Homelessness, and American Higher Education"

Grace Elizabeth Hale

12-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "Reckoning: How the Southern Past Haunts the Present and Limits the Democratic Future"

Elizabeth Hinton

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "The New New Frontier: Inequality, Underdevelopment, and Policing in an American City"

Margaret D. Jacobs

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "Does the United States Need a Truth and Reconciliation Commission?"

Christopher Korpela

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "Teaching Ethics of Lethal Autonomous Weapons Systems"

Erika Lee

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "Fear of the Stranger: A History of American Xenophobia"

Talitha LeFlouria

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "The Search for Jane Crow: Black Women and Mass Incarceration in America"

Jennifer Karas Montez

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "Political Economy and Death: Deregulation, Devolution, and Death in America"

Brendan Nyhan

12-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "Increasing Media Trust and Countering Misinformation in the Era of 'Fake News'"

John Osburg

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "Spiritual Crisis and Moral Transformation in Contemporary China"

Eyal Press

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "Dirty Work"

Judith Resnik

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "The Impermissible in Punishment: Whipping, Isolating, Disenfranchising — and Imprisoning"

Sarah T. Roberts

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "Behind the Screen: Digitally Laboring in Social Media's Shadow World"

Scott Sagan

12-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "Ethics, Nuclear Weapons, and Public Opinion"

Rachel Sherman

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "Common Sense about the Common Good: Rethinking Entitlement in America"

Beth Simmons

24-month grant of \$199,000 as a 2018 Andrew Carnegie Fellow for the project, "Structures and Sentiment: Understanding Anxieties about International Borders in the Modern World"

Prerna Singh

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "The Control of Contagion: States, Societies and Infectious Disease across China and India"

Ganesh Sitaraman

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "Public Options"

Peter Swire

24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "Protecting Human Rights and National Security in the New Age of Data Nationalism"

Sharon Weiner

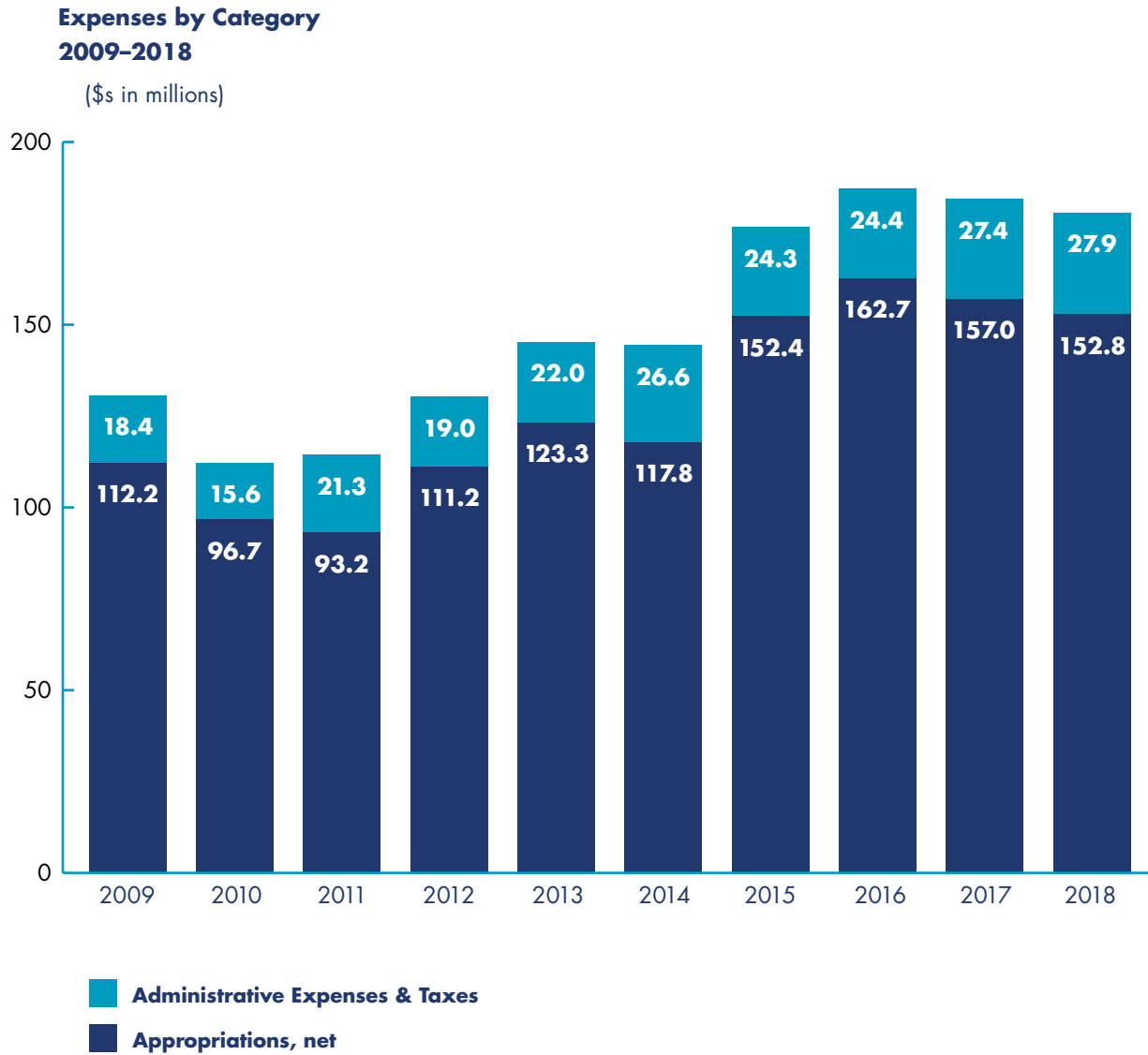
24-month grant of \$200,000 as a 2018 Andrew Carnegie Fellow for the project, "The Social Structure of Nuclear Deterrence and Strategic Stability"

REPORT ON **FINANCES**

APPROPRIATIONS AND EXPENSES

For the ten years ended September 30, 2018, the Corporation awarded 3,087 grants totaling \$1,279.3 million and incurred expenses of \$206.1 million for program management, direct charitable activities, and administrative expenses, excluding investment expenses, and \$20.8 million for taxes, for a total of \$1,506.2 million.

The graph below illustrates the change in expenses by category over the ten-year period ended September 30, 2018.



