

ANNUAL REPORT
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Promoting the advancement
and diffusion of knowledge
and understanding

Carnegie
CORPORATION
OF NEW YORK

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LETTER FROM THE PRESIDENT



The measure of any organization is its ability to weather a crisis. Carnegie Corporation of New York faced such a crisis in 2021 with the death in office of the revered and wise president Vartan Gregorian, who had led the foundation so ably for 24 years. The work of the Corporation did not miss a beat. The chair, Governor Thomas H. Kean, and vice chair, Janet L. Robinson, stepped in to lead the organization, while the talented and dedicated staff ensured that grants would continue to be made, new initiatives identified, and existing programs monitored. All this while dealing with the consequences of an unprecedented global pandemic.

While the organization remains in rude good health, the same cannot be said for the environment in which we operate. Globally, wars in Europe, in the Middle East, and in Africa threaten global order and humanitarian catastrophe. Domestically, federal politics become daily more dysfunctional. Foundations like Carnegie Corporation of New York, committed to promoting peace, advancing education, and strengthening democracy, have never been more important. Nevertheless, the delta between the scale of the problems and our resources to address them is sobering. The situation requires that we pool our efforts with other like-minded organizations in our attempts to strengthen our institutions and alleviate human suffering.

Returning to the U.S. in 2023 to lead the Corporation after 14 years living in the United Kingdom and leading universities there, I have been struck by the pace of political polarization and weakening of the center ground. I am regularly reminded of Yeats's poem "The Second Coming":

Things fall apart; the centre cannot hold; ...
The best lack all conviction, while the worst
Are full of passionate intensity.

In recent years, the fragility of our democracy has been exposed to a degree that would have been unimaginable just a few years ago. Politically, this is characterized by political paralysis, which renders policymaking impossible. In societal terms, it is characterized by culture wars, coarsening of speech, threats to free speech, the decline of civil discourse, contestation of basic facts, and an absence of empathy for those who hold different views. In combination, these factors sow distrust for institutions and individuals, fracture our society, and ultimately undermine our democracy.

We are concerned that this polarization potentially jeopardizes the ability of our grantees across all program areas to achieve the results they seek. We have therefore adopted polarization as a lens through which to look at our grantmaking. In the International Program, we believe that the advancement of America’s national and international interests must be guided by a deep understanding of complex foreign policy issues, nonpartisan approaches, and global engagement. To this end, the program supports evidence-based research, objective expertise, and international interactions. In our Education program, we are supporting the teaching of civics to inculcate a knowledge of and appreciation for our democratic institutions. Additionally, the Democracy program is supporting initiatives that offer opportunities for national and community service in the belief that young people often lack opportunities for meaningful interaction across race, region, and class, and in the belief that by contributing to one’s community one gains a greater appreciation of its benefits.

Two new initiatives explicitly address the issue of polarization. The Andrew Carnegie Fellows Program was relaunched in June 2023 with a new focus on research that explores the causes, effects, and possible solutions to the challenge of political polarization. We have received 361 nominations from which we will select 30 fellows whom we will support for two years as they conduct research that will help us to understand this polarization, what causes it, what perpetuates it, and above all, how it might be mitigated, or even reversed, by strengthening the forces of cohesion in our society.

In September 2023, the Corporation joined Press Forward, a national initiative focused on revitalizing local news. This coalition of donors plans to support local news with a fund of more than \$500 million. By investing in local news through the Press Forward initiative, we have an extraordinary opportunity to ensure that many more communities have access to local news coverage and fact-based information about issues that affect their daily lives. In so doing, we seek to encourage unfettered civil discourse and freedom of speech, hallmarks of any vibrant democracy.

Press Forward is one of several funder collaboratives we have joined this year in our efforts to pool resources for greater impact. The others include the Trust for Civic Life, which is devoted to strengthening civic life through community-driven projects that promote engagement. BuildUS is a collaborative to support the implementation of four landmark pieces of federal legislation – the American Rescue Plan, the Bipartisan Infrastructure Law, the CHIPS and Science Act, and the Inflation Reduction Act – to ensure that these federal investments have the maximum economic impact and benefit as many Americans as possible. Finally, More Perfect is an initiative designed to strengthen the underpinnings of our democracy. We are delighted to have the opportunity to work with peers across the philanthropy sector on these initiatives.

In the pages that follow, you will see our financial details and all the grants we have made in the last fiscal year. I am deeply grateful to my colleagues for their dedication, to our grantees for their remarkable work, and to our trustees for their sage advice throughout the past year, as I took the helm of this wonderful and storied foundation.

Dame Louise Richardson

President, Carnegie Corporation of New York

March 2024

REPORT ON **PROGRAMS**

International Program

HIGHER EDUCATION AND RESEARCH IN AFRICA

African Institute for Mathematical Sciences – Next Einstein Initiative (Rwanda), Kigali, Rwanda

For an African research chair program in data science and its applications. 36 months, \$3,000,000

The onset of the Fourth Industrial Revolution and artificial intelligence requires graduates with high-level mathematics and data science skills. Through Corporation support, the African Institute for Mathematical Sciences, a pan-African organization headquartered in Kigali, Rwanda, developed a research chair program in data science and its applications with the aim of becoming a leading training and research hub on the continent. The program builds human capacity in data science and its applications to address African development challenges, including healthcare and climate change, through its global network of scientists. Corporation renewed support will contribute to research chairs and associates, postdoctoral, doctoral, and masters' students; visiting scholars and lecturers; scientific conferences and events; and small research grants.

Education Sub Saharan Africa, Sutton, Surrey, UK

For research and policy dialogues on university faculty challenges in the East African Community. 24 months, \$390,000

Faculty challenges in sub-Saharan Africa (SSA) are linked to an aging workforce, underqualified academic staff, and an inadequate pipeline. With Corporation support, UK-based Education Sub Saharan Africa (ESSA), within a consortium comprised of International University Council of East Africa (IUCEA), Association of African Universities (AAU), and Population Reference Bureau (PRB), conducted a study

on the demographics of faculty in East Africa with aims to increase the capacity of higher education stakeholders to plan and implement evidence-informed solutions. The study identified gaps and weaknesses in data availability, collection, and consolidation. With Corporation renewed support, ESSA and consortium members will provide training on data collection and analysis; develop indicators on faculty staffing; institutionalize data collection in three countries; and exchange findings with stakeholders through workshops and policy dialogue.

International Centre of Insect Physiology and Ecology, Nairobi, Kenya

For strengthening doctoral and postdoctoral training in applied science, engineering, and technology in Africa. 24 months, \$950,000

Africa needs to increase the number of engineering professionals for continental advancement and global competitiveness. Without high-quality engineers, development in key sectors such as agriculture, energy, mining, water, and disaster reduction will forestall Africa's progress. Part of the problem is insufficient faculty in engineering and related fields to meet the demand. Partnership for Skills in Applied Sciences, Engineering and Technology Regional Scholarship and Innovation Fund (RSIF), an Africa-led, World Bank-affiliated initiative implemented and administered by the International Centre of Insect Physiology and Ecology (ICIPE), aims to develop the next generation of African university engineering faculty through advanced training and research in partnership with African and international universities. Corporation support will provide doctoral and postdoctoral fellowships, capacity-building workshops, and a policy convening on postgraduate training and research.

Makerere University, Kampala, Uganda

For a doctoral program in social studies at the Makerere Institute of Social Research. 36 months, \$1,500,000

Support for the social sciences and humanities disciplines in sub-Saharan Africa is critical to developing future African leaders and engaged citizens. Yet the disciplines are often characterized by weak undergraduate training, and doctoral programs that lack coursework, research, and theory rooted in Africa. To address these gaps, the doctoral program in social studies at the Makerere Institute of Social Research (MISR), launched in 2012, has developed a rigorous coursework and research-based, interdisciplinary curriculum. With support from the Corporation and others, 57 master's and 12 PhDs have graduated to date. Corporation renewed support will fund additional doctoral and postdoctoral fellowships and visiting fellows; augment MISR's digital library and publications; and strengthen MISR's capacity to provide materials and instruction online.

National Research Foundation, Pretoria, South Africa

For documenting postdoctoral training models and convening regional stakeholders and postdoctoral fellows. 30 months, \$660,000

The Corporation's Higher Education and Research in Africa (HERA) program has supported several models of postdoctoral opportunities for early-career African academics across a range of disciplines and higher education contexts over the last decade. Demonstrating the institutional and societal impact of post-PhD training programs is essential to gaining support from university and government leaders. Another challenge is that postdoctoral fellows often conduct research in silos within their disciplines. With renewed Corporation support, South Africa's National Research Foundation (NRF) will conduct case studies of post-PhD training programs, convene postdoctoral fellows across transdisciplinary networks, and link the project to NRF's Science Granting Councils Initiative, which facilitates the development of research funding agencies in 17 African countries.

Partnership for African Social and Governance Research, Nairobi, Kenya

For support of African doctoral and postdoctoral fellowships in public policy. 24 months, \$900,000

The Partnership for African Social and Governance Research (PASGR) was formed in 2011 with the initial aim of developing a collaborative master's degree program in public policy. As of 2023, 13 universities in seven African countries offer the Master's in Research and Public Policy program, graduating 317 students to date. Building on this program, in 2019, PASGR launched a network doctoral program that aims to strengthen training of social scientists, with a focus on policy-relevant research, through strengthening university capacity to design and implement high-quality doctoral programs. With its first four graduates expected in 2023, the doctoral program combines coursework and the production of a dissertation, along with requirements of university partners. With renewed Corporation support, PASGR will offer fellowships, research, faculty mobility grants, and training workshops for doctoral students and supervisors, among other activities.

Partnership for African Social and Governance Research, Nairobi, Kenya

For research and policy dialogues on university financing. 24 months, \$300,000

University financing is critical to creating accessible higher education systems for Africa's youth. The pandemic exposed shortfalls in access, quality, and infrastructure, which several countries are seeking to address. As a major higher education system in Africa, Kenya announced a new university financing model that supports students based on socioeconomic status. The Partnership for African Social Governance and Research (PASGR) in Nairobi produces policy-driven research and seeks to contribute to a vibrant higher education sector. An assessment of Kenya's new university financing model will serve as a valuable resource for informing higher education financing systems on the continent. With renewed Corporation support, PASGR will assess the effectiveness and sustainability of a needs-based university financing model through research, convenings, and policy engagements.

Regional Universities Forum for Capacity Building in Agriculture, Kampala, Uganda

For doctoral and postdoctoral support focused on women and agriculture. 24 months, \$2,000,000

Women play a critical role in African agriculture, accounting for nearly half of Africa's smallholder farmers and producing 70 percent of Africa's food. Yet women make up only 22 percent of agricultural scientists and are underrepresented when it comes to shaping research agendas, setting priorities, decision-making, and leadership in agricultural research and development. To address the urgent need for female agricultural scientists, Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), founded in 2004 by 10 African universities, seeks to strengthen postgraduate training in agriculture at its member universities and provide greater accessibility for women to postgraduate qualifications, while supporting innovative solutions to food security and climate change issues that affect rural women farmers. Corporation renewed support will contribute to postdoctoral and doctoral fellowships, small research grants, workshops, and conference participation.

University of the Witwatersrand, Johannesburg, Gauteng, South Africa

For advancing university transformation through strengthening the early- and mid-career academic pipeline. 36 months, \$2,300,000

Over the last decade, the University of the Witwatersrand (Wits) has enhanced its profile as a leading research-intensive university while changing the demographics of its faculty. It has reached over 50 percent from designated groups through empowering emerging academics. Along with diversifying the academy, Wits endeavors to produce scholars who work across disciplinary and institutional boundaries to solve complex problems, who serve communities locally while being globally connected, who transform thinking that transcends the digital economy, and who make a difference in society regardless of their home-based discipline. Corporation renewed support, combined with Wits' internal funds and other external funding, will offer competitive doctoral and postdoctoral fellowships, as well as grants to enable advancement of early-career researchers.

INTERNATIONAL PEACE AND SECURITY

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

For support to displaced and at-risk Ukrainian and Russian scholars. 24 months, \$1,200,000

Russia's war on Ukraine has led to the loss of thousands of lives and has caused immeasurable damage to the country, including its educational sector. Opposition to the war inside of Russia has also led to the displacement of academic professionals within Russia. Given the magnitude of scholars at risk from Ukraine and Russia, major efforts are under way to enable them to stay within their academic professions. Following a successful pilot program, the American Councils for International Education will leverage its geographical presence and institutional partnerships across the former Soviet region to aid the war-affected Ukrainian and Russian scholars. Beyond the fellowships, scholars will be given access to academic programming and will be included in invitations for proposals for international conferences, seminars, publications, study tours, and international exchanges.

American Political Science Association, Washington, DC

For the Middle East and North Africa Workshops. 36 months, \$780,000

Academic networks and capacity-building opportunities are essential to expanding cohorts of dynamic young scholars working to build local knowledge on the Arab region. The Middle East and North Africa Politics section at the American Political Science Association (APSA MENA) supports political science research and networking among early-career scholars across the MENA region. With previous support from the Corporation, APSA MENA has advanced institutional-level impact through a series of workshops, departmental collaborations, research grants, and other academic opportunities. With continued support, it will expand alumni program services, hold research development and methods training workshops, collaborate with university departments in the MENA region, and offer mentoring and professional development opportunities. Corporation support will go toward staff costs, workshops, publications, scholarships, and departmental grants.

American Political Science Association, Washington, DC

For the Arab Political Science Network. 36 months, \$400,000

Scholars from the Arab region face numerous challenges to their research, teaching, and careers due to increased costs of education, lack of funding, limited research tools and capacities, and restricted public space and debate. Founded in 2019, the Arab Political Science Network (APSN) works to enhance scholarly capacity and expand the field of political science in the Arab region. With renewed Corporation support, APSN will provide early-career scholars with book proposals and publication workshops and develop educational resources, including a podcast series, a video series on new scholarship in the field, and subtitled open-access videos on methods of research and pedagogy.

Arab Reform Initiative, Paris, France

For fostering the role of social scientists in policy development. 24 months, \$400,000

Over the past decade, a growing number of social scientists in the Arab region seek to bring their academic and research expertise to bear on public policy agendas. The Arab Reform Initiative (ARI) bridges academic expertise with policy analysis in the Arab region. It provides social scientists with capacities, resources, and venues to inform terms of debate in the public sphere with the ultimate goal of influencing policy development. With renewed Corporation support, ARI will provide capacity-building opportunities for next-generation scholars to expand policy-relevant research and strengthen partnerships between educational and civil society institutions in the region.

Arab Reporters for Investigative Journalism, Copenhagen, Denmark

For academic partnerships in the Arab region. 24 months, \$400,000

The Arab region is currently experiencing conflicts, protest movements, and increasing authoritarianism, which present unique challenges to the application of investigative research methods by social scientists and researchers. However, despite the risks, investigative research remains an essential service of journalism and the knowledge sector. With Corporation support, Arab Reporters for Investigative

Journalism (ARIJ) will engage in university partnerships to update and expand its investigative research curriculum and improve the capacity of regional and international academics and researchers. Corporation funds will support workshops, instructional design, university outreach, the production of digital and print copies of a curriculum, and staff costs.

Arms Control Association, Washington, DC

For general support. 24 months, \$625,000

The Russian invasion of Ukraine, Chinese and U.S. nuclear modernization, as well as heightened concerns about proliferation have contributed to an increased political salience for nuclear weapons and an uncertain future for arms control. The Arms Control Association (ACA) helps to reduce nuclear dangers by providing research and data-driven analysis, convenings for bipartisan and Track II dialogues, and policy-driven papers to inform the public debate on nuclear issues and the future for arms control. With renewed funding, ACA will continue its efforts with a focus on strategic stability, arms control, and disarmament. It will also address new risks to nuclear security posed by emerging technologies.

Asia Society, New York, NY

For the China Visibility Initiative at ChinaFile. 24 months, \$475,000

Chinese government restrictions on foreigners' ability to conduct field research and shrinking opportunities for U.S.-China information exchange have damaged researchers' capacity to access and disseminate knowledge about China. The China Visibility Initiative, a product of the Asia Society's online publication ChinaFile, seeks to provide new tools for the field of China studies. By utilizing previously underexploited online data resources, particularly Chinese government procurement documents, the China Visibility Initiative will analyze how Chinese officials understand and implement policy across the country. With Corporation support, ChinaFile will use their growing cache of 15 million procurement notices to conduct original research and collaborate with media and academic partners to deepen policymakers, researchers, journalists, and the public's understanding of China.

Asia-Pacific Leadership Network, ROK,
Seoul-t'ukpyolsi, South Korea

For an Asia-U.S. dialogue. 24 months, \$400,000

The relationship between the United States and China continues to deteriorate, fueled by widening perception gaps, conflicting narratives, and a lack of substantive dialogue. The Asia-Pacific Leadership Network (APLN) will engage experts from the United States, China, and the wider Asia-Pacific region in Track II dialogues and rigorous analysis to assess how to build more constructive Sino-American ties and how the behaviors of third-country stakeholders can help shape this strategic competition. By approaching the U.S.-China relationship from a regional perspective, APLN will aim to evaluate the steps necessary for de-escalating tensions and building trust on some of the most contentious issues. APLN will use the dialogues to devise practical policy recommendations to share with decision-makers and policy communities in the United States, China, and the Asia-Pacific.

Aspen Institute, Inc., Washington, DC

For the Aspen Institute Congressional Program. 12 months, \$600,000

The Aspen Institute Congressional Program is a nongovernmental, nonpartisan, educational series for members of Congress. Through its work, senators and representatives get the opportunity to delve into complex and critical foreign policy issues with international experts, explore policy options, and build relationships that are critical to finding solutions to today's global challenges. With renewed support, the program will sponsor regular breakfasts with expert speakers for congressional members on timely international developments of relevance to U.S. foreign policy. The program will also host its annual international gathering for members and foreign policy experts in summer 2023 and produce a conference report.