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, 2018, 60 percent of the appropriated funds were paid within the fiscal year. Appropriations, net of refunds and cancellations, totaled \$152.8 million, compared to \$157 million in the preceding year.

Program management and direct charitable activities expenses were \$18.9 million in the fiscal year ended September 30, 2018, compared to \$17.5 million in the previous fiscal year. Included in these amounts, are direct charitable activities of \$4.6 million in 2018 and \$4.1 million in 2017. Direct charitable activities are services provided directly to other exempt organizations, governmental bodies, and the general public. Such services include providing technical assistance to grantees and potential grantees, conducting educational conferences and research, publishing and disseminating educational materials, and serving on boards of other charitable organizations or public commissions.

General administration expenses were \$6.2 million in 2018 and \$6.3 million in 2017.

The schedule below breaks down total expenses, excluding appropriations and taxes, into categories for the year ended September 30, 2018.

	Program Management and Direct Charitable Activities	Investment	General Administration	TOTAL
Salaries	\$ 7,362,742	\$ 3,133,245	\$ 2,715,749	\$ 13,211,736
Employee Benefits	3,797,565	629,018	1,445,181	5,871,764
Investment Advisory and Custody Fees	—	17,069,023	—	17,069,023
Rent	1,862,678	314,238	915,975	3,092,891
Legal and Accounting Services	—	376,052	188,976	565,028
Consultants	1,440,389	409,617	87,397	1,937,403
Publications	1,261,004	—	—	1,261,004
Conferences and Meetings	953,380	11,492	19,824	984,696
Travel	498,849	186,243	19,925	705,017
Computer Equipment and Services	401,185	73,101	159,175	633,461
Office Expenses	226,238	38,998	105,406	370,642
Amortization and Depreciation	728,084	—	358,037	1,086,121
Trustees' Honoraria and Expenses	143,198	11,004	55,222	209,424
Other	274,815	14,236	106,269	395,320
TOTAL	\$ 18,950,127	\$ 22,266,267	\$ 6,177,136	\$ 47,393,530*

* In FY2017, total expenses, excluding appropriations and taxes, were \$40.1 million, which included \$16.3 million of investment expenses.

TAXES

Under the provisions of the Tax Reform Act of 1969, the Corporation as a private foundation is subject to a federal excise tax of 2 percent on income and realized capital gains. However, under the Tax Reform Act of 1984, the rate is reduced to 1 percent if a foundation maintains its average expense rate of the previous five years and, in addition, spends the tax savings. The Corporation met the requirements for the reduced tax in 2018 and in 2017.

The Corporation had unrelated business income of \$4,613,000 in 2018 from certain investment partnership activities. After applying carryforward losses from prior years, federal and state taxes of \$628,000 were calculated on this income using applicable corporate tax rates.

Deferred tax liability represents the potential tax (at 2 percent) on unrealized gains as well as a book to tax timing difference.

AUDIT BY INDEPENDENT ACCOUNTANTS

The bylaws provide that the Corporation's accounts are to be audited each year by an independent public accountant. Accordingly, the firm of RSM US LLP audited the Corporation's financial statements as of and for the year ended September 30, 2018. The Corporation's financial statements, together with the independent auditor's report, appear on the following pages.



Independent Auditor's Report

RSM US LLP

To the Board of Trustees
Carnegie Corporation of New York

Report on the Financial Statements

We have audited the accompanying financial statements of Carnegie Corporation of New York (the Corporation), which comprise the balance sheets as of September 30, 2018 and 2017, the related statements of changes in net assets and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Corporation as of September 30, 2018 and 2017, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

RSM US LLP

New York, New York
March 7, 2019

BALANCE SHEETS

As of September 30, 2018 and 2017

	2018	2017
ASSETS		
Cash	\$ 114,484	\$ 46,390
Investments	3,572,970,320	3,507,472,215
Taxes Receivable	642,225	1,020,122
Prepaid Expenses and Other Assets	158,132	197,035
Fixed Assets	7,719,714	8,805,836
TOTAL ASSETS	\$ 3,581,604,875	\$ 3,517,541,598
LIABILITIES AND NET ASSETS		
Liabilities		
Grants Payable	\$ 102,378,448	\$ 110,831,848
Accounts Payable and Other Liabilities	7,295,393	7,977,665
Deferred Taxes Payable	22,486,242	21,906,452
Total Liabilities	132,160,083	140,715,965
Net Assets		
Temporarily Restricted	3,314,107,924	3,241,488,765
Permanently Restricted	135,336,868	135,336,868
Total Net Assets	3,449,444,792	3,376,825,633
TOTAL LIABILITIES AND NET ASSETS	\$ 3,581,604,875	\$ 3,517,541,598

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN NET ASSETS

For the years ended September 30, 2018 and 2017

	2018	2017
CHANGES IN TEMPORARILY RESTRICTED NET ASSETS		
Investment Income		
Interest and Dividends	\$ 26,425,815	\$ 26,988,627
Net Realized Gains	204,888,975	192,395,656
Investment Income	231,314,790	219,384,283
Less Investment Expenses Paid Directly	(22,266,267)	(16,314,419)
Net Realized Investment Income	209,048,523	203,069,864
Change in unrealized appreciation of investments, net of related tax expenses of \$904,086 in 2018 and \$3,207,434 in 2017	44,300,193	157,164,257
Net Investment Income	253,348,716	360,234,121
Investment Income Released from Restriction – Appropriation for Expenditures	(180,729,557)	(184,422,476)
Changes in Temporarily Restricted Net Assets	72,619,159	175,811,645
CHANGES IN UNRESTRICTED NET ASSETS		
Investment Income Released from Restriction – Appropriation for Expenditures	180,729,557	184,422,476
Expenses		
Grant Appropriations	152,750,605	157,034,511
Program Management and Direct Charitable Activities	18,950,127	17,491,100
General Administration	6,177,136	6,317,849
Provision for Taxes	2,851,689	3,579,016
Total Expenses	180,729,557	184,422,476
Change In Unrestricted Net Assets	—	—
Change in Net Assets	72,619,159	175,811,645
Net Assets, Beginning of Year	3,376,825,633	3,201,013,988
Net Assets, End of Year	\$ 3,449,444,792	\$ 3,376,825,633

See accompanying notes to financial statements.

STATEMENTS OF CASH FLOWS

For the years ended September 30, 2018 and 2017

	2018	2017
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in Net Assets	\$ 72,619,159	\$ 175,811,645
Adjustments to Reconcile Change in Net Assets to Net Cash Used in Operating Activities		
Change in Unrealized Appreciation of Investments	(45,204,279)	(160,371,691)
Net Realized Gains	(204,888,975)	(192,395,656)
Depreciation and Amortization	1,086,122	1,090,411
Amortization of Deferred Rent Obligation and Lease Incentive	(147,358)	162,061
Change in Deferred Taxes Payable	579,790	3,609,963
Total Adjustments	(248,574,700)	(347,904,912)
Change in Taxes Receivable and Prepaid Expenses and Other Assets	416,800	1,236,035
Change in Grants Payable and Accounts Payable and Other Liabilities	(8,988,314)	(2,025,502)
Net Cash Used in Operating Activities	(184,527,055)	(172,882,734)
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from Sales or Redemptions of Investments	872,544,812	1,136,023,652
Purchases of Investments	(687,949,663)	(963,184,375)
Net Cash Provided by Investing Activities	184,595,149	172,839,277
Change in Cash	68,094	(43,457)
Cash, Beginning of Year	46,390	89,847
Cash, End of Year	\$ 114,484	\$ 46,390
SUPPLEMENTAL CASH FLOW INFORMATION		
Interest Paid	\$ 162,200	\$ 162,200

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENTS

(1) ORGANIZATION

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

(2) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

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

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

The fair value of investments has been determined as indicated in note 3.

For purposes of the statements of cash flows, cash includes all cash held in bank accounts at September 30, 2018 and 2017. Cash equivalents, which consist of highly liquid instruments with original maturity of three months or less, are held and reported as investments in the financial statements.

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

Grant appropriations, including multiyear grants, are recorded as an expense and a payable when grants are approved and communicated to the grantees. Grants payable are expected to be paid as follows: approximately \$76 million within one year and the remaining balance within three years.

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

based on the technical merits of the position. The tax benefits recognized in the financial statements from such a position are measured based on the largest benefit that has a greater than 50% likelihood of being realized upon ultimate settlement. With few exceptions, the Corporation is no longer subject to income tax examinations by U.S. federal, state, or local tax authorities for years before 2015.

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

The Corporation evaluates events occurring after the date of the financial statements to consider whether or not the impact of such events needs to be reflected or disclosed in the financial statements. Such evaluation is performed through the date the financial statements are issued, which is March 7, 2019, for these financial statements.

In February 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2016-02, *Leases (Topic 842)*. The guidance in this ASU supersedes the leasing guidance in Topic 840, *Leases*. Under the new guidance, lessees are required to recognize lease assets and lease liabilities on the statement of financial position for all leases with terms longer than 12 months. Leases will be classified as either finance or operating, with classification affecting the pattern of expense recognition in the income statement. The new standard is effective for fiscal years beginning after December 15, 2019, including interim periods within those fiscal years. Management has not yet evaluated the impact of this ASU on the financial statements.

In August 2016, the FASB issued ASU 2016-14, *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities*. The amendments in this ASU make improvements to the information provided in financial statements and accompanying notes of not-for-profit entities. The amendments set forth the FASB's improvements to net asset classification requirements and the information presented about a not-for-profit entity's liquidity, financial performance, and cash flows. The ASU will be effective for fiscal years beginning after December 15, 2017. Earlier application is permitted. The changes in this ASU should generally be applied on a retrospective basis in the year that the ASU is first applied. The Corporation is currently evaluating the impact the adoption of this new accounting standard will have on its financial statements, and does not expect the impact of the adoption to be material.

In June 2018, the FASB issued ASU 2018-08, *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*. The amendments in this ASU are meant to assist entities in (1) evaluating whether transactions should be accounted for as contributions (nonreciprocal transactions) within the scope of Topic 958, Not-for-Profit Entities, or as exchange (reciprocal) transactions subject to other guidance, and (2) determining whether a contribution is conditional. The amendments in ASU 2018-08 will be generally applicable to the Corporation for fiscal year beginning October 1, 2020. The Corporation is reviewing the language in its grant agreement to establish clarity as to whether grants might be conditional, and does not expect the adoption of this ASU to have a material impact on its financial statements.

In August 2018, the FASB issued ASU 2018-13, *Fair Value Measurement (Topic 820): Disclosure Framework - Changes to the Disclosure Requirements for Fair Value Measurement*, which changes the fair value measurement disclosure requirements of ASC 820. The key provisions include new, eliminated, and modified disclosure requirements. The new guidance is effective for fiscal years beginning after December 15, 2019, including interim periods therein. Early application is permitted. The Corporation adopted ASU 2018-13 in the current period. Accordingly, the Corporation is no longer required to disclose the anticipated timing of liquidation of investments in venture capital, leverage buyout, real estate, and natural resources funds unless the Funds have specifically communicated the timing of such liquidation to the Corporation or publicly. There was no other significant impact on the Corporation's financial statements resulting from the adoption of ASU 2018-13.

(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.

There were no transfers between Levels 2 and 3 during 2018 and 2017.

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.

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

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

The following tables present the Corporation's investments that are measured at fair value on a recurring basis as of September 30, 2018 and 2017:

	Total	2018 Fair Value Measurements Using		
		Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and Cash Equivalents	\$ 419,163,068	\$ 419,163,068	\$ —	\$ —
Investments in Securities:				
Common Stock	48,144,239	48,144,239	—	—
Investments in Other Funds ⁽¹⁾ :				
Global Equity	1,091,626,932			
Fixed Income	19,216,420			
Private Equity – Venture Capital	481,627,500			
Private Equity – Leveraged Buyouts	253,353,384			
Real Estate	317,495,188			
Natural Resources	244,086,464			
Absolute Return	698,257,125			
TOTAL	\$ 3,572,970,320	\$ 467,307,307	\$ —	\$ —

	2017 Fair Value Measurements Using			
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and Cash Equivalents	\$ 382,157,685	\$ 382,157,685	\$ —	\$ —
Investments in Securities:				
Common Stock	103,213,695	103,213,695	—	—
Investments in Other Funds:				
Private Equity – Venture Capital ⁽²⁾	53,822,153	—	—	53,822,153
Investments in Other Funds ⁽¹⁾ :				
Global Equity	1,109,323,068			
Fixed Income	18,931,506			
Private Equity – Venture Capital	358,534,892			
Private Equity – Leveraged Buyouts	264,476,066			
Real Estate	295,489,699			
Natural Resources	218,178,553			
Absolute Return	703,344,898			
TOTAL	\$ 3,507,472,215	\$ 485,371,380	\$ —	\$ 53,822,153

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

⁽²⁾ Certain Private Equity – Venture capital investment funds were sold in the secondary market in October 2017. Transfer of the corresponding investments was completed in December 2017. The fair value of these funds at September 30, 2017, is measured and reported at the sales proceeds of \$53,822,153. These venture capital investment funds were previously measured at fair value using the NAV practical expedient and as a result of the change in valuation methodology, were transferred into Level 3 investments as of September 30, 2017, at \$53,822,153.