Berggruen Institute, Los Angeles, CA

As one-time funding for "a project on multilateral urban investments" as part of a Request for Proposals (RFP) on "Reimagining Multilateralism and U.S. Foreign Policy." 24 months, \$250,000

The Berggruen Institute works across cultures, disciplines, and political boundaries to develop and promote long-term answers to some of the biggest challenges of the 21st century

as part of developing multilateral approaches to global problems. With this funding, it will develop a model for networking the procurement and financing policies of cities in different countries to seed new green industries in construction materials and transportation. It will use the model to create a set of guidelines for coordinating financing and industry development and convene mayors and purchasing officers through partner networks to disseminate the guidelines. Allowing cities to pool purchasing and borrowing power will lead to price reductions and encourage scaling new industries.

Brookings Institution, Washington, DC

For core support to Brookings Institution's Foreign Policy Program. 24 months, \$700,000

The Foreign Policy Program (FP) at the Brookings Institution is a source of policy-relevant research, analyses, and outreach to the policymaking community, the media, and the general public on critical international peace and security concerns. It is comprised of academic experts and specialists, including those with high-level policymaking experience, who aim to produce outputs with concrete policy recommendations. With core support from the Corporation, the FP will continue a comprehensive set of research and outreach activities on topics that will include U.S. global leadership, strengthening the domestic foundation for U.S. foreign policy, implications of rapidly changing technology on U.S. national security and geostrategic competition, strategies for managing the increasingly rivalrous relationships with China and Russia, and countering transnational threats such as terrorism and proliferation of weapons of mass destruction.

Brown University, Providence, RI

For the Costs of War project. 36 months, \$850,000

Through its authoritative data collection and analysis since 2011, the Costs of War project has been educating the public, media, and policymakers about three categories of costs of recent U.S. armed conflicts: human, economic, and political. The project has been successful thus far in increasing the public's and lawmakers' awareness of budgetary costs, but the consequences of war include human casualties — both direct and indirect — as well as environmental damage. With continued Corporation support, this network of scholars centered at Brown University will produce data and analyses with a growing focus on environmental impacts of war; the potential for conversion of military industries; effects of militarization on democracy; and morbidity and mortality from destroyed

infrastructure that endures post-conflict. Corporation support will go toward research, working meetings, reports, web design, interactive mapping, and media dissemination.

Bulletin of the Atomic Scientists, Chicago, IL

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

There is an increasing need for trusted information regarding some of today's most persistent threats, among them cyber, pandemics, climate change, and nuclear. The Bulletin of the Atomic Scientists (the Bulletin) is a media organization that provides knowledge-based and scientifically grounded information to serve as an authoritative guide to managing existential risks. Its iconic Doomsday Clock, which moves to mark proximity to danger, draws attention to its mission. Over the next grant phase, the Bulletin will seek to support a new generation of experts and thought leaders and connect them to a global audience advocating for change.

Carnegie Endowment for International Peace, Washington, DC

For core support to the Middle East Program and the Malcolm H. Kerr Carnegie Middle East Center. 36 months, \$1,900,000

The Middle East and North Africa (MENA) region continues to struggle with rapid transformations and governance challenges, climate change, social vulnerability, economic hardship, and political exclusion reverberating across all countries. These issues are the focus of two arms of the Carnegie Endowment for International Peace: the Malcolm H. Kerr Carnegie Middle East Center in Beirut and the Middle East Program in Washington, DC. Both work with experts in the region to provide in-depth analysis of the political, socioeconomic, and security challenges facing the MENA countries, as well as their global ramifications. With core support from the Corporation, the centers will engage in an array of research, outreach, and dissemination activities on regional topics, including the effects of great power competition and geopolitical shifts, with the aim of developing policy solutions that could prove constructive for MENA populations and for broader international peace and security.

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

For nuclear policy outreach and education for Congress. 24 months, \$400,000

The U.S. Congress plays an essential role in shaping foreign policy and national security through guidance, oversight, and budget appropriations. However, since the end of the Cold War, congressional knowledge about complex domestic and international nuclear weapons policy has eroded. To address this gap, the Center for Arms Control and Non-Proliferation (CACNP) conducts bipartisan and bicameral off-the-record educational events to help enhance and expand knowledge among Congressional members and staffers on issues relevant to nuclear weapons. Over the next two years, CACNP will facilitate interactive outreach programs, host individual briefings for members and staffers, and produce objective information and analysis to support congressional engagement in the nuclear policy discourse.

Center for International Policy, Washington, DC

As one-time funding for a research and education project on the 1122 Program as part of a Request for Proposals (RFP) on "Reimagining Multilateralism and U.S. Foreign Policy." 24 months, \$420,000

The Center for International Policy, working with Women for Weapons Trade Transparency, will address openness and accountability in the 1122 Program of the Department of Defense (DOD). The initiative is part of a web of DOD programs that allow states and local governments to access federal sources of military equipment to support counter-drug, homeland security, and emergency response activities. By examining the impact of police militarization on marginalized communities, the project will shed light on the ways in which excessive defense spending and the militarization of law enforcement have global implications for democratic values and institutions, as well as international peace and security.

Center for International Policy, Washington, DC

For research and analysis on international peace and security. 24 months, \$400,000

The Arab region is a locus of internationalized armed conflicts and foreign policy interventions that require analysis and communication from experts on and in the region. With Corporation support, the Center for International Policy (CIP) will develop more transparent and accountable U.S. security assistance policies toward the region and educate the public and policymakers on the effects of existing policies. CIP will continue its work documenting arms sales, security assistance, and military training in the region through the Security Assistance Monitor (SAM) program, and launch new programming to increase the accessibility of U.S. defense-related legislative initiatives.

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

For the web-based China Power Project. 24 months, \$500,000

China's growing role in shaping economic, political, social, and security developments in Asia and beyond has profound implications for global peace and stability. ChinaPower, at the Center for Strategic and International Studies, is an award-winning website launched with Corporation support that unpacks the complexity of China's rise through innovative data visualizations paired with expert analysis. In addition to continually updating its dataset on the foundational aspects of Chinese power across five categories — military, economics, technology, social, and international image — the project's next phase will produce in-depth features on cutting-edge topics with additional analytical tools, including satellite imagery. The website and its accompanying podcast are go-to resources for academics, policy experts, and journalists in and abroad.

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

For a web-based repository of translated open-source material on China. 24 months, \$450,000

A vast trove of open-source material on China — policy speeches, journal articles, think tank and government reports, etc. — is underutilized by many scholars and analysts because, for those lacking Chinese language skills,

it remains untranslated into English. Available translations have been haphazard, resulting in some documents receiving inordinate attention simply because they have been translated. To help address this shortcoming, the “Interpret: China” project of the Center for Strategic and International Studies (CSIS) seeks to expand its online interactive platform utilizing previously untranslated primary source material to promote more nuanced and objective discussions on China. During the project's next phase, Interpret: China will continue to build its library of translated material, revamp the website to improve functionality, and increase the frequency of workshops, public events, and online symposia to explore these new resources.

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

For U.S.-China dialogues on the global economic order. 24 months, \$270,000

The United States and China are the two largest economies in the world and any viable solutions to global economic problems must involve efforts by both countries. However, due to COVID-19 and rising bilateral tensions, official and unofficial dialogue between them has been minimal in recent years. Despite these obstacles, the Global Economic Order (GEO) project at the Center for Strategic and International Studies engages American and Chinese experts and officials in Track II/1.5 discussions on key issues in the global economy. These include complex challenges such as the impact of climate change, the future of the international trading system, and the economic effects of the COVID-19 pandemic. In addition to generating recommendations for policy officials in both countries, the project also serves to build mutual trust and enhance communication between U.S. and Chinese expert and policy communities.

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

For the Europe, Russia, and Eurasia Program. 24 months, \$250,000

Russia's war on Ukraine and its isolation from the Euro-Atlantic community call for reliable and high-quality analyses about Russia's domestic and foreign policies. With Corporation support, the Europe, Russia, and Eurasia Program (EREP) of the Center for Strategic and International Studies (CSIS) will examine the internal dynamics of wartime Russia with a particular focus on the effects of Western sanctions on Russia's economy and

political stability. It will do so by analyzing internal and external drivers of Russia's decision-making through gathering and interpreting data gathered by EREP and its collaborators. EREP will also focus on Russia's relationship with the countries of the Global South, by examining economic, trade, and energy policies and interactions. The work will result in publications that will be disseminated through briefings to policymakers, public events, expert roundtables, and a podcast series.

College of William & Mary, Williamsburg, VA

For one-time funding for a project on regional approaches to nuclear security as part of a Request for Proposals (RFP) on "Understanding the Politics of Nuclear Weapons." 24 months, \$237,000

Lack of progress toward disarmament has led an increasing number of nonnuclear weapons states to propose alternative policies for reducing nuclear dangers. These initiatives include nuclear weapons-free zones, confidence-building initiatives, and nuclear verification regimes. Such regional approaches to nuclear security are not new but have been overshadowed by global regimes and agreements led by the nuclear weapons states. This project will advance knowledge of the benefits and pitfalls of regional approaches through archival research, a symposium that brings together scholars and practitioners, scholarly and policy relevant publications, and an online repository that makes information about such approaches more accessible to researchers, policymakers, and civil society.

Columbia University, New York, NY

As a final grant to the Special Commission on Research Ethics in the Middle East and North Africa. 24 months, \$250,000

The practice of social science in the Middle East and North Africa faces complex challenges including the ethics of research design and conduct, career development and publishing issues, and very low funding at national levels. In 2020, with an overall aim to improve the quality of social science research on and in the Arab region, the Middle East Institute at Columbia University joined a collaborative effort among the Columbia Global Centers, the American University in Cairo, the Rabat Social Studies Institute, and the Arab Council for the Social Sciences based in Lebanon to establish a Special Commission on Social Science Research in the Middle East and North Africa. The commission sustained consultations with over 60 experts from the Arab

region and analyzed over 900 cases of funding support, producing a report on the economics of social science in the region. The next phase of support will enable the commission to implement key findings and develop guidelines to be proposed for adoption by universities and professional associations, donors, and publishers. The project will catalyze discussion of standards for ethical social science research relevant within and beyond the region.

Committee for a Responsible Federal Budget, Washington, DC

For the Congressional Fiscal Security Leadership Initiative. 24 months, \$450,000

Congress plays an essential role in U.S. foreign policy and national security including through its appropriation and oversight functions. However, there is a scarcity of understanding of the federal budget and the budget process among congressional staff. To help bolster staffers' knowledge and capacity, the Committee for a Responsible Federal Budget will create the Fiscal Security Leadership Initiative, a course for mid- to senior-level Hill staff to improve their understanding of the relationship between the budget and foreign policy strategy, the impact of mandatory spending on security issues, and the global perspective on U.S. debt. The project's design will also contribute to fostering better bipartisan and bicameral relationships.

Cornell University, Ithaca, NY

For a congressional education project on international security. 24 months, \$400,000

Members of Congress and the staffers who support them play an important role in determining U.S. foreign and national security policy, including during crises. This necessitates familiarity with the range of foreign policy tools and options available to them. The nonpartisan Institute of Politics and Global Affairs (the Institute) at Cornell University works to raise understanding of international affairs. In partnership with the United States Institute of Peace, the Institute invites bipartisan groups of representatives or Hill staffers to participate in "Peace Games" simulations. Participants are drawn from relevant committees and include established and newly elected lawmakers. Through the workshops, the members and staffers engage with regional and subject-matter experts to discuss and determine policy choices within the posed scenarios.

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

For a project on managing global disorder. 24 months, \$500,000

Geopolitical rivalry among the major powers is growing, with potentially profound implications for global order. Simultaneously, global security is being undermined by regional and localized disputes with the potential to become dangerous flashpoints, and the uncertain trajectory of the war in Ukraine and its aftermath. Increasing mistrust among the major powers also hinders cooperation on a range of common security concerns. With Corporation support, the Council on Foreign Relations' (CFR) Center for Preventive Action (CPA) is leading a project that brings together international policymakers, analysts, and academics to assess the growing risk of armed conflict between the major powers and practical ways it could be mitigated. CPA will also continue to monitor and analyze other threats to international peace and security.

European Leadership Network, London, UK

For a project on Russia and the West. 36 months, \$1,172,000

Tensions in the relationship between Russia and the West, exacerbated by the 2022 invasion of Ukraine, pose immediate and longer-term security risks. The conflict has reduced official engagement with Russia and limited nonofficial contacts. The European Leadership Network (ELN), a nongovernmental organization working on Euro-Atlantic security, engages with early career, mid-level, and senior European and Russian experts from the policy world, academia, and the private sector to build an intergenerational network that can discuss Euro-Atlantic security challenges with an eye toward identifying and providing practical, real-world approaches to addressing them. ELN also uses its international groups to conduct analyses of critical security issues and convey them to relevant policy officials.

George Mason University, Fairfax, VA

For enhancing publicly engaged scholarship in the Arab region. 36 months, \$970,000

Civil conflict and authoritarian governance have both catalyzed and constrained critical analysis across the Arab region. Over the past decade, George Mason University (GMU) has emerged as a leading institution enhancing

the capacity and visibility of experts in the region across an array of academic disciplines. In collaboration with the Arab Studies Institute based in Lebanon, GMU expands the networks, research, publishing, and public profiles of Arab-region scholars working on such national and transnational problems as state-society relations, economic and cultural affairs, corruption, and prolonged conflict. With continued support, the project will expand its online tools and media outreach, host meetings and workshops, sustain international partnerships, and support scholars in emerging research fields to make their work accessible to academics, policymakers, and the general public.

George Washington University, Washington, DC

As a final grant for the Program on New Approaches to Research and Security in Eurasia. 36 months, \$900,000

The Program on New Approaches to Research and Security in Eurasia (PONARS) — a network of over 150 scholars based in and in the countries of the former Soviet Union — was launched by the Corporation in 1996. Through individual and collective research, writings, publications, public events, and policy-oriented conferences, PONARS addresses an array of foreign, security, and domestic policy challenges related to Russia and Eurasia. It is designed to connect scholarship to policy and to foster community among scholars committed to developing and disseminating policy-relevant and collaborative research. With renewed funding, PONARS will continue activities and outputs, while also striving to deepen and expand its impact, broaden and empower its international network of social scientists, and develop and institutionalize innovative modes of partnership, collaboration, and exchange within the network and beyond.

German Marshall Fund of the United States, Washington, DC

For a U.S.-China Track II dialogue on Taiwan. 24 months, \$300,000

Although Taiwan is the most dangerous flashpoint between the United States and China, the two governments are no longer having regular in-depth discussions about Taiwan's politics. Washington believes that Beijing is likely to use force against Taiwan in the coming decade and that radical steps are needed to strengthen deterrence, while Beijing is losing confidence in America's "one China" policy and believes that it is emboldening Taiwan to pursue independence. Establishing greater understanding and trust regarding Taiwan will help forestall a crisis in U.S.-China relations

that might lead to conflict between two nuclear-armed states. Toward this end, the German Marshall Fund's Indo-Pacific Program will launch a sustained dialogue between American and Chinese experts who are both well-informed about Taiwan and well-connected to their respective governments.

Henry L. Stimson Center, Washington, DC

For international peace and security projects. 24 months, \$1,000,000

The Henry L. Stimson Center (Stimson) is a leading independent think tank on international peace and security, providing analyses and outreach on a range of interconnected issues to increase understanding of global challenges and spur policy development. Created in part with Corporation support, Stimson connects American and international experts and practitioners across various societal sectors, conducts research, and develops practical suggestions for policymakers and broader audiences. With renewed support, Stimson will continue work related to China and South Asia, nuclear nonproliferation, and renewable energy's effect on climate change. The work will result in publications and outreach activities to relevant communities in and abroad. This grant is complementary to, but separate from, the grant in support of Russia's future global and regional roles.

Henry L. Stimson Center, Washington, DC

For a project on Russia's future global and regional roles. 24 months, \$400,000

Russia's invasion of Ukraine is a major rupture in geopolitics, with far-reaching ramifications for security in the 21st century. As Russia's war in Ukraine continues to escalate with a rising possibility of a direct military confrontation between the United States and Russia, dialogue between the two sides aimed at averting the dangerous outcomes is essential. As a leading nongovernmental organization working on international peace and security, the Henry L. Stimson Center (Stimson) will aim to organize consultative meetings between American and Russian experts on the risks of conflict escalation. Stimson will also conduct scenario forecasting exercises to predict potential trajectories for the conflict and their ensuing consequences for American and world security. The research will result in reports that will be shared with the appropriate policymaking communities.

Independent Diplomat, New York, NY

As one-time funding for a project on "Meet the Parties: Strengthening Inclusion within the UN Security Council" as part of a Request for Proposals (RFP) on "Reimagining Multilateralism and U.S. Foreign Policy." 24 months, \$400,000

The multilateral processes of the UN Security Council (UNSC) are siloed and focused on engagement between states to address crises. They include civil society voices occasionally and randomly, but limit them to consultations about advocacy versus substance. The Meet the Parties project will strengthen inclusion within the UNSC by creating procedures and a platform to break down barriers. Its goal is to systemize inclusion within multilateral diplomacy. In addition, the project will contribute to academic knowledge on inclusive diplomacy and apply the knowledge to the diplomatic arena.