The following table lists the redemption terms and unfunded commitments for the investments in other funds as of September 30, 2018:

	Fair Value	Unfunded Commitments (in millions) ⁽⁵⁾	Redemption Frequency	Redemption Notice Period
Investments in Other Funds:				
Global Equity	\$ 1,091,626,932	\$ 30.0	Various ⁽³⁾	6–120 days
Fixed Income	19,216,420	—	Quarterly	60 days
Private Equity – Venture Capital	481,627,500	41.3	Illiquid	n/a
Private Equity – Leveraged Buyouts	253,353,384	149.3	Illiquid	n/a
Real Estate	317,495,188	173.5	Illiquid	n/a
Natural Resources	244,086,464	127.9	Illiquid	n/a
Absolute Return	698,257,125	—	Various ⁽⁴⁾	30–180 days
TOTAL	\$ 3,105,663,013	\$ 522.0		

⁽³⁾ Redemptions are permitted as follows: \$0.33 million daily, \$412.26 million monthly, \$217.72 million quarterly, \$109.84 million annually, \$71.99 million biannually, \$273.25 million have rolling lock-up periods, and \$6.24 million are illiquid.

⁽⁴⁾ Redemptions are permitted as follows: \$82.31 million monthly, \$318.80 million quarterly, \$234.97 million annually, \$42.46 million have rolling lock-up periods, and \$19.72 million are illiquid.

⁽⁵⁾ Subsequent to September 30, 2018, the Corporation made additional commitments amounting to \$70 million to certain funds.

Several of the investments in the funds have “side pocket” investments in illiquid assets, the redemption of which is dependent on the eventual sale of the underlying investment. The aggregate fair value of these investments held in side pockets was \$58,754,677 and \$83,080,623 as of September 30, 2018 and 2017, respectively.

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

Global Equity

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

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

Fixed Income

The bond portfolio is largely comprised of low-risk investments and is generally designed to act as protection for the portfolio and a source of rebalancing.

Private Equity — Leveraged Buyouts and Venture Capital

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

Real Estate

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

Natural Resources

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

Absolute Return

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

During the years ended September 30, 2018 and 2017, the Corporation received distributions of marketable securities with a total fair value of approximately \$14.7 million and \$24.6 million, respectively, from limited partnerships.

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

(4) FIXED ASSETS

Fixed assets are composed of the following at September 30, 2018 and 2017:

	2018	2017
Leasehold Improvements	\$ 9,170,580	\$ 9,170,580
Furniture and Equipment	3,435,593	3,435,593
	12,606,173	12,606,173
Less Accumulated Depreciation and Amortization	(4,886,459)	(3,800,337)
TOTAL	\$ 7,719,714	\$ 8,805,836

(5) TAXES

The Corporation is liable for federal excise taxes of two percent of its net investment income, as defined, which includes net realized capital gains, for the year. However, this tax is reduced to one percent if certain conditions are met. The Corporation met the requirements for the reduced tax in 2018 and 2017. 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, 2018 and 2017, as qualification for the one percent tax is not determinable until the fiscal year in which gains are realized. No deferred taxes are provided for unrelated business income on unrealized appreciation as such amount cannot be estimated.

The Corporation had unrelated business income of \$4,613,000 in 2018 from certain investment partnership activities. After applying carryforward losses from prior years, federal and state taxes of \$628,000 were calculated on this income using applicable corporate tax rates and are included in the provision for taxes. During 2017, the Corporation had unrelated business income of \$2,613,000.

The Corporation paid federal excise taxes of \$2,500,000 in 2018 and \$2,603,800 in 2017. The Corporation also paid federal and state unrelated income taxes of \$668,100 in 2018 and \$676,200 in 2017.

(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, 2018 and 2017 was \$1,624,400 and \$1,456,700, 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 2018 and 2017. At December 31, 2017, the assets of the plan exceeded the actuarial present value of accumulated plan benefits by approximately \$668,200. 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 \$782,400 in 2018 and \$751,100 in 2017, on a pay-as-you-go basis.

(7) LEASES

The Corporation occupies office space at 437 Madison Avenue under a lease agreement that expires on February 28, 2030. The lease is subject to customary escalation clauses for real estate taxes and certain building operating expenses. Rent expense is recognized on a straight-line method over the life of the lease. The value of certain rent-free periods and deferred lease incentives of approximately \$5,705,000 at September 30, 2018 and \$5,853,000 at September 30, 2017, is included in accounts payable and other liabilities in the accompanying balance sheets.

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

Fiscal years ending September 30	Amount
2019	\$ 2,880,000
2020	3,053,000
2021	3,146,000
2022	3,146,000
2023	3,146,000
Thereafter	21,537,000
TOTAL	\$ 36,908,000

Rental expense for 2018 and 2017, including escalations, was \$3,074,300 and \$2,974,200, respectively.

(8) LINE OF CREDIT FACILITY

The Corporation has an \$80 million committed line of credit facility with The Bank of New York Mellon for grant funding and administrative expenses. There were no borrowings on this facility as of September 30, 2018 and 2017. Interest expense on undrawn capital for each year ended September 30, 2018 and 2017 was \$162,200. This line of credit facility will expire on August 16, 2019.



REPORT ON
ADMINISTRATION



Fiscal 2018: The Year in Review

BOARD AND COMMITTEES

Annual Election

- **Janet Robinson** was elected Chairman of the board at the March 8, 2018 board meeting for a one-year term and will stand for reelection to the position of Vice-Chairman in March 2019.
- **Edward P. Djerejian** was elected Vice-Chairman of the board at the March 8, 2018 board meeting for the 2018–2019 term.
- **Pedro Aspe** was elected at the March 8, 2018 board meeting to a second four-year term effective December 6, 2018 to December 2022.
- **Lionel Barber** was elected at the March 8, 2018 board meeting to a second four-year term effective December 6, 2018 to December 2022.

Other Board Changes

- **Governor Thomas H. Kean** will step down as Chairman at the March 8, 2018 board meeting, with the expectation that he will stand for election in March 2019 to the position of Chairman effective as of the commencement of the June 2019 Board of Trustees meeting.

New Trustees

- **Ambassador Caroline Kennedy** was elected at the March 8, 2018 meeting to a four-year term effective March 8, 2018, through March, 2022.

Retired Trustees

- **Geoffrey T. Boisi** retired from the board after eight years of service as of the December 7, 2017 board meeting.
- **James D. Wolfensohn** retired from the board after eight years of service as of the December 7, 2017 board meeting.
- **Don M. Randel** retired from the board after eight years of service as of the September 13, 2018 board meeting.

Trustee Resigned

- **Jorge Sampaio** resigned from the board after five years of service as of March 12, 2018.

Deceased Trustees

- **Kofi Annan** on August 18, 2018
(trustee from 2007 to 2010)
- **William J. McDonough** on January 22, 2018
(trustee from 2002 to 2003)
- **Ralph J. Cicerone** on November 5, 2016
(trustee from 2008 to 2016)

The Corporation's standing committees were constituted as of March 8, 2018

- Elected to serve on the **Audit Committee** were Edward P. Djerejian, Chairman; Jared L. Cohon; John J. DeGioia; Ann Claire Williams
- Elected to serve on the **Investment Management Committee** were Anne M. Tatlock, Chairman; Pedro Aspe; Lionel Barber; Thomas H. Kean; Stephen A. Oxman; Don M. Randel, Ex officio
- Elected to serve on the **Planning and Finance Committee** were Don M. Randel, Chairman; Dr. Marcia McNutt; Louise Richardson
- Elected to serve on the **Committee on Trustees** were Janet Robinson, Chairman; Jared L. Cohon; John J. DeGioia; Edward P. Djerejian; Thomas H. Kean
- Both Janet Robinson, 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 Janet Robinson, Chairman of the Board; Thomas H. Kean; Anne M. Tatlock, Chairman of the Investment Management Committee

BOARD ACTIONS

December 7, 2017 board meeting:

RESOLVED: That the Trustees authorize the President to appropriate up to \$2,000,000 from the Education Program's budget in order to launch the OpenSciEd project to improve the supply of high-quality K–12 science instructional materials and open education resources that are aligned with the Next Generation Science Standards.

March 8, 2018 board meeting:

None

June 14, 2018 board meeting:

RESOLVED: That the Trustees authorize additional funds up to \$1,100,000 to be allocated for dissemination of the Corporation's work across core program areas. Funds would supplement the FY2017/18 \$600,000 budget for a total of up to \$1,700,000 and the President will appropriate at his discretion; previously aided under Resolution GOA-18-55847

September 13, 2018 board meeting:

None

STAFF MILESTONES

During the fiscal year 2017/2018, 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

- **Constanza E. Lafuente** was hired as Program Analyst, Leadership and Teaching to Advance Learning, Education Program on 10/30/2017
- **Michael R. Burns** was hired as Investment Operations Manager on 11/01/2017
- **Rebecca L. Ryan** was hired as Program Assistant, Leadership and Teaching to Advance Learning, Education Program on 11/13/2017
- **Deborah L. Moore** was hired as Operations Coordinator, Communications on 12/11/2017
- **Sheila Enright** was hired as Coordinator of Correspondence and Special Projects, President's Office on 03/01/2018
- **Lindsay P. Fenga** was hired as Investment Operations Associate on 03/26/2018
- **Isabel Morinaga** was hired as Executive Assistant, Investments on 04/09/2018
- **Deborah A. Rodriguez** was hired as Administrative Assistant, Higher Education and Libraries in Africa, International Program on 06/04/2018
- **Jeanne Park** was hired as Managing Editor, Communications on 07/02/2018
- **Mary Kate Boughton** was hired as Director of Digital Engagement Strategies, Communications on 07/23/2018

The following individuals have updated titles

- **Jon-Michael Consalvo** as Associate Director Risk Management, Portfolio Analysis and Investments
- **Mary Gentile** as Grants Associate
- **Rex Kim** as Application Support Engineer
- **Iris Lee** as Junior Investment Analyst
- **Daniel Kitae Um** as Principal Design Director

The following individuals have left

- **Gregory Jones**, 12/15/2017
- **Camilla R. Somers**, 02/23/2018
- **Shomari N. Maynard**, 03/19/2018
- **Megan Benay**, 06/26/2018