London School of Economics and Political Science, London, UK

For a project on building political legitimacy in the Arab World. 24 months, \$500,000

Support for civil society is integral to promoting good governance and social cohesion. In collaboration with local researchers and organizations, a team of social scientists based at the London School of Economics and Political Science (LSE) will build on current Corporation-supported work to advance academic and policymaker knowledge on civil society and the civic state in the Arab region. The project will convene working groups, facilitate professional development opportunities for early-career scholars, and propose recommendations to policymakers and civil society actors on supporting civic values in the region. With renewed Corporation funding, the project will produce research, policy publications, a comprehensive historical analysis of civil society traditions in the Arab region, and expand collaboration through workshops with local partners in the region.

London School of Economics and Political Science, London, UK

For a project on nonnuclear deterrence. 24 months, \$300,000

The Ukraine war has drawn attention to the danger of nuclear weapons but also the ability of states to defend themselves with conventional forces. Previous research on defensive defense, or nonnuclear deterrence, has suggested that conventional forces can be postured effectively to enable a state to resist aggression without reliance on nuclear weapons and without leading to concerns about a conventional arms race. This project will research the history of nonnuclear deterrence and through a core working group of practitioners and academics, assess its applicability to states within NATO and its potential for laying the basis for nuclear reductions.

Massachusetts Institute of Technology, Cambridge, MA

For a digital rapid response capability for nuclear crises. 24 months, \$288,000

Efforts by academic institutions and think tanks to influence nuclear policy tend to focus on policymakers rather than engaging the public. These groups also lack the capacity to produce media quickly and especially the digital media favored by younger generations. Digital Rapid Response (DRR) offers an innovative way to engage the public in nuclear issues by making over 200 pieces of visual content related to nuclear events or crises available for free to organizations for use on digital platforms in real time, when interest is at its highest. With continued support from the Corporation, DRR will produce new content, test and refine the base infrastructure for the rapid response capability, and develop collaborative dissemination strategies.

Middlebury College, Middlebury, VT

For support to the Vienna Center for Disarmament and Non-Proliferation. 24 months, \$1,000,000

Key organizations that support the global nonproliferation regime are underresourced and many low-income states that are parties to these organizations lack the capacity to train and educate their diplomats in legal, technical, and scientific issues related to nonproliferation. Filling these gaps is especially important now in the context of Russia's

war against Ukraine, which has increased the disinformation about these issues and put significant strains on the existing arms control, disarmament, and nonproliferation regimes. With renewed support, the Vienna Center for Disarmament and Non-Proliferation (VCDNP) will help fill these gaps by providing education, training, facilitation, dialogue, and research aiming at considering solutions to their many challenges.

National Committee on American Foreign Policy, New York, NY

For international dialogue and outreach on security challenges in Northeast Asia. 36 months, \$600,000

The growing salience of Northeast Asia to regional and global security calls for continued dialogue between American and Asian experts and policymakers. The National Committee on American Foreign Policy's (National Committee) Forum on Asia-Pacific Security (FAPS) has a proven ability to convene high-level dialogues both remotely and in person with American, Chinese, Japanese, and (until recently) Russian experts, officials, former officials, and scholars, as well as, when circumstances permit, their North Korean counterparts. While never a substitute for official diplomacy, Track II and Track 1.5 (involving officials in their private capacities) convenings have played an important, informal coordinating role between key actors in Northeast Asia and have kept unofficial channels of communication open when official talks have been constrained or nonexistent. In selecting dialogue participants, the FAPS team incorporates a range of political views, ethnicities, research backgrounds, and levels of policy experience, as well as seeks gender balance. The project also involves private policymaker briefings, public events, and regular written outputs on its findings.

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

For support of the Public Intellectuals Program. 24 months, \$750,000

As U.S.-China relations become increasingly complex, experts who can provide nuanced and precise analysis of China are more important than ever. The National Committee on United States-China Relations' (NCUSCR) Public Intellectuals Program (PIP) was designed for emerging China specialists to deepen and broaden their knowledge of China beyond their academic disciplines and to equip them with the tools needed to share that knowledge with nonacademic audiences. Renewed support will fund

workshops and meetings with public and private sector leaders, media training, and study trips to Greater China (the People's Republic of China, Taiwan, and Hong Kong) for PIP fellows.

Nautilus of America Inc., San Francisco, CA

As a one-time only grant for a project on nuclear threats and nuclear signaling. 24 months, \$243,000

In a conflict, a state with nuclear weapons may threaten to use those weapons to signal commitment to a goal or to manipulate risk in an attempt to get the adversary to back down. Such nuclear signaling has been used by Russia in the war in Ukraine but it has also been a feature of numerous conflicts between India and Pakistan. Using these cases, this project will assess the effects of nuclear signaling and threat-making to develop policy recommendations to avoid their destabilizing roles and thus the risk of nuclear war. The case studies will be based on intensive research and include interviews with relevant policymakers and others involved in crisis management in each country. The resulting report and recommendations will be disseminated through policy briefings and available online.

New York University, New York, NY

As one-time funding for a project on centering cities in the global peace agenda as part of a Request for Proposals (RFP) on "Reimagining Multilateralism and U.S. Foreign Policy." 24 months, \$400,000

Urban violence plays an increasingly outsized role in people's daily lives, accounting for four times as many deaths as within conflict zones, yet it receives insufficient attention and investment, particularly in multilateral systems. By leveraging the Peace in Our Cities network, the project aims to use global action to address local problems and reduce the most serious forms of violence in urban communities as part of exploring multilateral approaches to pressing problems. It will support city leaders with on-demand research, small-scale assistance through pilot projects, and training on effective international engagement. In addition, the project will elevate the issue of urban violence and the role of city actors as essential stakeholders in multilateral institutions through convenings and expanded partnership.

Northwestern University, Evanston, IL

For one-time funding for a project to analyze the role of cities in the politics of nuclear weapons as part of a Request for Proposals (RFP) on "Understanding the Politics of Nuclear Weapons." 24 months, \$475,000

Foreign relations and national security policy are typically thought to be issues for the federal government. But cities are increasingly seeking to influence these policies, including those about nuclear weapons. Cities are adopting resolutions declaring nuclear-free zones and collaborating with foreign cities and nongovernmental organizations to advocate for nuclear reductions. While scholars have studied the impact of this "city diplomacy" on other issues, little attention has been paid to understanding its relationship to nuclear policy. This project will fill a gap in understanding the role of cities in nuclear weapons politics, including the motivations for cities and city leaders to be involved and the impact they have on policy debates in and especially on the policy preferences of locally elected members of Congress.

Nuclear Threat Initiative, Inc., Washington, DC

For core support of Nuclear Threat Initiative's nuclear program. 24 months, \$1,300,000

Russia's war in Ukraine and the breakdown of U.S.-Russian relations pose significant challenges to a global nuclear order that was already being tested by weapons modernization in the United States, China, and Russia, as well as other nuclear possessor states. The Nuclear Threat Initiative (NTI) has a longstanding reputation for research, analysis, and policy and public outreach on actionable steps to reduce nuclear risks. NTI partners with governments, current and former policy makers, and multinational organizations to promote dialogue and advocate for and implement policies to reduce the risk of nuclear proliferation and nuclear terrorism, as well as to increase strategic stability. With renewed funding, NTI's nuclear program will continue these activities and begin a new initiative to build political will for the abolition of nuclear weapons.

Pacific Forum International, Honolulu, HI

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

Given that India, Pakistan, and China are nuclear weapons states, the reduction of nuclear risks in the Indo-Pacific region is crucial for promoting regional and global security, especially in an era of increasingly intense geostrategic competition. With renewed general support from the Corporation, Pacific Forum will continue its longstanding engagement with scholars and officials throughout the Indo-Pacific region. Pacific Forum will facilitate dialogues and multilateral discussions on arms control, nonproliferation, disarmament, and the peaceful uses of nuclear and other sensitive technologies; seek to foster discussions between the United States and regional allies on extended deterrence and nonproliferation; and provide research support for ongoing Track II initiatives between the United States and China on a range of nuclear issues including deterrence and strategic stability.

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

For the Congressional Partnership Program for staffers. 24 months, \$650,000

Congress plays a key role in shaping foreign and national security policy, but the demands on the time of both members and their staff limit their ability to focus on complex or long-term challenges. In addition, political divides have narrowed the space for those on the Hill to engage in policy conversations with peers across the aisle. Partnership for a Secure America addresses these challenges through its Congressional Partnership Program for staffers. The program provides educational sessions with subject matter experts and bipartisan forums that build trust, negotiation skills, and relevant knowledge on peace and security issues. With continued Corporation support, the program will hold biannual sessions as well as alumni initiatives.

The Pew Charitable Trusts, Washington, DC

For core support to the Transforming Evidence Funders Network. 24 months, \$400,000

The Corporation's grantmaking to bridge the gap between the academic and policy worlds has long focused on efforts to change academic tenure and promotion criteria to give more weight to policy relevant research and engagement. A related

goal has been to assess the societal impact of the supported research. These goals are shared by a multifoundation effort, the Transforming Evidence Funders Network (TEFN). Although most of its members are grantmakers working on domestic American issues, their generic challenges resonate strongly with the Corporation's interests. The grant will support TEFN and its broader Transforming Evidence Network (TEN) of policy-oriented scholars and researchers, currently coordinated by the Pew Charitable Trusts' Evidence Project. Corporation funding would contribute to this innovative collaboration and enhance its financial viability.

Purdue University, West Lafayette, IN

As one-time funding for the research project "Understanding and Reimagining U.S. Beliefs about Militarism," as part of a Request for Proposals (RFP) on "Reimagining Multilateralism and U.S. Foreign Policy." 24 months, \$470,500

Defense spending absorbs much of the discretionary budget in the United States, yet there is comparatively little public debate about the role of military and norms of militarism in American foreign and domestic policy. Purdue Policy Research Institute (PPRI) will conduct a comprehensive empirical study on the assumptions that underpin U.S. attitudes on foreign and domestic American militarism that will be analyzed with an ethnographic method of focus groups and stakeholder interviews. The work will entail media analysis of national and local news. Webinars will be used to disseminate research results to relevant nonprofit organizations and research briefs to civil society and Congressional offices. The project will catalyze an informed public debate centered on foreign policy and domestic concerns, as well as enable policy actors to reimagine security beyond military solutions.

Quincy Institute, Washington, DC

For support to the Eurasia Program. 24 months, \$550,000

In 2019, a group of American international security experts launched a new think tank in Washington, D.C., the Quincy Institute for Responsible Statecraft (QI), named after former U.S. President John Quincy Adams. QI's programs, including the Eurasia Program, have been engaged in research, analyses, publications, media and policy briefings, online and in-person public events, national debates, and other activities. In the coming years, the Eurasia Program will further expand its activities with a focus on Russia's war in Ukraine and its regional and global implications. QI will also organize expert working groups on topics relevant to international security, including cyber war/cyber arms control; U.S. and

Russia interactions in Afghanistan, Central Asia, and the greater Middle East; and European security architecture. The assessments and their outputs will aim to improve knowledge and understanding among policymakers, journalists, commentators, and the wider public.

Spelman College, Atlanta, GA

For one-time funding for a project to expand diversity in the study of nuclear policy as part of a Request for Proposals (RFP) on "Understanding the Politics of Nuclear Weapons." 24 months, \$350,000

Discussions of nuclear weapons policy tend to take place within elite audiences with few opportunities for others to engage with these issues. Consequently, nuclear policy tends to emphasize the views and preferences of a few. To address this gap, this project will host scholars in residence at Spelman College, enable faculty working groups, and culminate in a conference that includes policymakers, students, and scholars from the Atlanta metro area. The project will create curricula and incentivize scholarship on nuclear weapons issues that reflects the insights of a more diverse group of faculty and students.

Syracuse University, Syracuse, NY

For the Carnegie Policy Planning Leadership Lab. 24 months, \$400,000

The Bridging the Gap (BtG) subprogram has largely focused on the supply side of the gap, providing academics with the skills and knowledge to engage with the policy world. There has been less emphasis on the demand side, providing policymakers with opportunities to engage with scholarship. Our efforts have also predominately benefited PhD students in international relations, with comparatively little emphasis on graduates in this field with terminal master's degrees who pursue careers in the policy world and also received little to no formal training in leadership and organizational management during their studies. To address this aspect of the gap, Syracuse University's Maxwell School of Public Policy (Maxwell) will conduct a series of training workshops for early- to mid-career policy practitioners with master's degrees to improve their leadership and management skills and introduce them to the most recent scholarship in their areas of focus.

Tufts University, Medford, MA

For the U.S.-Russia Relations Initiative. 24 months, \$700,000

The Russian invasion of Ukraine and the resulting war have created a new level of adversarial relations between the United States and Russia, while disrupting formal diplomatic communications and significantly curtailing academic and professional interactions. Yet scholarship and engagements remain paramount for managing conflicts, preventing miscalculations, and educating a new cadre of experts. The U.S.-Russia Relations Initiatives seeks to promote greater understanding of U.S. and Russian foreign relations and to foster expertise among upcoming specialists. With renewed support, the initiative will continue a set of activities, including in-person and virtual academic conferences, jointly taught courses, faculty engagements, visiting appointments, and public events.

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

For Phase III of the National Agenda for the Future of Syria. 24 months, \$400,000

In response to the conflict in Syria, in 2012 the United Nations Economic and Social Commission for Western Asia (UN ESCWA) launched a platform for the region's social scientists to participate in joint economic and social policy development. The National Agenda for the Future of Syria (NAFS) serves as a technical policy dialogue focused on the transition from conflict toward reconstruction in Syria. It is a leading provider of data and analysis to the UN Special Envoy for Syria and UN Member States. With Corporation support, NAFS Phase II produced tools to support resilience and reconciliation by addressing significant social, economic, and governance issues that led to the conflict. Phase III aims to contribute to peacebuilding by providing impact-oriented research and analysis to Syrian stakeholders and the wider region and facilitating substantive discussion on reform options and needs. Focus areas include boosting regional economic growth, leveraging remittances for post-conflict Syrian development, and decentralization. Corporation funds will support staff costs, research and dissemination, dialogues, conferences, and meetings.

University of Denver, Denver, CO

For training, research, and outreach to bridge the gap between academia and the policy world. 36 months, \$1,057,500

Scholars of international relations traditionally receive little to no training in the production of policy-relevant research or its dissemination to policymakers or the broader public. This problem is compounded by university hiring, tenure, and promotion standards, which typically discourage policy-relevant scholarship aimed at nonacademic audiences. The result is that public conversations and policy debates might not be informed as they could be by academic insights. Bridging the Gap (BTG) is a flagship project of the Corporation's work addressing this issue based for the last eight years at American University (AU). With the program moving to the University of Denver (UD) for its next phase, renewed support will continue to advance efforts to foster policy-relevant scholarship within universities, provide scholars with the tools and skills necessary to bring their knowledge and insights to bear on policy and practice, strengthen networks of policy-relevant scholars, and work with university leaders to identify and address obstacles limiting policy engagement.

University of Denver, Denver, CO

For a project on promoting ethical approaches to policy engagement. 24 months, \$600,000

Despite progress in many areas, significant gaps remain between academic knowledge and its constructive application, both because there is not enough engagement between researchers and policymakers and because such engagement is sometimes ethically flawed and counterproductive. Building on its previous Corporation-supported work, the Sie Center at the University of Denver's Josef Korbel School of International Studies will move its focus from reflecting on the dilemmas of policy engagement once findings are established to earlier points in the knowledge production process. Applying the term, "responsible engagement," the project begins from the premise that effective policy engagement requires attention to the ethical dilemmas that can arise as researchers advise policymakers or intervene in policy processes. The project will design research, conduct analyses, and disseminate findings in consultation with policy actors and potentially affected communities. It will also seek to influence advanced training and university courses to educate a new generation of academics and policymakers.

University of Massachusetts Amherst, Amherst, MA

For the Security in Context Initiative. 36 months, \$400,000

Today's changing dynamics of security and insecurity are affecting the Middle East and are under study by the region's scholars. This grant will support the work of the Security in Context (SiC) network based at the Institute for Social Science Research at the University of Massachusetts Amherst. SiC links university centers in the U.S. and overseas, particularly in the Arab region, to advance interdisciplinary research, pedagogy, and policy analysis on key questions related to peace and conflict, political economy, international relations, and development. It fosters comparative research and scholarly communication on the international affairs of the Arab region, focusing on the intersections of security with emerging technologies, mobility, infrastructure, climate change, and geopolitics. In complementarity to research pursued by partner nodes in the network, this SiC hub advances research and analysis on great power competition in the global South, war and institutional change, and militarism. Corporation funds will support research and mentoring activities, a speaker series, graduate student workshops, fellowships, the fostering of collaborations with partners in the MENA region, and an electronic magazine.

University of Nebraska–Lincoln, Lincoln, NE

For one-time funding for a project on congressional nuclear policy preferences as part of a Request for Proposals (RFP) on "Understanding the Politics of Nuclear Weapons." 24 months, \$428,000

Congress is assumed to defer to the president on most nuclear policy issues but increasing polarization, partisan differences, and divided control of government may be eroding this deference. As more members of Congress seek to use nuclear policy for partisan or political reasons, the president becomes less able to implement his agenda. When the United States does not speak with one voice on nuclear policy, this may also erode the credibility of U.S. commitments abroad. By studying the policy preferences of members of Congress over time, this project will increase our understanding of how congressional preferences and partisan politics motivate congressional actions on nuclear policy.

University of North Carolina at Chapel Hill, Chapel Hill, NC

For core support to the Odum Institute Data Archive. 36 months, \$450,000

A leading obstacle identified in Arab social sciences is the lack of data and data analysis capacity within the region. In 2017 with Corporation support and partners in the region, the University of North Carolina at Chapel Hill (UNC) launched the first interdisciplinary social-science data archive in the Arab region. Following its successful design and implementation, the initiative will now broaden the scale of data archiving with new strategies to promote the norms of data preservation and expand the collection of datasets. The initiative will also hold data management workshops and expand training of trainers in the region, preparing each to conduct their own data archiving workshops. Corporation funds will support staff costs, workshops, and data analysis.

University of Pennsylvania, Philadelphia, PA

For a project on policy-relevant responses to emerging global policy issues. 24 months, \$500,000

Despite some notable progress in Corporation-supported efforts to help bridge the gap between academia and the policy world — from the rise of a generation of faculty members committed to engaging critical global policy issues to new media outlets that help academics reach out to broader audiences — further work remains to be done. This involves consolidating the progress to date in the international relations community, devising mechanisms for more productive engagement between scholars and policymakers, and continuing to connect new ideas derived from academic work to the policy world. Building on its previous Corporation-supported work, the University of Pennsylvania’s (Penn) Perry World House (PWH) seeks to continue bringing together scholars, policymakers, and other key constituencies to advance debates, conversations, and policy processes on topics of critical relevance to international peace and security.

University of Pennsylvania, Philadelphia, PA

For next generation dialogue, research, and outreach on China. 24 months, \$400,000

In recent years, there have been several dialogues addressing and making policy recommendations about the future of U.S.-China relations. With strong representation by longtime “China hands,” they have had relatively little participation from the newer generation of China scholars and analysts. To better incubate and amplify these voices at this critical juncture in U.S.-China relations, with a view to the longer-term bilateral relationship, the University of Pennsylvania’s (Penn) Center for the Study of Contemporary China will continue and expand its fellowship and research program involving this rising cohort of China specialists. The Penn project will also engage with two other similar emerging experts’ dialogues involving Europeans and Asians, codirected by the Penn project’s principal investigator, and will serve as the hub for these interrelated activities.

University of Texas at Austin, Austin, TX

For support of the Asia Policy Program and China Policy Bootcamp. 36 months, \$475,000

As focus on China intensifies in U.S. national security and foreign policy communities, more policymakers and researchers are asked to analyze and craft U.S. policy toward China without the benefit of years of specialized language training or immersive field experience. The China security policy bootcamp and the Asia Policy Program (APP) at the University of Texas at Austin (UT Austin) provide policy-relevant programming on Asia and China to help develop a cohort of China-literate professionals. Renewed Corporation support will fund the APP as a hub to connect UT Austin students and academics with cutting-edge research on China and East Asia as well as two versions of the China policy bootcamp for national- and state-level policymakers in Washington and Austin.

U.S. Sciences Po Foundation, New York, NY

For one-time funding for a project on nuclear alliance management as part of a Request for Proposals (RFP) on “Understanding the Politics of Nuclear Weapons.”
24 months, \$441,000

Efforts within the United States to reduce reliance on nuclear weapons are often countered with the argument that such changes would reduce for allies the credibility of the U.S. promise to defend them, if necessary, with nuclear weapons. Yet the domestic politics within some of these allied states suggests a wider range of opinion on nuclear issues. This project will explore the diversity of views on nuclear policy in Norway, France, the United Kingdom, and Germany through extensive interviews with policy officials. The project findings will shed light on the intricacies of ally preferences on nuclear issues and help better inform U.S. policymakers about the range and strength of ally preferences.

Vanderbilt University, Nashville, TN

For support of international politics coverage at the *Monkey Cage*. 24 months, \$300,000

Although academics have deep insights into international events and issues, they often find it hard to share their expertise with a broader audience. Conventional venues for academic publishing are largely inaccessible to this audience. Over the last 15 years, the *Monkey Cage* (TMC) has become a crucial intermediary between international affairs scholars and the broader public, helping to create a more publicly focused political science discipline and making America’s political conversation more informed by sound research. With the *Washington Post* as its platform to bridge the worlds of scholarly and public debate, TMC edits the work of scholars to make it readable and comprehensible to non-specialists. Continued corporation support will allow TMC to strengthen its coverage of international politics in two ways. First, it will help provide full-time editorial support to scholars with knowledge of international relations, national security, foreign policy, and the politics of various regions of the world. Second, it will enable TMC to establish new channels of communication to disseminate and promote its international politics coverage, as well as measure the impact of that communication with policy-relevant audiences.

Washington University in St. Louis, Saint Louis, MO

As one-time funding for a project on the role of populism in democracies as part of a Request for Proposals (RFP) on “Reimagining Multilateralism and U.S. Foreign Policy.”
24 months, \$330,000

The project presents an innovative and rigorous approach toward understanding and responding to populist rhetoric on social media. It builds on work that started in September 2020 with the collection and analysis of data from 87 democracies. By extending their existing research on elite communications on social media, the project intends to create a comprehensive dataset, analyze the data, and conduct surveys to shed light on the prevalence and consequences of populist rhetoric. The goal is to contribute to the development of effective strategies to combat democratic erosion and strengthen democratic institutions worldwide.

WGBH Educational Foundation, Boston, MA

As a one-time only grant for a project on educational materials related to nuclear security issues. 24 months, \$448,000

Although nuclear weapons are increasingly prominent in the news, there are few educational resources to encourage and help students engage with nuclear security issues. GBH, one of the most well-known public television content providers will create educational materials for students in grades 6–12, including video resources, interactive lessons, and materials to support both teachers and students. The goal is to help students interpret nuclear policy through the lens of the history of nuclear weapons, disarmament, and nonproliferation efforts. Students will also develop the knowledge base and argumentation skills to effectively engage in informed civic discourse and to feel empowered to take action on nuclear policy, whatever their position may be. The project includes a student engagement initiative through which students can demonstrate their understanding of the issues and, in the process, encourage interest in these educational materials.

Woodrow Wilson International Center for Scholars, Washington, DC

For strengthening and mainstreaming U.S. expertise and knowledge about Russia. 24 months, \$1,000,000

The Kennan Institute of the Woodrow Wilson International Center for Scholars is a premier institution dedicated to the study of Russia and Eurasia. The Institute trains experts on Russia and the region to communicate better with policy and general audiences and provides a nonpartisan space to present and debate ideas. It also administers an active program of public lectures and conferences and disseminates the results of its activities through a variety of publications, reports, and books. Over the next two years, the institute will continue its work to help improve U.S. understanding of Russia's domestic, regional, and global policies, while maintaining channels of social and academic dialogue between our societies.

Woodrow Wilson International Center for Scholars, Washington, DC

For the Foreign Policy Fellowship Program to educate congressional staffers. 24 months, \$650,000

Congress plays a key role in shaping foreign and national security policy, but the demands on the time of both members and their staff leave limited opportunities to focus deeply on complex or long-term challenges. The Foreign Policy Fellowship Program (FPFP) of the Woodrow Wilson International Center for Scholars offers the opportunity to improve staffers' knowledge of foreign policy issues, strengthen their capabilities, and build strong working relationships on Capitol Hill. The FPFP brings together professional committee staff and legislative staff from Republican and Democratic offices from both congressional chambers for a seminar series on critical peace and security challenges. It also offers masterclasses for senior aides and organizes learning visits to different countries for alumni.

PEACEBUILDING IN AFRICA

American University, Washington, DC

For postdoctoral fellows at American University and Life and Peace Institute. 36 months, \$350,000

Peacebuilding is a complex process that requires regular evidence generation to adapt to rapidly changing contexts and ensure relevance. However, the integration of evidence faces several barriers, including a lack of incentives for academics, limited capacity among policymakers and practitioners, and a disconnect between academia and practice. This project aims to overcome these barriers through a research-policy-practice partnership between American University's (AU) Research on International Policy Implementation Lab (RIPIL) and the Life & Peace Institute (LPI) focused on peacebuilding challenges in Africa. AU and LPI will develop a joint postdoctoral program that identifies innovative research questions important to peacebuilding stakeholders, involves policymakers and practitioners throughout the research process, and engages them with research findings.

King's College London, London, UK

For core support to the African Leadership Centre. 24 months, \$1,850,000

Building on previous Corporation-funded work, the African Leadership Centre (ALC), which coexists at King's College London (King's) and in Nairobi as an independent center, will continue supporting African-led peacebuilding research and training on the continent. Among its key programs, ALC offers a master's degree and a joint PhD program at King's and the University of Pretoria. In 2017, it launched a research agenda on critical topics at the nexus of peacebuilding and leadership, emphasizing links between theory and practice. Research teams convene senior and emerging scholars and practitioners across disciplines. ALC's growing alumni network connects African universities and policy bodies to conduct high-quality field research and share results with relevant policymakers. Renewed Corporation support would advance these practical and field-building efforts.

Social Science Research Council, Brooklyn, NY

For support of the African Peacebuilding Network and Next Generation Social Sciences in Africa Program. 24 months, \$4,200,000

Despite the varied and complex nature of local conflict dynamics, international organizations and global powers continue to play an inordinately large role in these processes. This has long been the case in Africa, where a new “Great Game” among external forces is complicating already daunting challenges. Understanding the crucial importance of African expertise and leadership for peacebuilding on the continent, the Social Science Research Council continues to advance a pipeline of African scholars producing rigorous and relevant research on conflict-affected countries and neighboring region and disseminating these insights to policy and academic networks in the region and globally through the African Peacebuilding Network (APN) and the Next Generation Social Scientists (Next Gen) projects.

DISCRETIONARY GRANTS

American Academy of Diplomacy, Washington, DC

For core support to the *American Diplomat* podcast. 24 months, \$100,000

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

For a project on legal approaches to proxy warfare in Southwest Asia and North Africa. 24 months, \$200,000

American Mandarin Society, Alexandria, VA

For general support. 12 months, \$200,000

Associated Press, New York, NY

As a one-time only grant for reporting on nuclear security issues. 24 months, \$200,000

Atomic Reporters, Gumpoldskirchen, Austria

For a project to enhance reporting on nuclear security issues. 12 months, \$150,000

Black China Caucus, Washington, DC

For general support. 12 months, \$40,000

Carnegie Endowment for International Peace, Washington, DC

For support of a project on United States–Iran relations. 24 months, \$200,000

Center for a New American Security,
Washington, DC

For Track II dialogues among nuclear weapon possessor states on artificial intelligence and international security. 18 months, \$100,000

Center for International Policy, Washington, DC

For core support to Forum on the Arms Trade. 24 months, \$200,000

Chicago Council on Global Affairs, Chicago, IL

For regional dialogue on critical mineral supply chain issues. 24 months, \$200,000

CNA Corporation, Arlington, VA

For research, analyses, and publications on Russia's war on Ukraine. 12 months, \$200,000

Dartmouth College, Hanover, NH

For a project to provide training in the analysis of strategic forces. 10 months, \$150,000

European Leadership Network, London, UK

For applying international insights to the Russia-Ukraine War. 12 months, \$40,000

Institute for Nonprofit News, Beverly Hills, CA

For core support to PassBlue, a digital publication that covers the United Nations. 24 months, \$200,000

International School on Disarmament and Research on Conflicts (ISODARCO), Rome, Italy

For two advanced international courses on new technologies and strategic stability. 24 months, \$150,000

Maureen and Mike Mansfield Foundation, Washington, DC

For support of a forum on Indo-Pacific peace and security cooperation. 24 months, \$200,000

New America Foundation, Washington, DC

For the China Intelligence Project. 12 months, \$200,000

Nonproliferation Policy Education Center, Arlington, VA

For a project educating congressional staff on nuclear weapons-relevant issues. 24 months, \$200,000

Paris Peace Forum, Paris, France

For core support for the annual Paris Peace Forum. 12 months, \$100,000

President and Fellows of Harvard College, Cambridge, MA

For Scholars without Borders. 12 months, \$200,000

Pugwash Conferences on Science and World Affairs, Rome, Italy

For dialogues on reducing nuclear risks. 9 months, \$200,000

Quincy Institute, Washington, DC

For the Non-Resident Fellows Program. 24 months, \$200,000

Security Council Report, New York, NY

For general support. 24 months, \$200,000

University of Southern California, Los Angeles, CA

For a final grant for a project to connect national security policymakers with academia. 24 months, \$150,000

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

For the Robin Copeland Memorial Fellowship to support women in nonproliferation. 24 months, \$200,000

U.S. Heartland China Association, Jefferson City, MO

For general support. 24 months, \$100,000

WCAPS, Woodbridge, VA

For a final grant for core support of Organizations in Solidarity. 24 months, \$200,000

WNET, New York, NY

For support of the national television program, GZERO World with Ian Bremmer. 12 months, \$200,000

National Program

EDUCATION

4.0 Schools, New Orleans, LA

For support of Fund IV. 24 months, \$1,250,000

The education sector has not adequately invested in the leadership necessary to drive innovation, particularly among community-based entrepreneurs who are deeply connected to the challenges they seek to solve. Founded in 2010 to address this gap, 4.0 builds the capacity of entrepreneurs to develop early-stage education ventures that provide student-centered learning experiences and meet the needs of their communities. Corporation support will enable 4.0 to support 240 entrepreneurs as they develop new ventures, refine the fellowship model, expand programming for aspiring education funders, and provide leadership development for alumni. 4.0 creates positive impact in the sector both by cultivating a strong talent pipeline and supporting the development of each new venture. They have worked with more than 1,600 entrepreneurs to create hundreds of ventures that collectively reach more than 9,000,000 students across the country. A recent external evaluation revealed that the majority of 4.0 entrepreneurs are considered leaders in the education sector and report that 4.0 was instrumental in their development as leaders. 4.0 ventures have a range of focus areas, such as literacy, college access, and socio-emotional learning, and have demonstrated success in improving student experiences and outcomes.

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

For core support of the Center for Whole-Child Education. 36 months, \$1,050,000

A central element of transforming the student experience is to integrate social and emotional development into academic learning. However, few education schools prepare educators to facilitate high-quality socio-emotional learning (SEL), and teachers rarely receive the professional development they need to address the challenges their students face. Turnaround for Children (Turnaround) was established in the wake of 9/11 to address the impact of adversity on learning by empowering educators with the knowledge, tools, and resources needed to support students' social, emotional, and academic development. Turnaround has worked with more than 3,000 schools and systems over its 20-year history, directly supporting 50,000 educators and leaders, and established itself as an authoritative voice on the relationship between SEL and academic success. Effective July 2023 – in order to maximize impact as it enters its third decade – Turnaround has joined the Mary Lou Fulton Teachers College at Arizona State University as the Center for Whole-Child Education. Core support will enable the launch and development of the center, which will conduct action-focused research, promote practice change in schools, drive innovation in educator preparation, and catalyze change in educational measurement and policy.

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

For core support of the Center on Reinventing Public Education. 36 months, \$900,000

The pandemic inspired unprecedented innovation in public education, spurring shifts that have the potential to produce lasting change. Realizing this potential will require us to overcome the inertia inherent in our system and the myriad

policy, financial, and leadership challenges facing would-be innovators. The Center on Reinventing Public Education (CRPE) at the Mary Lou Fulton Teachers College at Arizona State University (ASU) is uniquely positioned to address this challenge. For three decades, CRPE has served as thought leader, researcher, and convener at the forefront of school system redesign. The effectiveness of this approach is evidenced by CRPE's leadership role throughout the pandemic, during which the organization has served as a trusted source of information, aggregator of innovations, and leading convener. This renewal grant will support CRPE to act on an ambitious research agenda that is designed to provide transformative evidence and ideas to inform recovery and renewal as American schools emerge from the pandemic.

Aspen Institute, Inc., Washington, DC

For rebuilding the Public Education Coalition for Opportunity. 12 months, \$300,000

The Aspen Institute Education & Society Program (Aspen Education) advances equity for students of color and students from low-income families by inspiring, informing, and influencing education leaders across policy and practice. They provide off-the-record venues for authentic learning and honest dialogue among education leaders and produce a range of resources and tools. To build a deeper bench of education leaders who see value in engaging across lines of difference, they will facilitate a second cohort of politically conservative education policymakers in exploring race and racism in education. The goals are to support these leaders in clarifying their own leadership stance on these issues and to make them more confident participants in discussions focused on addressing issues of race and racism in education. Through this deep engagement with politically conservative education leaders, the Education & Society Program is better able to convene across lines of difference in service of a rich vision for public education.

Association of College and University Educators, New York, NY

For project support of the Fostering a Culture of Belonging course, to certify up to 1,000 postsecondary faculty and staff nationwide. 24 months, \$300,000

The Association of College and University Educators' (ACUE) mission is "student success and equity through quality instruction." Founded in 2014 with higher education leaders and partnering institutions, ACUE awards the only nationally recognized credential in effective college instruction

endorsed by the American Council on Education (ACE). ACUE's effective teaching certifications, held by over 25,000 professors and staff nationwide at hundreds of institutions, are widely recognized as the marker of excellence in college instruction. ACUE's two-dozen-plus longitudinal and peer-accepted research studies show closed achievement and equity gaps among students taught by ACUE-certified faculty. Continued Corporation support will allow ACUE to certify up to 1,000 postsecondary faculty and staff nationwide in its signature DEI microcredential, "Fostering a Culture of Belonging" (FCB), benefiting 125,000 postsecondary students annually, given typical teaching loads.

Aurora Institute, Arlington, VA

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

Today's students require learning experiences that are personalized, mastery-based, and student-centered to prepare them to thrive in a dynamic future, and competency-based education offers a promising pathway to achieve this vision. The Aurora Institute (Aurora) was founded over 20 years ago to advance the field toward competency-based education and has evolved to become one of the leading organizations in education building demand for transformational change in K-12 systems, promoting best practices from across the globe, and tackling policy barriers. Continued Corporation support will enable Aurora to drive change at all levels of the system through four core strands of work: policy analysis, knowledge diffusion, action research on competency-based education, and convening. Aurora has directly supported 41 states, 800 schools and organizations, 180 districts, and built a network of 25,000 education professionals; overall, this work has impacted more than 14,000,000 students. Aurora's policy work has informed significant advances in federal and state policy toward competency-based systems.