The following individuals were recognized for their years of service

- **Carl Robichaud**: 10 years
- **Geri Mannion**: 30 years



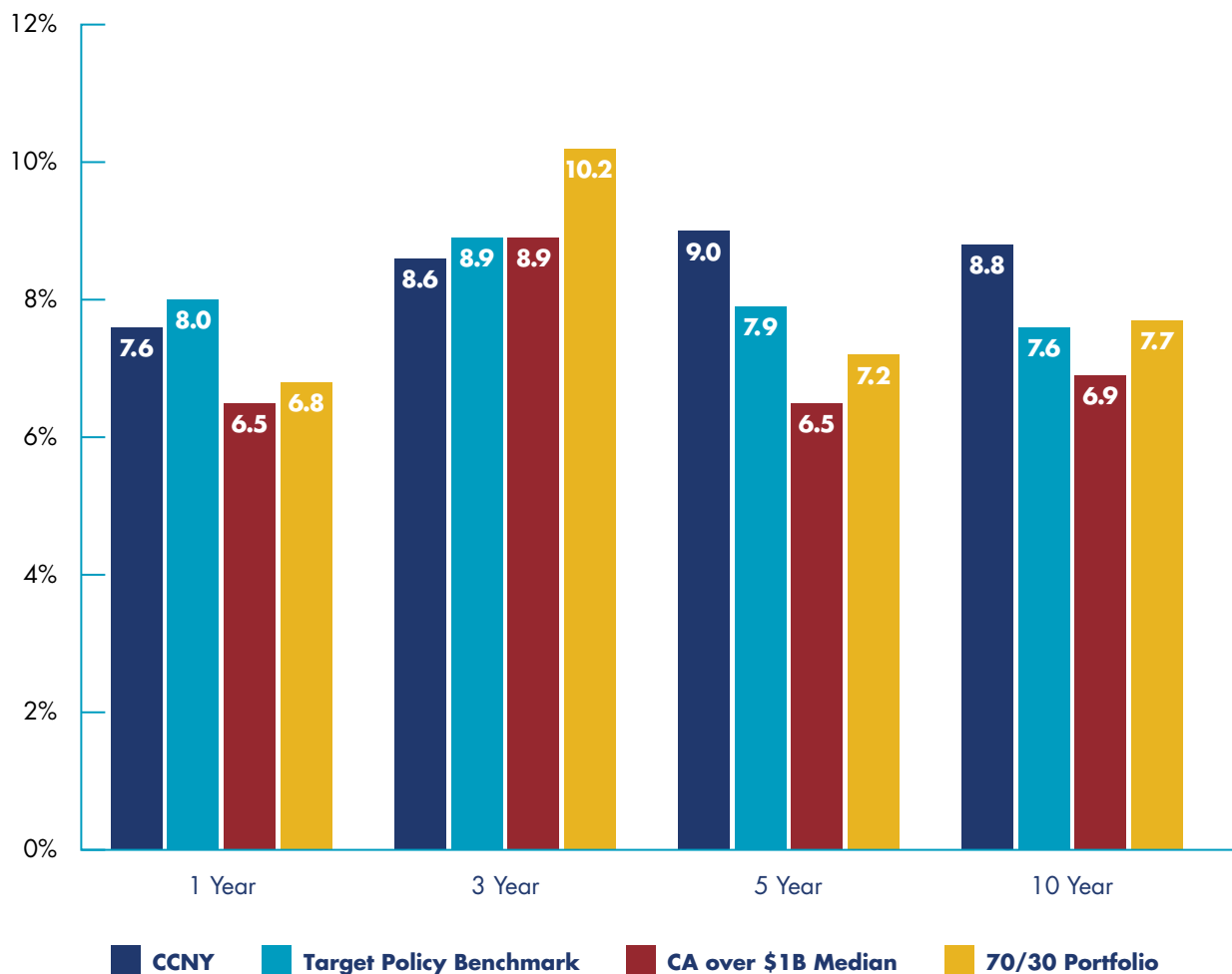
REPORT ON **INVESTMENTS**



Carnegie’s performance for the fiscal year October 1, 2017 to September 30, 2018, was 7.6%, versus our target policy benchmark return of 8.0%. Despite concern over rising interest rates and escalating trade wars, the fiscal year ended against the backdrop of low levels of unemployment, strong consumer confidence, and a booming US economy and stock market. Our asset allocation and portfolio construction worked both for us and against us during the fiscal year. The non-marketable assets, which provide diversification and alpha, but lack liquidity, generated a 19% return, outperforming the benchmark by over 500 bps. The marketable assets, which serve as the ballast of the portfolio in terms of liquidity and flexibility, generated a modest 2.0%, underperforming the benchmark by 300 basis points. In aggregate, we were still able to achieve our primary goal of maintaining purchasing power net of spending. Over the last decade, we have grown assets from \$2.5bn to \$3.4bn, while paying out \$1.6bn for grants and administrative expenses.

Carnegie Corporation of New York Investment Results

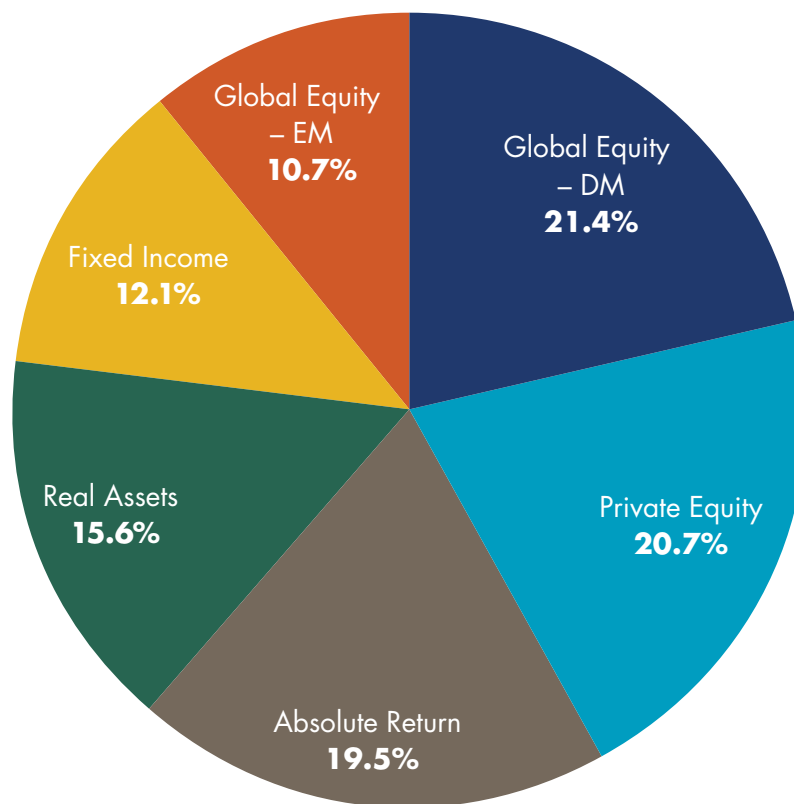
(Period Ending September 30, 2018)



FISCAL YEAR PERFORMANCE

The benefit of maintaining a portfolio diversified across asset classes is that, in theory, the different asset classes do not respond to market forces in the same way. Though intra-asset class correlations are perhaps not as low as they were 20 years ago, we continue to believe in the importance of having a diversified portfolio where some assets can capture upside in strong markets and others buffer us from risk in periods of volatility or downturns. In a period of relative market exuberance, driven by the U.S. Equity market, our marketable asset classes struggled to keep pace with their respective benchmarks — not particularly surprising given our general value orientation. The non-marketable asset classes, however, outperformed across the board, reflecting our ability to access pockets of inefficiency in a mostly fully-valued environment across all asset classes.

Carnegie Corporation of New York Asset Allocation at September 30, 2018



The Developed Markets (DM) portfolio gained 7.0%, underperforming the MSCI World Index, which gained 11.7%. Overall performance was hurt significantly by our relative underweight in U.S. Equities, which significantly outperformed other DM regions. In addition, our value orientation suffered in a bull market period dominated by large cap growth equity stocks.