Braven, Chicago, IL

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

The mission of Braven is to empower promising, under-represented young people — first-generation college students, students from low-income backgrounds, and students of color — with the skills, confidence, experiences, and networks necessary to transition from college to strong first jobs, which lead to meaningful careers and lives of impact. Braven has served over 6,100 college students; over 2,500 fellows are now in the professional workforce. With Corporation support, Braven-NYC successfully launched

at Lehman College-CUNY in January 2020, with over 815 fellows enrolling in and completing their Accelerator course, building on the proven model it has been refining at three other universities since Braven's first campus partnership in 2014. Continued Corporation support will allow Braven to further expand in NYC through its partnerships with CUNY.

Cambiar Education, San Diego, CA

For core support of the LearnerStudio. 12 months, \$500,000

There is no shortage of education innovations nor of appetite on the part of communities for improvement, however systemic transformation remains elusive. For the last two years, the Corporation has engaged a group of funders in a dialogue about the need and complexity of change required to respond to the educational toll of the COVID-19 pandemic. As part of that inquiry, prior support enabled social entrepreneur Kim Smith, housed at Cambiar Education (Cambiar), to conduct an analysis of the landscape of innovation in the education sector and the implications for the future of learning as the system emerges from the pandemic. This analysis spurred the development of a new initiative, the LearnerStudio, to support the sector's movement toward a learner-centered, whole child system. With seed funding from the Corporation, Cambiar will launch the LearnerStudio to create greater connectivity across the education ecosystem, organize stakeholders around light-house initiatives, and establish the knowledge infrastructure needed to galvanize shared vision and action toward a future learning system.

Cambiar Education, San Diego, CA

For project support of the Thrive initiative to provide families with meaningful student data. 12 months, \$400,000

This is the first grant to Cambiar, a nonprofit focused on student equity, to implement Thrive, a multiyear initiative cofunded by the Walton Family, Bill & Melinda Gates, and Overdeck Family foundations. The problem the Thrive initiative aims to solve is that although evidence has shown that student data is available for families, it is not always user-friendly or equally accessible for low-income and marginalized families. Thrive will award grants to education organizations and conduct action research about how to provide parents with information in ways that are culturally responsive and effective. Specifically, Thrive will (a) provide sub-grants to 20 organizations producing solutions and methodologies to support parents with data about their

children learning, and (b) conduct a research report analyzing families' demographics and how they use this data.

Camelback Ventures, New Orleans, LA

For general support. 15 months, \$300,000

Camelback Ventures (Camelback) leads programs that identify, develop, and promote early-stage entrepreneurs, working to distribute more investment dollars and cultivate the untapped talent of founders of color and women. By broadening the pool of people and ideas, Camelback seeks to create an innovation ecosystem that multiplies our collective ability to improve the education system. Through this general support grant, Camelback will advance its work in two core areas: (1) Camelback Fellowship, an accelerator that identifies, develops, and promotes entrepreneurs and their organizations; and (2) Capital Collaborative: A cohort-based program to make funding fairer by increasing the amount invested with BIPOC-led organizations so that they have the resources needed to realize their impact. To ensure continuous improvement with the organization, Camelback will also (1) improve their technology infrastructure support hybrid learning and (2) hire critical staff to advance long-term sustainability efforts.

Carnegie Foundation for the Advancement of Teaching, Stanford, CA

For support of the Advancing Social and Economic Opportunity through Education Initiative. 24 months, \$1,500,000

The Carnegie Foundation for the Advancement of Teaching (CFAT) is driven by its mission to catalyze change in education so that every student has the opportunity to live a healthy, dignified, and fulfilling life. With a planning grant in 2022 from the Corporation, CFAT developed a strategy to advance educational and economic opportunity at national scale through four intersecting aims that they will advance over the next decade. With continued support from the Corporation, CFAT will focus on two of these areas: (1) Creating a bridge between time- and credit-based models of attainment to outcomes-based models of learning that accelerate success in school, career, and life; and (2) Fully leveraging networked improvement science in support of CFAT's strategic priorities to make improvement methods, routines, and tools accessible at broad scale.

**Center for Effective Philanthropy, Inc.,
Cambridge, MA**

For core support of YouthTruth. 12 months, \$325,000

Too often, the voices of students — those at the very center of our education system — are missing from the conversation about improving education outcomes and experiences. YouthTruth, a national survey project operated by the Center for Effective Philanthropy harnesses student and stakeholder feedback to help school leaders and education funders make better decisions that lead to better outcomes for students. Since its founding in 2009, YouthTruth has surveyed over 2.2 million students and 464,000 family and staff members across 39 states. With continued support from the Corporation, YouthTruth will continue to target growth for equity and efficiency, deepen effectiveness through advisory services, and broaden influence through credible thought leadership. These efforts will deepen their engagement with schools and districts in order to amplify the voices of students, family, and staff members.

CityBridge Education, Washington, DC

For incubating new learning models, leading citywide initiatives, and building the conditions needed to sustain innovation in Washington, D.C. 24 months, \$900,000

Traditional school models were designed to achieve a different set of goals than those to which we aspire today. Today's students require learning experiences that are personalized, mastery-based, and student-driven, and that prepare them to succeed in college and career. CityBridge Education (CityBridge) is a regional portfolio organization that has a long track record of incubating innovative new models in Washington, D.C. With prior Corporation support, CityBridge has incubated a portfolio that now includes 14 schools, and cultivated a diverse talent pipeline of school, community, and system leaders. In recent years, CityBridge has expanded its work to include education ventures beyond school walls, including CityWorks DC, which builds strong pathways for youth into high-wage, high-demand careers, and to lead large-scale initiatives such as CityTutor, which provides citywide access to high-impact tutoring for 10,000 students who experienced COVID-related disruption to their learning. With continued Corporation support, CityBridge will support a cohort of innovators developing new models, lead citywide initiatives to address widespread challenges, and engage stakeholders to build support for improvement and innovation.

Civic News Company, New York, NY

For core support of Chalkbeat. 15 months, \$500,000

Efforts to improve educational equity are threatened by a weakening civic infrastructure — the policies, laws, and organizations that enable informed participation in public policy. One element of civic infrastructure that has been overlooked in recent investments — undercut by market forces — is a strong local press. The resulting lack of information has prevented parents, students, and educators from participating meaningfully in educational change efforts, which were especially apparent during the last few years through the pandemic. Chalkbeat, a nonprofit news organization, works to address this problem by providing unbiased, quality information at a time when education news has never been more vital. With renewed support from the Corporation, Chalkbeat proposes to elevate the voices of parents, students, and educators in eight local markets and nationally; to undertake reporting that drives an informed civic debate about educational equity; to reach a deeper and wider national audience to grow their impact; and to make Chalkbeat's work sustainable for the long term.

Collective Change Lab, Lincoln, MA

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

Collective Change Lab (CCL) was founded based on the belief that no single individual, intervention, or organization can scale change alone; and that achieving population-level impact requires a focus on both the cultural dimensions (e.g., attention to power, relationships, and mental models) of systems transformation as well as the structural (policy, practice, resource flow). From this foundation, CCL aims to catalyze, along with other contributors, a collective shift in how we address social challenges so that the approaches taken balance cultural change with structural change, to produce systemic change. Continued support will allow CCL to further its work to elevate concrete examples of transformational change and develop the capacity of practitioners to operate in ways that produce more equitable outcomes for those they serve.

College Advising Corps, Raleigh, NC

For general support. 18 months, \$300,000

College Advising Corps (CAC) works to increase the number of low-income, first-generation, and underrepresented students entering and completing higher education. In partnership with 35 colleges and universities throughout the country, CAC matches advisers from a corps of recent college graduates with underresourced high schools to help students find and pursue their best post-secondary education path. CAC “near-peer” advisers are embedded in low-income, underserved high schools for a two-year service engagement as full-time college advisers that serve all students. Between 2018 and 2020, Corporation support allowed CAC to serve over half a million students with a growing pool of over 800 advisers. Continued Corporation support will allow CAC to continue supporting capacity building as they strengthen their core advisement work.

Columbia University, New York, NY

For project support for the Center for Public Research and Leadership’s management of the national Family Engagement Call to Action and Community of Practice. 15 months, \$415,000

The Columbia University Center for Public Research and Leadership (CPRL) will continue to work with Carnegie Corporation of New York’s Public Understanding Portfolio to support a cohort of grantees that partner with schools and school districts on strategies to promote family engagement to advance greater student learning and achievement. In Phase I of the project, which began in Fall 2021, CPRL supported the Public Understanding Portfolio in developing and implementing the cohort design, grantee outreach and selection process, and cohort initiation process, selecting 10 grantees out of over 300 that expressed interest. In Phase II of this partnership, CPRL turned to the capacity-building goals of the initiative, both for the cohort of grantees and for the field. With this renewal grant culminating in Phase III of this partnership, CPRL will further act on the capacity-building goals of the initiative, extending its supports to grantees and enacting and concluding its action research to identify, share, and spread individual and collective learning. Ultimately, this initiative aims to help districts realize the promise of family engagement as a means to improve student learning, helping school systems move beyond one-way communication to participatory family involvement built on relational trust.

Columbia University, New York, NY

For project support for the Center for Public Research and Leadership to develop a practitioner toolkit based on the Concerns-Based Adoption Model to support curriculum implementation efforts. 9 months, \$400,000

Districts and school systems across the country are turning to high-quality instructional materials to improve educational outcomes. However, teachers still need support in implementing these materials to improve student outcomes. The Center for Public Research and Leadership (CPRL) at Columbia University conducts high-impact research and development projects with state agencies and school districts, while also developing resources to expand access to high-quality education for all students. Through this renewal grant, CPRL will field test and finalize the Curriculum Implementation Change Framework, a toolkit for practitioners to address change management during curriculum implementation. This will build the capacity of district and school leaders and inform professional learning interventions.

Common Sense Media, San Francisco, CA

For general support. 12 months, \$675,000

Ensuring children’s academic success and well-being through high-quality digital resources and support is essential for families, students, and educators. Common Sense Media, the leading organization in the United States dedicated to building a digital world where children can learn and thrive, is uniquely positioned to help families navigate a rising tide of digital-age parenting challenges while seizing opportunities that technology presents to help students learn at home. Through this grant, Common Sense Media will (a) conduct research to raise public awareness, drive a national conversation, and provide crucial data about the needs of all families related to media and technology; (b) ensure families have access to the high-quality content, guidance, and tools they need to support their kids’ learning at home and use of technology in safe, responsible ways; and (c) provide educators, schools, and districts with robust digital citizenship content, professional development training, and family engagement resources that strengthen the home-school connection and lead to better academic and emotional well-being outcomes for students.

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

For a project to support K–12 science education in the Instructional Materials and Professional Development Network. 15 months, \$450,000

While district and school systems are charged with the selection, adoption, and implementation of instructional materials, states can still have an influence on these processes through policies and guidance. This work is further along in English language arts and math curricula, but support is still needed for science. The Instructional Materials and Professional Development Network at the Council of Chief State School Officers supports 13 states in developing these policies that support districts to equip teachers with high-quality instructional materials and aligned professional learning. Through this renewal grant, the network will continue to support their participating states in developing a statewide vision for strong science instruction, demand for high-quality science instructional materials, and incentivize districts in adoption efforts.

Editorial Projects in Education, Inc., Bethesda, MD

For general support. 15 months, \$300,000

Education is evolving every day and innovation within America’s schools is happening faster than ever before. To help the field address these changes, it is essential to provide accurate and accessible reporting to policymakers, practitioners, and stakeholders. Since the nonprofit Editorial Projects in Education launched *EdWeek* in 1981, their experienced team of reporters and researchers has brought independent journalism to bear on issues that matter most in education. Today, the field’s leaders and stakeholders rely on *EdWeek* as an essential source for the news, information, and analysis that can drive critical changes in policy and practice. Considered the nation’s “must read” news source in elementary and secondary education, *EdWeek* explores both the struggles and successes, the local nuances and national issues, and the day-to-day events and big-picture perspectives that impact the field. With continued support from the Corporation, *EdWeek* will carry on delivering vital coverage to the field through their regular beat reporting, video, and visual journalism, and other activities.

EdNavigator, New Orleans, LA

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

Getting students back on track after the pandemic will require families to understand how their children are currently performing in school. EdNavigator, a nonprofit organization founded in 2015 with support from the Corporation, provides high-quality education support to families from underresourced and marginalized communities. Through this renewal grant, EdNavigator will (a) launch a free online parent guide available in Spanish and English, providing families nationwide with the same information and resources that navigators use every day; (b) refine and improve navigation support; and (c) incorporate lessons learned from on-the-ground navigation into well-designed research projects, emphasizing how communication and incentives can lead to positive outcomes at relatively low costs.

EdReports.org, Durham, NC

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

Given the successful adoption of new science standards across the country, most students attend schools that aim to teach science in ways that reflect the innovations and vision of the Framework for K–12 Science Education and the Next Generation Science Standards (NGSS). Standards-aligned instructional materials provide the best opportunity to move the implementation of the framework and NGSS forward. Yet the complex nature of all curricular innovations has resulted in confusion in the field of what is high-quality. This creates a need for an arbiter to carry out an independent third-part evaluation to help discern between high-quality NGSS instructional materials and those not in alignment with the NGSS. EdReports is a national leader providing evidence-rich reviews of full-course curricula. The independent nonprofit publishes freely available, educator-led reviews of materials claiming alignment to college- and career-ready standards. Through this grant, EdReports will increase the demand for and availability of high-quality instructional materials and expand into their reviews in K–12 science education.

EdTech Evidence Exchange, Arlington, VA

For core support of InnovateEDU. 15 months, \$350,000

Despite the promise of education technology (edtech) supporting the achievement of students, edtech has yet to improve student outcomes at scale. The central reason for this is the ineffective selection and use of edtech, which is due to the limited information that decision-makers have access to regarding the technology's evidence and efficacy. The EdTech Evidence Exchange (the Exchange), previously known as the Jefferson Education Exchange, was launched in 2018 to help teachers and education leaders make evidence-based decisions about education technology. With previous support from the Corporation, the Exchange conducted research on the implementation variables most likely to affect the success of edtech initiatives. With continued support, the Exchange will iteratively improve the platform that crowdsources implementation and impact data directly from teachers, develop a technology inventory, recruit new partners, and continue to generate nonbiased evidence of edtech implementation.

EducationCounsel, Washington, DC

For continued work to advance a learning systems approach in education. 12 months, \$500,000

Our present education system is challenged by developing and maintaining the infrastructure necessary so that all students have the opportunities and support to master the array of knowledge and skills necessary for college, career, and citizenship. While we have experienced periodic breakthrough success, for a variety of reasons, we have not been able to bring these to scale. A learning system approach, however, can help to facilitate efforts to set explicit equity goals and then engage in evidence-based, data-informed, and continuously improving actions to achieve them, and ultimately improve outcomes for all students. With prior support from the Corporation, EducationCounsel (EC) has launched a learning systems leadership network, strengthened the R&D infrastructure with a focus on data infrastructure, and promoted a strategy to shift the U.S. Department of Education toward implementation of a learning systems approach across its multiple activities. Additional support from the Corporation will allow EducationCounsel to continue advancing work in each of these three core strands in service of our shared learning systems vision.

Education Design Lab, Washington, DC

For core support of the Community College Growth Engine. 18 months, \$250,000

Education Design Lab (the Lab) is a nonprofit that designs, tests and implements unique post-secondary education models and credentials that address the rapidly changing economy and emerging technology opportunities. By working across disciplines and sectors, the Lab demonstrates where technology, rigor, and design can improve opportunities for historically underserved learners. In March 2020, the Lab launched the Community College Growth Engine (CCGE) to support community college leadership in delivering skills-focused, market-driven education as regions struggle to mitigate an already growing skills gap further exacerbated by the COVID-19 pandemic. Continued Corporation support will allow the Lab to focus on expanding CCGE to more colleges in the States.

Education Leaders of Color, Washington, DC

For general support. 18 months, \$400,000

Education Leaders of Color (EdLoC) is a membership organization that supports values-aligned leaders of color in being agents of change in the lives of children, families, and communities they serve. Rooted in the research that proximate leaders positively impact the outcomes of the stakeholders they serve, EdLoC provides programming that supports the leadership development and cross-sector collaboration of its members, as well as advocates for policies on the local and state level in furtherance of the mission of EdLoC and its members. With Corporation support, EdLoC will evolve the membership network to increase racial and sector diversity and spark cross-sector collaborations designed to reduce the wealth gap, and focus on advancing mission-aligned federal policies and supporting the policy agenda of network members.

Education Resource Strategies Inc., Watertown, MA

For general support. 36 months, \$1,500,000

Today's students require learning experiences that are personalized, mastery-based, and student-centered to prepare them to thrive in a dynamic future. Expanding access to these kinds of learning experiences requires building the local capacity and conditions necessary to scale and sustain

them. Education Resource Strategies (ERS) is a national nonprofit working to transform how schools and systems utilize resources — people, time, and money — so that they can reliably and equitably deliver high-quality learning experiences to all students. Over the last two decades, ERS has directly supported leaders of over 100 school systems. In addition to deep engagements with districts and states, ERS has produced more than 300 publications and tools over the last five years, attracting 100,000 annual visitors to their website. Corporation support enabled ERS to help districts strategically allocate Elementary and Secondary School Emergency Relief (ESSER) funding to support pandemic recovery, including facilitating a strategy network with more than 20 districts and developing a set of tools to guide ESSER spending. General support from the Corporation will enable ERS to deepen their impact by expanding three organizational focus areas: leadership development, state-level practice, and tool and resource development.

Educators for Excellence, New York, NY

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

We know from abundant research that teacher quality is among the most important in-school factors in student achievement and that by raising the quality and prestige of the teaching profession, we will improve student outcomes. Given the pivotal role that teachers will play in how students recover from the disruption due to the pandemic academically, as well as socio-emotionally, it is imperative that we listen to and amplify these voices from the front line — the voices students hear each day, the voices on the phone to families, and the voices speaking up for students' needs within their school. Educators for Excellence (E4E), founded by public school teachers in 2010, is a growing movement of more than 34,000 educators united around a commitment to improving student learning and elevating the teaching profession. With a final grant of \$500,000 from the Corporation, E4E teachers will work to meet this extraordinary moment and to ensure lasting change for students and communities who deserve equitable public-school systems. They will elevate teachers' voices on recovery priorities across the field and within our chapter locations, building teacher power to change both policy and the public narrative, with a particular focus on how we can reimagine the teaching profession with teachers, and specifically through the collective power of teachers' unions.

EL Education, Inc., New York, NY

For general support. 18 months, \$1,000,000

There remain long-standing inequities in the education system, and while some schools seek to disrupt these inequities, entire school systems must be transformed to challenge, engage, and empower all students and foster belonging, agency, and a purpose in learning. Research shows that to rectify inequities and establish this transformative approach to learning, high-quality, culturally affirming instructional materials and curriculum-based professional learning are critical in shifting the mindsets of teachers and district leaders. EL Education offers both a newly revised K–8 English language arts program and curriculum-based professional learning to schools and districts. Through this general support grant and informed by their four-year strategic plan, EL Education will continue to provide educators and districts with their transformative programming.

Family Engagement Lab, San Francisco, CA

For general support. 12 months, \$400,000

Family Engagement Lab (FEL), a nonprofit organization created in 2016, provides parents with information to support learning at home. Their home-to-school connection tool, FASTalk, is a cost-effective tool for teachers that sends curriculum-aligned learning activities to families by text message in their home language. Through this renewal grant, FEL will invest in market research, sales, and partnerships. They will grow FASTalk's reach in underserved communities, complete the design of new FASTalk functionality, cultivate new funder relationships, and implement product improvements that reduce FASTalk-related costs. Finally, they will assess the viability of distributing FASTalk via a curriculum partner.

Fund for the City of New York, Inc., New York, NY

For core support of the Student Success Network.
36 months, \$450,000

One route to transforming the student experience is to build the capacity of schools and programs to integrate social emotional development into academic learning. Student Success Network (SSN) was founded in 2013 by leaders of community-based organizations in New York City, who organized around an expanded vision of socio-emotional development and academic learning as requisite to

long-term success. The creation of SSN established a forum for their organizations to learn together, scale solutions, and use data to drive improvement. This proved successful in building practitioner capacity and creating greater coherence across the local ecosystem. Continued Corporation support will enable SSN to strengthen partnerships between members and city agencies in service of a more coordinated youth-serving sector, leverage practitioner and youth expertise to create solutions to barriers to equitable student outcomes, and increase the footprint of the network. SSN's network has grown to 80 member organizations serving more than 400,000 low-income youth, and has expanded its focus and expertise to include elevating youth voice and leadership. In a recent survey, the vast majority of members reported increased access to resources that they would not otherwise have access to, stronger professional connections, and improved capacity to model the socio-emotional learning skills they aim to foster in youth.

Get Schooled Foundation, Seattle, WA

For general support. 18 months, \$250,000

The mission of Get Schooled is to build better pathways to postsecondary success and public understanding for youth experiencing firsthand the systemic and interlocking barriers to attaining a postsecondary degree. They provide free college and career guidance to young people nationwide, leveraging digital program delivery's power to scale services. Past Corporation support allowed Get Schooled to launch the #WeBelongInCollege campaign. It was most impactful among BIPOC, first-generation, and immigrant youth, and received over 600 powerful stories from students sharing how they've persevered in college despite their many challenges. Continued Corporation support will allow Get Schooled to grow and implement its programming and expand its reach to students most needing these services.

Global Impact, Alexandria, VA

For core support of Learning Heroes. 15 months, \$350,000

American school systems were not designed to promote home-school partnerships: families are sometimes viewed as spectators to the work of schools; their expertise and cultural capital are ignored; and engagement efforts assume an assimilation function, where families are viewed as the ones who need to change, not schools. Learning Heroes, an organization founded as a project of the New Venture Fund in 2014, supports parents as their child's most effective education advocate. With Corporation support, Learning

Heroes plans to work directly with districts and states to drive impact by building the capacity of educators to engage families more effectively. Specifically, they will develop the capacity of teachers and leaders to create and put into practice family engagement strategies that impact student learning and strengthen the capacity of their team around their expanded capacity-building and technical assistance workstreams.

GreatSchools, Oakland, CA

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

GreatSchools' trusted ratings and school information help parents find the right school for their families and improve the schools in their communities. Through this renewal grant, GreatSchools plans to engage parents from historically marginalized backgrounds and low-income families to give them information that helps them take actions for their child that will help inform systemic change. This year they will focus on increasing the audience of users who come from low-income communities and gaining a deeper understanding of their needs — what they value for their children, how they make decisions about schools, what decisions they make, and how to better support their decision-making with new information and improved user engagement. GreatSchools also plans to build a cycle of learning that not only informs the GreatSchools website but also offers education researchers and the broader field much-needed insights about parents.

Growth Philanthropy Network, New York, NY

For general support. 18 months, \$300,000

Systems failures require systems solutions. However, the social sector and society at large lack the capacity to effectively develop and pursue systems change approaches. Growth Philanthropy Network intends to address that lack of capacity through a multisector forum devoted to equitable systems change and racial equity, that serves as a vehicle to build collective capacity to pursue systemic change. This grant will support the Growth Philanthropy Network's efforts to align the philanthropic sector on indicators of systems change and advance efforts to collaboratively fund systemic transformation.

ImmSchools, Dallas, TX

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

The five million students who are undocumented or live in a household with at least one undocumented parent face challenges in schools due to poverty, language barriers, and unfamiliarity with the education system. With educators lacking understanding of how to support them, students experience stress, which negatively impacts their school performance. This grant will be the Corporation's first to ImmSchools, an organization founded in 2018 that fills a critical gap in the field by providing resources and professional development to school districts, leaders, and teachers, focusing on supporting immigrant students by creating safe schools. The grant's intended impact includes expanding ImmSchools' reach to 35 schools in New York City, Camden (NJ), and San Antonio and Dallas (TX), enhancing the competencies of school leaders and educators in supporting immigrant students, strengthening partnerships between schools and families, and increasing access to local services for students and families.

Innovate Public Schools, San Jose, CA

For general support. 12 months, \$400,000

Parents have a unique and critical role in improving our public schools. In communities where parents are connected to each other and deeply engaged, public schools tend to be more effective. Innovate Public Schools (Innovate), a nonprofit whose mission is to build the power of parents and communities to demand and support the creation of world-class public schools, helps parents organize and advocate to successfully push for better schools in their communities and hold the system accountable to the needs of their children. This renewal grant will support Innovate Public Schools to continue building their National Organizing program, through which they train and support other education organizations to build their capacity to organize parents. This includes a seven-month Community Organizer Training Program (COTP) and three-day National Parent Leader Institutes (PLI). Through this renewal, Innovate will also supplement with customized consulting and coaching, as they support partner organizations to put these learnings and practices to work in their unique local contexts.

Instruction Partners, Nashville, TN

For general support. 18 months, \$1,000,000

When teachers have access to high-quality professional learning that is aligned with their curriculum, they are better equipped to meet the diverse needs of their students and ensure that every child can succeed. However, school leaders are faced with numerous nonacademic responsibilities, especially in the aftermath of the pandemic, which makes it operationally challenging to provide curriculum-based professional learning (CBPL) at the school level. For teachers to be most effective, school and district leaders need to provide strong, effective instructional leadership and leverage the supportive conditions and structures that CBPL requires. Instruction Partners supports school and district leaders to provide their teachers with effective curriculum-based professional learning. This general support grant will allow Instruction Partners to continue supporting their partners and build the field of CBPL.

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

For support of the Across the Aisle: Bridging the Educational Divide initiative. 24 months, \$500,000

Over the past year and a half, the Hunt Institute (the Institute), in partnership with the Honorable Bob Wise, established the Across the Aisle initiative (formerly the COVID Constituency) in direct response to the pandemic and its long-lasting impact on students, families, and the education system. Through mediums such as polling, focus groups, and surveys, Across the Aisle has gathered opinions from parents, teachers, and others to identify a shared set of priorities and increase demand over a transformed education system. With continued support from the Corporation, the Institute will support state and local education leaders as they consider ways to thoughtfully, intentionally, and with maximum impact spend down their federal funds by developing state Elementary and Secondary School Emergency Relief (ESSER) guides, and by providing technical support to state leaders.

Latinos for Education, Belmont, MA

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

Latinos for Education's (L4E) mission is to develop, place, and connect essential Latino leadership in the education sector while mobilizing Latino voice to promote practices and policies that remove barriers to educational opportunity. Their programs accelerate leadership pipelines, mobilize leaders and communities, and connect Latino leaders through technology. They have in-person hubs in New England and Greater Houston, and virtual sites in eight different cities across the country. Their signature programs include the Aspiring Latino Leaders Fellowship, the Latino Board Fellowship, the Latinx Teachers Fellowship, and the School Board Preparation Program. Working from within and around educational systems, they are developing a local-national mobilized base of teachers and leaders to promote a shared advocacy platform to elevate Latino voices.

The Leadership Academy, Long Island City, NY

For a project to integrate curriculum-based professional learning into their culturally responsive leadership framework, services, and resources. 15 months, \$600,000

A central problem for schools nationwide is that a student's demographic characteristics continue to be a predictor of their academic achievement, especially as achievement gaps continue to persist for students across races. The Leadership Academy recognizes that the work of leading for equity in school systems is not an easy charge. Their mission is to develop, support, and empower district members to become culturally responsive leaders. They believe this is the key level for creating positive change through leveraging the skills, knowledge, and beliefs to disrupt racial and economic inequities in the classroom. A part of culturally responsive learning environments requires the need for teaching with high-quality instructional materials supported with curriculum-based professional learning and coaching, as well as goals-based evaluation to teachers and school staff to ensure equity of opportunities and outcomes for all students. Through this grant, the Leadership Academy will integrate curriculum-based professional learning into their culturally responsive leadership approach.

Leading Educators, New Orleans, LA

For general support. 18 months, \$1,000,000

Many schools and systems do not have conditions in place to elevate the type of job-embedded, professional learning supports for teachers to practice and receive ongoing feedback to improve instruction anchored in the use of high-quality instructional materials. Leading Educators works at every level of the school system to ensure leaders prioritize coherence, and strengthen conditions, leadership, and teaching so that all students are successful. They partner with professional learning peers, system leaders, and teachers to design and implement high-quality, curriculum-based professional learning. Through this general support grant, Leading Educators will implement their FY2022–23 strategic plan by continuing to offer direct services and contribute to the knowledge base of the curriculum-based professional learning field.

Learning Accelerator, Portland, ME

For general support. 33 months, \$1,050,000

Educators and innovators across the country have proven that it is possible to deliver high-quality learning experiences that support students' diverse needs and interests. However, the field lacks the capacity to sustain these innovations at scale such that all students benefit. The Learning Accelerator (TLA) addresses this by connecting and accelerating efforts and catalyzing national transformation through greater collaboration, coordination, and action across actors at every level. With prior Corporation support, TLA developed and led several large, cross-sector initiatives to produce open resources for the field and support widespread change. This was especially critical during the pandemic, when TLA launched immediate response efforts including a coaching network that supported over 200 district leaders serving two million students in making strategic decisions about how to deploy their stimulus resources. Continued Corporation support will allow TLA to build the education sector's capacity for aligned action by ensuring decision-makers have access to the information, tools, and networks they need to advance this vision in their contexts and catalyzing collective change to tackle critical shared challenges in service of a more equitable future.

Learning Policy Institute, Palo Alto, CA

For support of EdPrepLab initiative. 12 months, \$800,000

Learning Policy Institute (LPI) was established in 2015 to bring high-quality evidence into policy and practice conversations at the federal, state, and local levels. Nonprofit and nonpartisan, LPI connects policymakers and stakeholders with the evidence, ideas, and actions needed to strengthen the education system from preschool through college and career readiness — with the goal of creating empowering and equitable learning over each and every child. With continued support from the Corporation, LPI aims to (1) strengthen equity-focused, SoLD-aligned education preparation practice and policy through the Education Preparation Laboratory (EdPrepLab); (2) expand and deepen the work of the Teacher Licensure Collaborative (TLC) to incorporate Science of Learning and Development (SoLD) principles and whole child practices into state educator licensing and preparation systems; and (3) inform federal and state policymakers on key strategies over developing an equity-focused educator workforce, working in coalition with key partners and lifting up evidence-based research and examples of effective policies and practices.

MDRC, New York, NY

For core support of the Center for Effective Career and Technical Education. 24 months, \$500,000

New models of career and technical education (CTE) can prepare students for long-term success by helping them navigate and adapt to an increasingly complex labor market. As demand for CTE grows, it is critical to build evidence about high-quality, equitable programming and policies. MDRC is a nonprofit, nonpartisan social policy research organization with significant experience evaluating effective programs and policies to support educational attainment and economic mobility. With Corporation support in 2018, MDRC established the Center for Effective Career and Technical Education (the Center) to ensure that the expansion of CTE programs is informed by a robust evidence base. The Center serves as a hub for evidence building, innovation, technical assistance, and research synthesis related to CTE. With core support from the Corporation, the Center will expand partnerships with CTE organizations to ensure their programming is evidence-based and add to the sector's knowledge about what works, identify gaps in the research focused on work-based learning and develop a learning agenda to inform future research, and expand CTE policy outreach and dissemination.

Modern States Education Alliance, New York, NY

For project support and replication of the Freshman Year for Free program providing wraparound services and supports to underresourced high schools to improve college enrollment and completion. 24 months, \$300,000

During the pandemic, college enrollment sharply declined, disproportionately affecting underresourced school graduates. Beginning in 2020, the Modern States Education Alliance responded by creating a new, model New York City–focused program providing wraparound services directly within city high schools, built upon its well-known Freshman Year for Free program's unparalleled online, digital public library of great courses. The program supports learners in passing College Board–sponsored exams, earning them free course credits at nearly 3,000 colleges and universities throughout the nation. It successfully served over 600 students from 23 participating high schools in its first year, with a test-passing rate of over 80 percent exceeding the national rate. To date, over 2,500 students have signed up and completed over 1,500 college-level courses. With continued Corporation support, Modern States hopes to reach out to more high schools as they work toward 100 percent participation in NYC, as well as expand the program to other cities.

National Association for Family, School, and Community Engagement, Alexandria, VA

For project support to strengthen family engagement educator preparation through spread and scale. 15 months, \$300,000

Teacher preparation programs often lack meaningful training on how to best engage families, which is one of the greatest barriers to increasing family engagement in schools. Since 2014, the National Association for Family, School, and Community Engagement (NAFSCE) has advanced policies and practices for family and school engagement to promote student learning. NAFSCE is piloting a Family Engagement Pre-Service Educator Preparation Framework to guide the expansion of family engagement curricula in educator preparation programs. Through this renewal grant, NAFSCE will (a) deepen its understanding of the framework's implementation across nine collaboratives in four areas: coursework, clinical practice, program design, and policy; (b) design an evaluation plan; and (c) build awareness of the framework among state education agencies, districts, and education schools.

National Center for Civic Innovation,
New York, NY

For core support for OpenSciEd. 12 months, \$3,000,000

Meaningful science learning occurs when teachers align their instruction to the Next Generation Science Standards, use standards-aligned instructional material, and are supported with curriculum-based professional learning. OpenSciEd is an initiative that brings together state science leaders, expert curriculum designers, learning scientists, science education leaders, and classroom teachers to develop and support a complete set of full-course, high-quality instructional materials and associated professional learning resources. With the middle school curriculum released and high school courses under development, OpenSciEd is ready to expand into the elementary curriculum market. Through this renewal grant, OpenSciEd will launch the development and field test of an elementary science curriculum for grade K–5 and professional learning resources to support implementation.

National Education Equity Lab, New York, NY

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

Creating pathways to help high-achieving, low-income students and students of color advance and demonstrate college readiness is essential to ensure their chances of socioeconomic mobility. The National Education Equity Lab (Ed Equity Lab), launched in 2019, takes existing online credit-bearing courses from top colleges and universities and delivers them to talented students in Title 1 high schools. With continued support from the Corporation, the Ed Equity Lab works toward its goal to serve 25 percent of all Title I high schools in the nation, which are concentrated in 40 districts. It currently serves nearly half of those districts.

National Parents Union, Malden, MA

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

In communities across the country, parents and families are calling for fundamental changes to how policy and political decisions about our children are made. Engaging these parents is crucial to bridging the gap between home and school and creating the outcomes our children deserve. The National Parents Union (NPU) is a network of parent organizations and grassroots advocates across the country that work to improve the quality of life for children and influence the education conversation. With Corporation funding, NPU

will implement its annual plan focusing on establishing a Center for Parent and Family Policy, ensuring all NPU affiliates are trained in civic engagement and are using adequate tools for building a thriving democracy, and establishing NPU as a leading media voice.