Both our Emerging Market (EM) portfolio and the MSCI Emerging Markets Index lost value in the face of a strong U.S. dollar and trade war tensions mounting. Carnegie's EM portfolio was down 6.0%, underperforming the MSCI Emerging Markets Index return of -0.4%. China, India, Brazil, and frontier markets, reacting to tariffs on Chinese goods, a strong US dollar, concerns about rising interest rates and in the case of Latin America, a volatile political and economic situation, performed poorly.

The Absolute Return portfolio plays an important role in the overall portfolio. We look to the Absolute Return portfolio to protect us in down markets, and in exchange, we give up some upside in bull markets. Over the course of a market cycle, we expect the Absolute Return portfolio to outperform a public market alternative. We divide the Absolute Return portfolio into two distinct subportfolios: (1) long-short equity, which serves as a classic volatility suppressor, and (2) the event-driven opportunistic portfolio, which seeks out relative value in up markets and exploits dislocations and distress in downturns. The event-driven opportunistic portfolio is highly dependent on the team's ability to source and due diligence opportunities globally; it requires far more team resources but can have a meaningful impact on the portfolio. During time periods where markets have run unabated, much like FY 2018, the Absolute Return portfolio has struggled to keep pace with Developed Market equities. The Absolute Return portfolio generated 1.3%, underperforming the index by 3.2%, driven largely by the event-driven opportunistic portion of the asset class.

In a complete reversal from FY 2017, the non-marketable assets outperformed the marketable assets portfolio. In the Leveraged Buyout portfolio, managers returned 19.5%, outperforming the benchmark by 110 basis points, as outsized multiples characterized the exit market across the industry. Venture Capital generated a whopping 31.6%, outperforming the benchmark's returns by 12.2%. Our Venture portfolio's outperformance was driven by venture capital investments in China, which have experienced a meaningful increase in carrying values.

The Real Estate subportfolio modestly outperformed the NCREIF Property Index by 80 basis points, generating a 7.8% return, however, the portfolio's overweight to retail continues to dampen returns. As existing investments reach stabilization and retail continues to evolve, we expect to see a modest uplift in returns, though we are mindful of the impact that rising interest rates may have on the portfolio.

The Natural Resource portfolio was a reasonably strong performer at 11.4% in absolute and relative terms, as compared to the benchmark return of 10.6%. Recent gyrations in the oil markets may impact future short-term performance, but we have more significant dry powder in this asset class, which we view as a good investment for future returns.

Finally, the Corporation's Fixed Income portfolio continues to be held largely in cash, which worked in our favor. As a result of the modest uptick in interest rates, our fixed income portfolio was able to outperform its benchmark by 1.2%.

Carnegie Corporation of New York Performance Summary (Period Ending September 30, 2018)