National Science Teaching Association,
Arlington, VA

For a project to develop video exemplars of high-quality science instruction and curriculum-based professional learning and conduct external reviews of OpenSciEd elementary science instructional units. 15 months, \$700,000

Over a decade ago, the Framework for K–12 Science Education put forth a new approach to science education that shifts instruction from information and memorization to sense-making and critical thinking. To make these instructional shifts, teachers need support in the classroom to provide students meaningful and engaging learning experiences in science education. The National Science Teaching Association is committed to best practices in teaching science through professional learning, partnerships, and advocacy, with over 30,000 members in the science education field looking toward them for guidance. Through this renewal grant, they will complete the development of a video library resource of exemplars of high-quality science instruction in the classroom and high-quality curriculum-based professional learning connected to OpenSciEd. They also plan to launch a new strand of work to conduct external teacher-led reviews of OpenSciEd elementary science instructional units to inform the development process and provide quality assurance.

New America Foundation, Washington, DC

For core support of the Partnership Advancing Youth Apprenticeship's (PAYA) pathways to careers in education. 24 months, \$400,000

The Partnership to Advance Youth Apprenticeship (PAYA) was created to restore the link between American education and economic mobility and challenge the inequities that persist across our education and work systems. After extensive research on youth apprenticeship in the U.S. and abroad, New America founded PAYA in 2018 as a multi-year initiative to expand access to high-quality apprenticeship opportunities for high school–age students. Since its launch, New America and the PAYA National Partners have worked to lay a foundation for this emerging field by advancing a shared national vision for youth apprenticeship

and providing direct support to state and city-led efforts through the PAYA Network. Corporation support of PAYA extended their efforts to provide youth with structured, paid, supportive pathways into postsecondary education and work by supporting their place-based partnerships, building a networked, self-sustaining field, and strengthening the case for youth apprenticeships. They were also able to initiate research and evaluation efforts to surface information about the conditions and strategies that make the work successful. By the end of 2022, PAYA grantees had engaged over 270 employers in hiring more than 1,700 youth apprentices. In addition to the work in their own regions, grantees have been instrumental in sharing their learnings and best practices with other communities across the country through the PAYA Network.

New Profit Inc., Boston, MA

For supporting a cohort of organizations working to advance the mental health of young people. 18 months, \$1,000,000

The disruptions and trauma of the past three years have compounded the mental health challenges facing our nation's youth and the educators that serve them, a trend that was evident pre-pandemic and that continues to disproportionately impact students from marginalized groups. One strategy to spread emerging practices that address this challenge is through partnerships between expert intermediaries and schools; another is to make investments in portfolio organizations adept at sourcing, vetting, and supporting organizations at various stages of development. New Profit is one such partner, which with this proposed scope of work will identify and build the capacity of organizations focused on young people's mental health and well-being. New Profit provides individual and cohort-based supports to leaders of education organizations looking to strengthen organizational leadership, demonstrate model impact, and achieve meaningful scale. With Corporation support, New Profit will select, fund, and support a cohort of eight organizations working to advance the mental health of young people.

New Venture Fund, Washington, DC

For core support of Campaign for Our Shared Future. 18 months, \$480,000

In the midst of growing political polarization in the United States, schools are getting caught up in local social and cultural debates. This follows a global pandemic that revealed to parents, among others, ongoing inequities in

the public school system nationwide. Amidst these challenges, misinformation is spreading, and some families are questioning curriculum choices, which are posing threats to the public education system. Parental turnout in local school board meetings, community engagements, and local elections has been low. There is a need for a nonpartisan campaign that provides unbiased information to actively engage all parents in support of public schools. The Campaign for Our Shared Future (COSF) is such an initiative, seeking to amplify the voices of American families and mobilize them for equity and inclusion in K–12 education. With a renewal grant from the Corporation, COSF will continue its efforts to restore public trust and support for the education system by offering direct communications support, targeted outreach, and promoting stakeholder engagement for families, communities, and education leaders at the local level.

New Venture Fund, Washington, DC

For core support of Launch: Equitable & Accelerated Pathways for All project. 24 months, \$400,000

Led by a collaborative of five national college and career pathway experts and philanthropic organizations, the Launch Pathways initiative works with 11 states and local partnerships across the U.S. to tackle entrenched inequities in education and workforce systems that have led to persistent gaps in pathways outcomes, especially for Black and Latinx students and those experiencing poverty. College and career pathways strategies have proven effective at improving outcomes for those involved, but access remains uneven. Continued Corporation support will allow Launch partners to leverage their collective expertise and knowledge to help build partnerships, allow intermediary organizations to develop scalable and sustainable systems and next-generation solutions, and catalyze momentum in the field to transform our systems of career preparation.

New Venture Fund, Washington, DC

For core support of Seek Common Ground. 12 months, \$400,000

Seek Common Ground (SCG) serves independent state- and community-facing education advocacy efforts to promote coalition building that honors the power of local, authentic agenda-setting to drive sustainable educational excellence and equity. SCG coalitions seek to empower those most impacted by education policies and practices — students, families, and educators — with support from allies across a broad

range of interests and identities. Renewed support from the Corporation will enable SCG to continue working with leaders and policymakers to ensure that all stakeholders' concerns and needs are centered in education decisions that affect them. SCG will also deepen family and community engagement through their Action Accelerator "Immigration Is American" network, with a specific objective of supporting organizations that focus on the needs of underserved immigrant and refugee students, families, educators, and communities.

PowerMyLearning, Inc., New York, NY

As a final grant for general support. 15 months, \$400,000

Engaging families in their children's education is critical for improving students' academic outcomes, yet it often takes a back seat due to limited resources, inadequate teacher skills, and time constraints. To address this issue, PowerMyLearning, a national nonprofit organization, collaborates with schools and districts to strengthen the learning connections among students, teachers, and families. PowerMyLearning offers two main programs: Family Playlists, a technology-driven platform that facilitates interactive homework assignments in math and English language arts, which allows students to teach their families what they've learned; and professional development for teachers to enhance instruction and involve families effectively. This final general support grant will enable PowerMyLearning to expand its reach, provide professional learning to educators, and complete an impact evaluation of its early-grades program on math achievement and socio-emotional skill.

President and Fellows of Harvard College, Cambridge, MA

For advancing the EdRedesign Lab's talent development and research priorities. 15 months, \$350,000

The pandemic has put into stark relief the fallibility of our public systems, with those most marginalized, bearing the brunt of interrupted learning, housing instability, and food insecurity to name a few. In the pursuit of equity and social justice, and to furtherance of design equitable systems, the EdRedesign Lab (EdRedesign) supports the field to build cross-sector, community-wide systems of support and opportunity for children from birth to adulthood. With support from the Corporation, EdRedesign will (1) launch a fellowship over cross-sector leadership to develop community leaders and their teams who can manage complex, cross-sector initiatives that yield positive outcomes over children and youth at scale; and (2) create data-focused proof points,

practical resources and toolkits, and case studies that highlight key lessons, challenges, and strategies over the field.

Propel America, Boston, MA

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

Propel America offers a new way for young adults to move quickly to a job that gives them a stable career in healthcare while continuing their education. Too often, young people in the United States — especially BIPOC students from low-income backgrounds — are forced into a false choice after high school. They can forestall income and take on debt in hopes that a four-year degree will lead to a good job, or they can step into a low-wage job right away with little chance for advancement. With individual guidance and support, tuition-free training that also earns college credit, and guaranteed interviews with employer partners ready to hire, Propel removes these barriers by promoting a "jobs-first higher education" model. Since its founding in 2019, with Corporation support, Propel has enrolled more than 375 fellows across five regions and sustained a 63 percent completion rate while decreasing the cost per fellow by about 20 percent annually. Continued Corporation will allow Propel to increase the number of fellowships and expand its outreach toward reaching 1,000 young adults by 2025.

Rennie Center for Education Research & Policy, Boston, MA

For the development and launch of education research and development hubs. 36 months, \$445,000

In order to transform the student learning experience at scale, schools and districts need to develop new approaches and the sector needs the mechanisms to disseminate effective practices beyond individual schools. The Rennie Center for Education & Policy (Rennie) improves public education in Massachusetts and beyond by pairing research with support for practitioners and policymakers. With Corporation support, Rennie will establish a research and development (R&D) hub in Massachusetts, which will pilot new education practices and share them broadly so that more schools have access to effective approaches. This will help fill a gap in the system, as it is estimated that only .4 percent of the national education budget is spent on R&D causing President Biden to recently call for increased public investment in innovation. Since its founding in 2002, Rennie has engaged an extensive network of policymakers and established itself as the authoritative source of research and policy recommendations for leaders across the state. As an

example, Rennie conducts an annual review of student progress and offers recommendations for action. Rennie's strong networks and reputation with policymakers resulted in the adoption of many of these recommendations, including expanding early childhood programming, providing holistic student supports, and offering early college models to high school students.

Strada Collaborative, Indianapolis, IN

For project support to highlight family engagement grantees across the country through a docuseries. 12 months, \$300,000

One of the most effective ways to increase academic achievement and the potential for long-term success for educationally disenfranchised students is to foster truly collaborative partnerships between families and educators. Children with families who are engaged in their education are more likely to earn higher grades and test scores, graduate from high school and attend post-secondary education, and develop self-confidence and motivation in the classroom. Roadtrip Nation (RTN) seeks to spur a national conversation about the issues that matter most to families. Leveraging their proven storytelling and production capabilities, as well as their vast distribution network (reaching 100 million households through public television and 14 million students through their education partnerships annually), RTN will highlight the innovative ways in which communities across the country are developing stronger partnerships between families and educators to close the gap between school and home. Through an enhanced Teachers Digital Community Hub, as well as a road trip that results in a full-length documentary film aired on public television, RTN will provide the inspiration and resources that will galvanize parents and other stakeholders to advocate for change.

Surge Institute, Chicago, IL

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

Research has demonstrated that proximate leaders positively impact the outcomes of the populations they serve. However, in the field of education reform, leaders often do not reflect the socioeconomic or racial diversity of the communities they work with. Today more than ever, the sustainability of efforts to improve outcomes for young people depends on the inclusion of leaders who reflect those being served. With support from the Corporation, the Surge Institute has graduated nearly 350 fellows with alumni working with and leading organizations that collectively serve more than 3.4

million students across the United States. Additional support will allow further organizational and program development required to support and accelerate the impact of leaders of color to drive equitable access, outcomes, and experiences for young people, families, and communities.

Teaching Lab, Washington, DC

For general support. 18 months, \$1,000,000

To fundamentally shift the paradigm of professional learning, the field will need to support states and districts to improve enabling conditions and build local capacity for continuous improvement in teacher instructional practices. Teaching Lab aims to address this issue by partnering with teachers, schools, districts, and states to integrate high-quality instructional materials, professional learning, and teacher leadership initiatives to sustain curriculum implementation. Through this general support grant, Teaching Lab will implement their FY 2022–2024 plan by continuing to scale their teacher curriculum-based professional learning, implementing curriculum-based professional learning for school and district leaders, and disseminating their learnings about curriculum-based professional learning to the field.

Throughline Learning, Providence, RI

For piloting a new approach to culturally responsive, community-driven schools. 18 months, \$700,000

The adverse impacts of the pandemic have been disproportionately borne by historically marginalized communities, shining a light on longstanding inequities in our education system and increasing the urgency of addressing them. Highlander Institute (Highlander) has been focused on improving the educational experiences of underserved students for over 15 years, helping schools and districts implement personalized, culturally relevant teaching practices at scale. Their expertise has been critical over the past two and half years, during which Highlander has leveraged its existing programming, pedagogical and change management expertise, and trusting relationships to help lead Rhode Island's recovery efforts. With current Corporation support, Highlander has finalized the development of an instructional toolkit and a community- and educator-driven school change framework. Renewed support will enable Highlander to additionally undertake a pilot project that leverages this framework to bridge the disconnect between schools and communities, and build instructional capacity through a Community Educator program.

Tides Center, San Francisco, CA

For building the capacity of school districts and scaling impact through tool development and communications activities. 36 months, \$1,150,000

Expanding access to learning experiences that are personalized, mastery-based, and student-centered requires building the local capacity and leadership necessary to scale and sustain them. Next Generation Learning Challenges (NGLC) equips schools and districts to provide student-centered, personalized learning experiences that prepare students with the broad set of skills needed for long-term success. Since NGLC was founded in 2010, the organization has established itself as a prominent catalyst for innovative, student-centered schools and as a trusted partner to districts and communities seeking to implement new approaches. Corporation support over the last five years enabled NGLC to study school districts that successfully transformed learning experiences with positive outcomes for students over extended periods of time, culminating in NGLC's "Transformation Design" approach to educational systems change. Continued support will allow NGLC to launch the next phase of the Transformation Design work, which will include providing direct support for districts to implement this approach and expanding impact outside of NGLC's network through tool development and dissemination.

Transcend, Inc., Hastings-on-Hudson, NY

For projects toward Leadership in Equitable Systems. 24 months, \$1,500,000

Founded in 2015 with Corporation funding, Transcend's mission is to support communities to create and spread equitable learning environments with a vision that all children can thrive in and affect change in the world. This grant will focus on two distinct but complementary leadership development and recognition programs to support system-level leaders: the Learner-Centered Leadership Lab, which will scale a pilot program to support district superintendents to lead equitable, learner-centered, and continuous-improvement organizations; and Profiles in Collective Leadership, which aims to lift up and learn from individuals and organizations who have successfully collaborated across sectors to build stronger, more equitable education systems.

Transcend, Inc., Hastings-on-Hudson, NY

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

The demands of the 21st century necessitate a fundamental redesign of the traditional school model, which does not meet the diverse needs and interests of today's learners. Founded in 2015 with Corporation support, Transcend provides school communities across the country with iterative, research-based, and community-driven design support to create student-centered learning environments that nurture both academic and socio-emotional development. Transcend also builds capacity for ongoing piloting and learning, and shares tools and resources to support R&D efforts across the field. With Corporation support, Transcend has partnered with more than 300 communities to design or adopt new models for over 467,000 students and disseminated tools and learning to promote widespread transformation in the field. With renewed support, Transcend will continue to partner directly with communities to transform learning experiences, democratize design supports, and catalyze systemic change to ensure the broader climate around schools promotes equitable innovation.

Tulane University, New Orleans, LA

For core support of the Cowen Institute. 24 months, \$250,000

The mission of the Cowen Institute at Tulane University is to advance public education and college and career success in the New Orleans community. As an organization, the Cowen Institute works to contextualize data and provide thought leadership, lead high-impact direct programming, build capacity in the education and workforce landscapes, and develop and shape innovative initiatives. Through this multi-faceted approach, the Cowen Institute is driving systemic change by leading efforts to increase postsecondary success for New Orleans youth. Past Corporation support allowed for publication of timely reports and resources related to youth disconnected from work and education in the city as a tool for practitioners serving this population. They were also able to move forward with a new partnership with the New Orleans Public Schools aligned to their Life After High School Work. Continued Corporation support will aid the Cowen Institute as they seek ways to remove the bottlenecks youth traverse as they move from K-12 to higher education to the world of work. They will also support, develop, and pilot innovative pathways to postsecondary success.

**University of Maryland Foundation, Inc.,
Adelphi, MD**

For core support of Transforming Post-Secondary Education in Mathematics (TPSE Math). 24 months, \$400,000

Post-secondary education in mathematics does not adequately meet the evolving needs of today's students, employers, or society, due largely to outdated teaching materials, methods, and content. Few undergraduates understand the many stimulating and vital ways mathematics is now used in diverse fields, and many students, especially those from underserved communities, experience mathematics as a barrier rather than a gateway. Transforming Post-Secondary Education in Mathematics (TPSE Math) was created in 2013 with funding from the Corporation to understand how post-secondary education in mathematics might better meet students' and employers' needs, and to serve as a catalyst for change by identifying innovative practices where they exist, advocating for such practices where they do not, and working with partners to implement and scale up effective practices. This grant supports further development, emphasizing increasing diversity, equity, and inclusion (DEI) in the mathematical sciences, ensuring equitable opportunities in mathematics for all.

University of Texas at Austin, Austin, TX

For core support of the Charles A. Dana Center. 18 months, \$400,000

The Charles A. Dana Center has taken up the challenge of replacing existing developmental and gateway math education models with mathematics pathways that propel students toward degrees, readiness for high-value careers, and informed, responsible citizenship. An accepted transformation moving to implementation at scale as a normative practice, the Dana Center Mathematics Pathways (DCMP) initiative creates pathways to educational and economic opportunity through systemic changes in mathematics education across the transition years from high school into higher education. The initiative replaces the one-size-fits-all approach of a single pathway through a procedural College Algebra course with multiple pathways such as statistics, quantitative reasoning, and mathematical modeling and analysis — all increasingly important for today's workplaces. The project will increase stakeholder understanding of the value of a curriculum that includes statistics, quantitative literacy, and computational and data science.

Urban Assembly, Inc., New York, NY

For support of the Resilient Scholars Program, an evidence-based socio-emotional learning model for high school students. 24 months, \$600,000

A central element of transforming the student experience is to integrate social and emotional development into academic learning. While the literature indicates a relationship between socio-emotional learning (SEL) and key student outcomes, SEL is too often treated as an add-on rather than as a central component of the learning experience. The Urban Assembly (UA) is a school support network that operates two dozen secondary schools in New York City and partners with schools and districts across the country. To prepare students to succeed in college and career, UA prioritizes the social and emotional development of its students through an evidence-based program they developed within their network of schools called the Resilient Scholars Program (RSP). Created with Corporation support, RSP integrates SEL into all aspects of the student experience through an advisory-based model. Continued support will enable UA to expand implementation of RSP through district partnerships in strategic locations, develop additional tools and resources for educators, and advance the national dialogue around SEL through convenings and dissemination.