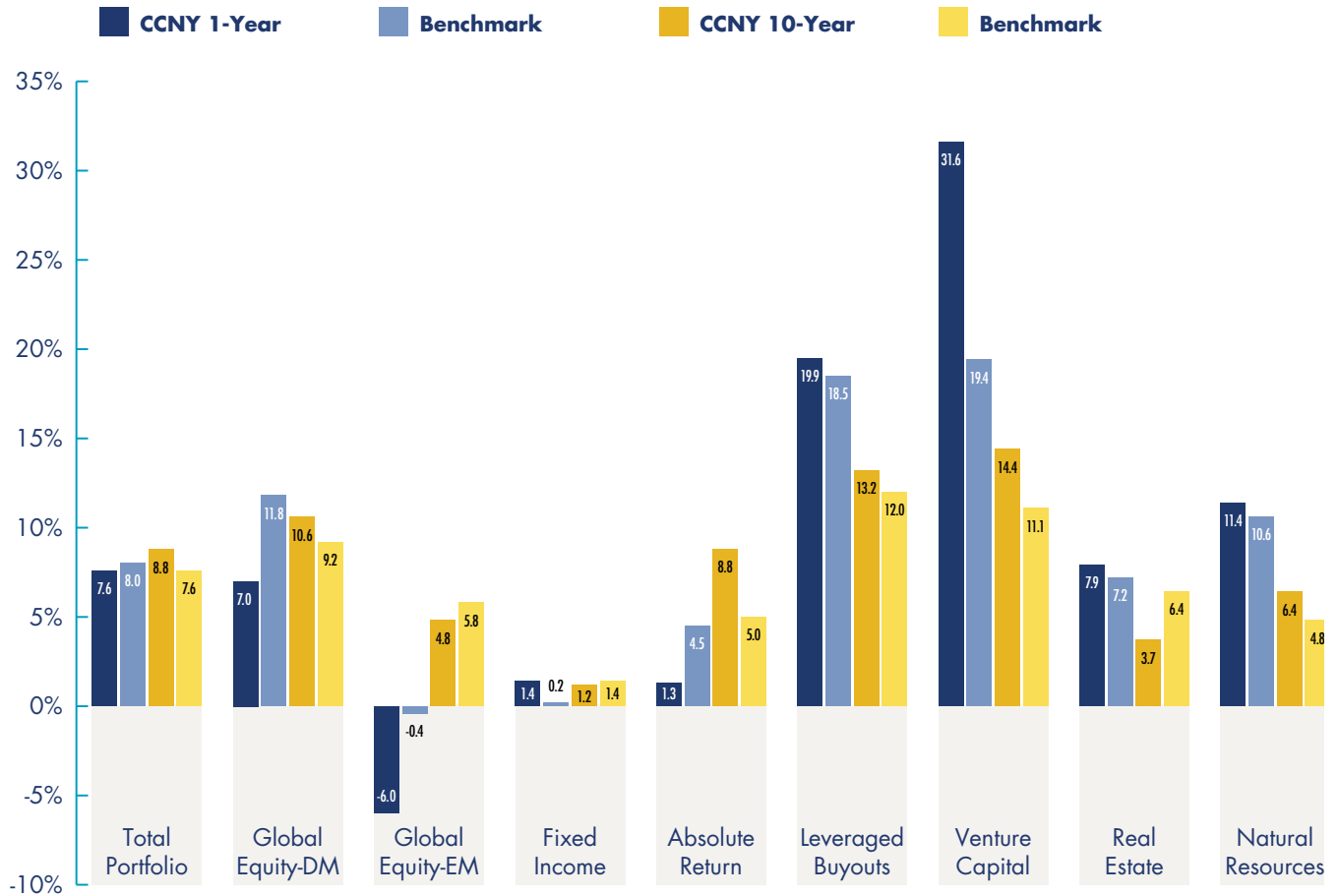
	Asset Allocation CCNY	1-Year Performance			3-Year Performance			5-Year Performance			10-Year Performance		
		CCNY	B'Mark	Diff	CCNY	B'Mark	Diff	CCNY	B'Mark	Diff	CCNY	B'Mark	Diff
Marketable Portfolio	63.7%	2.0%	5.1%	-3.1%	7.4%	8.5%	-1.0%	5.8%	5.4%	0.4%	7.9%	6.0%	1.9%
Global Equity Assets	32.1%	2.4%	7.2%	-4.8%	10.3%	13.8%	-3.4%	6.9%	7.8%	-0.9%	8.9%	8.0%	0.9%
Developed Markets	21.4%	7.0%	11.8%	-4.9%	12.4%	14.2%	-1.8%	8.9%	9.9%	-1.0%	10.6%	9.2%	1.4%
Emerging Markets	10.7%	-6.0%	-0.4%	-5.5%	6.1%	12.8%	-6.7%	2.7%	4.0%	-1.3%	4.8%	5.8%	-1.0%
Fixed Income	12.1%	1.4%	0.2%	1.2%	0.9%	0.6%	0.3%	0.5%	0.9%	-0.4%	1.2%	1.4%	-0.2%
Bonds	0.5%	1.9%	-1.6%	3.5%	1.6%	0.3%	1.4%	1.0%	1.4%	-0.4%	1.6%	2.8%	-1.2%
Cash	11.5%	1.4%	1.6%	-0.2%	0.7%	0.8%	-0.1%	0.5%	0.5%	-0.1%	0.3%	0.4%	0.0%
Absolute Return	19.5%	1.3%	4.5%	-3.2%	6.4%	4.5%	1.9%	7.1%	4.2%	2.9%	8.8%	5.0%	3.8%
Long/Short	9.7%	4.3%	4.5%	-0.2%	5.4%	4.5%	0.9%	6.4%	4.2%	2.2%	7.5%	5.0%	2.5%
Event Driven/ Opportunistic	9.9%	-1.4%	4.5%	-5.9%	7.3%	4.5%	2.8%	7.6%	4.2%	3.4%	9.9%	5.0%	4.9%
Non-Marketable Portfolio	36.3%	19.1%	14.0%	5.1%	10.9%	9.8%	1.1%	15.0%	12.6%	2.4%	9.9%	9.4%	0.5%
Private Equity	20.7%	27.3%	19.1%	8.2%	12.2%	11.3%	0.9%	18.6%	14.9%	3.7%	13.7%	11.5%	2.2%
Venture Capital	13.6%	31.6%	19.4%	12.2%	10.5%	9.4%	1.0%	18.5%	15.6%	2.9%	14.4%	11.1%	3.3%
Leveraged Buyouts	7.1%	19.5%	18.5%	1.1%	14.9%	14.6%	0.3%	18.9%	13.6%	5.3%	13.2%	12.0%	1.2%
Real Estate	8.9%	7.9%	7.2%	0.8%	7.7%	7.8%	0.0%	12.4%	9.6%	2.8%	3.7%	6.4%	-2.7%
Natural Resources	6.7%	11.4%	10.6%	0.8%	11.1%	7.6%	3.5%	3.8%	2.6%	1.2%	6.4%	4.8%	1.6%
Total Portfolio	100.0%	7.6%	8.0%	-0.4%	8.6%	8.9%	-0.3%	9.0%	7.9%	1.1%	8.8%	7.6%	1.3%

TAKING THE LONG VIEW

One year relative performance modestly underperformed the composite benchmark by 40 basis points, which is disappointing, but we take comfort that even in the short term we achieved our overarching goal that guides our investment philosophy of maintaining purchasing power net of spending. Diversification proved its value, with the non-marketable assets bolstering returns across the portfolio. Though developed market equities, and U.S. equities in particular, have done very well over the short and long term, we believe those markets are more efficient and in downturns will be harder to achieve our return targets. Further, while maintaining such a significant allocation to cash dampened short-term performance, we believe that is a small price to pay for liquidity, optionality, and downside protection it provides. Given our concerns about the market turning, it will be an important arrow in our quiver should the market enter a downturn.

When we look at our portfolio over the long term we see strong relative and absolute performance across market cycles, with the exception of some negative impact from the Great Financial Crisis lingering in some of the 10-year returns. The decision to allocate capital to illiquid strategies added 200 basis points over strong performing actively managed global equities. We see manager selection adding an additional 130 basis points and over the 10 years ended September 30, 2018; we outperformed our benchmark by 130 basis points—not only preserving purchasing power net of spending but growing the value of the portfolio.

Asset Class Returns — Short Term vs. Long Term



THE ROAD AHEAD

The beginning of fiscal year 2019 ushered in sharp volatility in the equity markets, lower bond yields, oil prices falling almost 30%, and all major world markets struggling to find stability as concerns mounted over global trade and slowing economic growth. With bulls and bears in agreement that we are late cycle, the question we are grappling with is: what does that mean for the portfolio? In the face of political instability, rising interests, and general uncertainty, we cling to the tenets of diversification, an equity and value orientation, and an emphasis on fundamental manager research. That being said, we currently have a defensive posture, holding higher than normal levels of high quality liquidity to allow the flexibility to meet the Corporation’s grant-making and investment commitments, while also providing us with the optionality to pursue attractive opportunities created by uncertain times.

The Corporation is in the “sweet spot”: large enough to support a staff, systems, and monitoring resources to manage a global, diversified asset allocation and manager selection strategy, but small enough to still gain access to capacity-constrained strategies with more idiosyncratic risk and higher risk-adjusted returns. It is heartening to keep in mind the results of the past two decades, in which the Corporation’s assets have grown in real terms, providing strong support for our mission, “to promote the advancement and diffusion of knowledge and understanding.” Fiscal 2019 is proving to be challenging; however, we plan to stay the course. The Corporation’s 20-year track record of success has been generated by diversification, superior manager selection, a value orientation, and a long investment horizon, an approach that we expect to continue for the next several decades.

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3. As of March 2018

4. As of February 2018

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