**Urban Schools Human Capital Academy,
Reston, VA**

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

The Urban Schools Human Capital Academy (USHCA) is the national leader in human capital reform in education and is dedicated to the development, support, and networking of leaders with human capital responsibilities. The mission of USHCA is to ensure that all students, especially those who have been historically marginalized, have access to effective teaching. Since its founding in 2011, USHCA has supported states, districts, schools, and partner organizations to align, manage, and leverage their people's knowledge, skills, and abilities to meet student learning goals and improve retention of teachers, leaders, and other school staff. They do this by strengthening the capacity of district human resource (HR) departments to better align with the needs of schools. Through this renewal grant, USHCA will continue to work to align talent work more closely across all levels of the system and support a dialogue to create coherence across talent strategies.

Urban Teachers, Baltimore, MD

For a project to integrate curriculum literacy and effective implementation of high-quality instructional materials into their teacher preparation program. 18 months, \$800,000

An overarching problem in teacher development is the disconnect between teacher preparation programs and teacher induction support during an educator's first years in the classroom. This poses a problem as aspiring teachers lack the necessary guidance to bridge their theoretical coursework with instructional practice based in high-quality curricula. Urban Teachers' program is clinically based and provides an initial year-long residency working with a mentor teacher, followed by three full years of coaching to novice teachers before licensure. To meet their district partners' instructional needs, Urban Teachers needs to develop and prepare teacher educators with curriculum literacy to effectively implement high-quality instructional materials. Through this grant, Urban Teachers will work in Baltimore City Schools and DC Public Schools to incorporate curriculum literacy into their coursework and clinical experiences to better prepare future teachers with instructional practices grounded in the use of high-quality curricula.

WestEd, San Francisco, CA

As a one-time only grant for a project to develop science performance assessments in grades 3–5 designed for the Next Generation Science Standards. 21 months, \$1,250,000

There is currently a limited supply of high-quality science instructional materials, especially in the elementary grades, but organizations are working to fill this need. Elementary teachers need support to integrate science instruction into their classrooms, but instructional materials are only half of the equation. Teachers also need quality assessments aligned with the Next Generation Science Standards (NGSS) to better understand student learning and shift instruction to improve educational outcomes. SCALE Science at WestEd supports improvements in science teaching and learning through innovative performance-based assessments designed for the NGSS. Through this grant, SCALE Science will develop and field-test NGSS-aligned performance tasks for students in third to fifth grade. These performance tasks can be used to develop interim assessments aligned to high-quality science curricula, such as OpenSciEd, for districts and states to monitor student progress.

WestEd, San Francisco, CA

For a project to continue into Year 3 of the NEXUS Academy for Science Curriculum Leadership. 12 months, \$1,100,000

The Framework for K–12 Science Education and the Next Generation Science Standards (NGSS) require teachers to shift instruction to engage students in relevant phenomena using science and engineering practices. As a result, there is a growing demand for high-quality science instructional materials designed for the framework and the NGSS. Now that the OpenSciEd middle school science curriculum is completed, many schools and districts around the country are ready to formally adopt and implement OpenSciEd. WestEd and BSCS Science Learning are developing the capacity of state and district leadership teams through the NEXUS Academy for Science Curriculum Leadership. They will provide professional learning and support a cohort of four state and eight district leadership teams to lead effective implementation of the OpenSciEd middle school curriculum in their individual contexts. They also plan to work with Horizon Research to conduct an impact evaluation of the three-year curriculum leadership program.

WestEd, San Francisco, CA

For a project to complete the development of two simulation games based on the Standards for Professional Learning and the design features of curriculum-based professional learning. 20 months, \$725,000

School systems need to foster the conditions, content, and processes for professional learning that will support teachers to have the knowledge and skills to effectively teach their students and improve educational outcomes. Learning Forward released the Standards for Professional Learning in 2022 to inform state and district policies guiding the development of high-quality professional learning models. However, district and school leaders continue to need support translating standards to their local contexts. Additionally, leaders need to build capacity and develop better approaches to curriculum-based professional learning. WestEd plans to complete the development of two simulation games helping school and district leaders learn to implement the standards and build cohesive models of curriculum-based professional learning in schools and systems. Simulations support deeper thinking and opportunities for collaboration and reflection. This renewal grant will pilot, finalize, and disseminate the two simulation games and associated resources.

STRENGTHENING U.S. DEMOCRACY

American Immigration Council, Washington, DC

For general support. 36 months, \$900,000

Founded in 1987, the American Immigration Council (AIC) is dedicated to making the U.S. immigration system fairer and more just through litigation, policy advocacy, and strategic communications. It is also a watchdog group that investigates governmental spending and administrative policies pertaining to immigration enforcement. AIC houses the Center for Inclusion and Belonging, a communications project dedicated to reshaping public narratives about immigration with the goal of unifying the country. AIC recently merged with New American Economy (NAE), a Corporation grantee and leading bipartisan think tank and advocacy organization focused on making the economic case for immigration reform, and now also works to build support among conservative communities. With Corporation support, AIC will engage in policy advocacy, pursue impact litigation, and publish resources and analyses that improve due process for immigrants, limit inhumane immigration enforcement, and increase government transparency.

Asian Americans Advancing Justice | AAJC, Washington, DC

For general support. 36 months, \$500,000

Asian Americans are the fastest growing racial group in the United States and face myriad challenges in accessing essential government resources and political representation. Established in 1991, Asian Americans Advancing Justice (AAJC) is one of the leading civil and human rights advocates for the Asian American Pacific Islander (AAPI) community. Using policy advocacy, litigation, and public engagement strategies, AAJC raises awareness of systemic challenges faced by Asian Americans and advances federal and state policy recommendations that would directly improve their lives. Among the organization's core issue interests are the decennial census, immigration reform, voting rights, and, increasingly, combating anti-Asian hate crimes. AAJC works in collaboration with more than 250 community-based organizations and affiliates across the country that serve AAPI communities and is often a leading partner in national coalitions around issues that advance justice. With Corporation support, AAJC will continue to advance the rights of Asian Americans by amplifying their voice in federal and state policy discourse.

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

For general support. 36 months, \$600,000

There is a substantial body of evidence demonstrating the benefits of access to legal services for immigrants. From naturalization services to asylum claims and everything in between, access to legal services greatly improves outcomes for immigrants. But only a small portion of immigrants receive such assistance. The Catholic Legal Immigration Network (CLINIC) is the largest nonprofit legal immigration network in the United States. It was founded in 1988 by the United States Conference of Catholic Bishops to address a critical need for quality, affordable legal services at the local level. With more than 450 affiliate organizations across 49 states and the DC, CLINIC offers pro bono and low-cost legal services to immigrants and their families. With renewed Corporation support, CLINIC will provide substantive legal and program management training and resources to its network partners and will continue to build the capacities of legal service providers who are directly supporting immigrants nationwide.

Immigrant Legal Resource Center, San Francisco, CA

For core support of the New Americans Campaign. 36 months, \$3,000,000

Naturalization is a foundational component of immigrant integration. It brings significant social, economic, and civic benefits not only to immigrants and their families, but also to their communities, their states, and the country. However, of the 9.2 million legal permanent residents (LPRs) who qualify for citizenship in the United States, less than 1 million apply for naturalization each year. Since its inception in 2011, the New Americans Campaign (NAC) has been funding and building the capacity of local nonprofits offering affordable direct immigration services. Fiscally sponsored by the Immigrant Legal Resource Center, the NAC and its more than 200 local and national partners have completed more than 580,000 naturalization applications and 195,000 fee waivers for immigrants to date. The NAC is particularly focused on one segment of the eligible-to-naturalize population: the 3.1 million who are unlikely to pursue naturalization without significant help, particularly due to the cost. The total estimated value of the fee waivers and free and low-cost legal services provided by NAC partners exceeds \$636 million. The NAC is also a leading advocate for more inclusive naturalization policies. With renewed Corporation support, the NAC will continue its efforts to educate immigrants about the importance of naturalization and strengthen the capacity of its network.

Migration Policy Institute, Washington, DC

For general support. 36 months, \$1,350,000

The United States needs extensive reforms to its immigration and refugee systems, which operate out of different federal agencies. There is a need to revisit legal immigration categories, increase visa capacity, provide status relief for millions of undocumented immigrants without protections or pathways to status, respond to refugee resettlement needs, and more. Founded in 2001, the Migration Policy Institute (MPI) is a leading research and policy institution that studies American and global migration. MPI attempts to build political consensus by supplying data-driven analyses, innovative policy ideas, and comparative global perspectives to policymakers, leaders in civil society, the media, and the public. With renewed Corporation support, MPI will continue to provide nonpartisan analyses of migration and refugee policies at the local, national, and international levels, to help meet the demand for pragmatic and thoughtful responses to the challenges that large-scale migration presents in an increasingly integrated world.

National Immigration Forum, Inc., Washington, DC

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

Founded in 1982, the National Immigration Forum is a national organization that brings diverse audiences from across the political spectrum into the immigration debate, helping to generate constructive conversations about the value of immigration to the United States. The forum believes the most effective way to broaden support for pro-immigrant policies is to help people calibrate their attitudes toward immigrants based on their existing beliefs, self-perception, and community norms. Among the forum's trademark initiatives is Bibles, Badges and Business (BBB), a national network of leaders from faith, law enforcement, and business who are helping to influence hearts and minds across the country. With Corporation support, the forum will continue to build relationships with leaders of diverse backgrounds and create values-based frameworks through which all Americans can recognize the importance of sensible and compassionate immigration reforms.

National Immigration Law Center, Los Angeles, CA

For general support. 36 months, \$1,275,000

Although many harmful policies enacted under the previous presidential administration have been overturned, substantial changes to the country's immigration system remain vital. Polarizing narratives around immigration combined with congressional gridlock and hesitancy from the Biden administration to push for immigration reform have diminished some of the progress made by the pro-immigration movement. Founded in 1979, the National Immigration Law Center (NILC) is a legal advocacy organization dedicated to defending and advancing the rights and opportunities of immigrants and their families. NILC has won landmark legal decisions protecting fundamental rights, defeated policies that would have negatively impacted the well-being of low-income immigrants and their family members, and advanced policies that reinforce the country's values of equality, opportunity, and justice. With renewed Corporation support, NILC will continue to advocate for humane, commonsense policies that make it possible for immigrants to emerge from poverty, and also use legal advocacy and litigation strategies to defend fundamental due process and civil rights.

NEO Philanthropy, New York, NY

For core support of the State Infrastructure Fund, a donor collaborative focused on nonpartisan voter engagement. 24 months, \$3,000,000

Although many people consider free and fair elections to be a hallmark of American democracy, the United States has seen a surge in restrictive voting laws and proposals across the country. Some state governments have been using controversial, discriminatory policies to suppress the franchise, and historically underrepresented communities — including people of color, indigenous Americans, young voters, and naturalized citizens — are being disproportionately affected. Based at NEO Philanthropy, the State Infrastructure Fund (SIF) is a nonpartisan donor collaborative that supports state-based nonprofit organizations dedicated to providing voting rights protection and nonpartisan voter engagement among historically underrepresented groups. With Corporation support, SIF will provide consistent, long-term funding to networks of state-based and state-focused organizations that empower communities through nonpartisan civic engagement, advocacy, election protection, and voting rights litigation.

NEO Philanthropy, New York, NY

For core support of Four Freedoms Fund, a donor collaborative on immigrant civic integration at the state level. 12 months, \$3,000,000

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 strengthen state and regional groups across the country through grants to develop organizing and advocacy strategies, build institutional capacity, enable strategic collaboration among grantees, plan effective communications, and create intersectional alliances with unlikely allies.

Niskanen Center, Washington, DC

For core support of its immigration program. 36 months, \$400,000

Historically, increased immigration has yielded positive economic and social benefits to the global community, and — most importantly — to immigrants themselves. Legal immigration fills critical labor gaps experienced by American businesses, reunites separated families, provides refuge to those fleeing crises and oppression, and introduces Americans to new cultures and ideas. Founded in 2015, the Niskanen Center is a nonpartisan, centrist think tank and policy advocacy organization that uses a rigorous, evidence-based approach to engaging policymakers across the political spectrum around policy issues. The center's immigration program is committed to protecting vulnerable immigrant populations, relieving labor shortages, and energizing the economy by expanding immigration pathways. With Corporation support, the Niskanen Center's immigration program will educate policymakers about the current state of immigration in and advocate for pro-immigrant policy solutions that are innovative, practical, and politically viable.

Nonprofit VOTE, Cambridge, MA

For support of National Voter Registration Day. 36 months, \$500,000

Every year, millions of Americans are unable to vote because of a problem with their voter registration, a missed deadline, an outdated or missing record, among other issues. Established in 2012, National Voter Registration Day (NVRD) is a day of coordinated, nonpartisan media and field events aimed at raising awareness of the registration process and empowering citizens to access their fundamental right to vote. In 2015 and 2016, President Barack Obama officially observed NVRD through presidential proclamations. President Biden did the same in 2021 and 2022. To date, the partners in NVRD have registered more than 4.7 million eligible voters. With Corporation support, Nonprofit VOTE will continue to spearhead NVRD and collaborate with corporate partners, national nonprofits, election associations of both parties, and other civic institutions in engaging millions of voters in the democratic process.

Windward Fund, Washington, DC

For core support of the Heartland Fund, a funder collaborative working to strengthen civic engagement in rural communities. 24 months, \$1,500,000

For more than 40 years, rural America has been largely ignored in its struggles with growing systemic challenges, including lack of access to quality healthcare and education, persistent poverty, corporate disinvestment, infrastructure decline, environmental degradation, and political dysfunction. The inequities have been especially pronounced among rural communities of color. Launched in 2018 under the auspices of the Windward Fund, the Heartland Fund is a national funder collaborative dedicated to investing in rural civic engagement infrastructure. This entails building permanent civic engagement, issue advocacy, communications, and organizing capacity in rural areas of the United States, including in small cities and towns. With Corporation support, the Heartland Fund will continue to increase philanthropic investment in rural civic engagement and recalibrate the political narratives around power and issue-based organizing in rural communities.

DISCRETIONARY GRANTS

50CAN, Washington, DC

For final core support of JerseyCan. 24 months, \$200,000

The 74, New York, NY

For general support. 12 months, \$200,000

Achievement Network, Boston, MA

For a project to build their capacity to support science teaching and learning. 8 months, \$200,000

America Achieves, New York, NY

To support the development of the Competitiveness and Opportunity Agenda. 6 months, \$200,000

Array Education, Inc., New York, NY

For core support for Opportunity College. 12 months, \$100,000

Association of Alaska School Boards, Juneau, AK

For project support of the Stronger Together Framework, which supports family and school partnerships in Alaska, RFP Yr 2. 14 months, \$100,000

Association of Public Data Users, Arlington, VA

For core support of the Census Project. 36 months, \$200,000

Bank Street College of Education, New York, NY

For a strategic plan for Bank Street College of Education. 6 months, \$100,000

Bellwether Education Partners, Sudbury, MA

For support of a teacher shortage landscape analysis. 6 months, \$36,700

BES, Boston, MA

For support of high school model development and capacity-building efforts. 15 months, \$150,000

Bipartisan Policy Center, Washington, DC

For core support of its immigration project. 24 months, \$200,000

Building Skills Partnership, Los Angeles, CA

For project support to increase parent communication with schools and educators, RFP Yr 2. 12 months, \$100,000

Cato Institute, Washington, DC

For core support of its immigration program. 24 months, \$200,000

Center for American Progress, Washington, DC

For project support of continued development of an equity-focused Future of Work. 12 months, \$150,000

Chiefs for Change, Washington, DC

For general support. 12 months, \$200,000

Church World Service, Elkhart, IN

For core support of its policy and advocacy programs. 18 months, \$155,000

CityWorks DC, Washington, DC

For the development and launch of a strategic learning plan. 15 months, \$200,000

The Collaborative for Academic, Social, and Emotional Learning, Chicago, IL

For support of strategic communications activities to build public understanding of socio-emotional learning. 12 months, \$200,000

College Unbound, Providence, RI

For general support. 12 months, \$100,000

Columbia University, New York, NY

For project support to conduct a landscape analysis of national advocacy-based family engagement organizations. 9 months, \$200,000

Columbia University, New York, NY

For a project for the Center for Public Research and Leadership to advance curriculum-based professional learning at the local and field levels. 6 months, \$200,000

Come to Believe Foundation, New York, NY

For project support of a cohort learning program evaluating the feasibility of an innovative college model within a cohort of higher-ed institutions. 12 months, \$100,000

Community College of Rhode Island Foundation, Warwick, RI

For project support to promote pathways to postsecondary success through dual-enrollment, early-college, and community-based campus programs. 12 months, \$50,000

ConnectED: The National Center for College & Career, Berkeley, CA

For continued project support of the Midwest Communities of Practice. 12 months, \$50,000

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

For core support of the Democracy Program. 18 months, \$200,000

EducationCounsel, Washington, DC

For project support of the implementation of Higher Education Forward Funder Collaborative. 12 months, \$200,000

EducationCounsel, Washington, DC

For exploring a plan for a funder collaborative to combat the anti-equity backlash in higher education. 12 months, \$50,000

Education First, Seattle, WA

For project support of the Strategic Staffing Funder Group Landscape Analysis. 6 months, \$45,000

Education Writers Association, Washington, DC

For support of the Education Writers Association's 2023 National Seminar. 6 months, \$200,000

EveryoneOn, Los Angeles, CA

For general support. 12 months, \$50,000

The Exploratorium, San Francisco, CA

For a project to support the California Partnership for Math & Science Education Statewide Science Community. 12 months, \$100,000

Families and Schools Together, Stoughton, WI

For project support of family engagement to improve student learning, RFP Yr 2. 12 months, \$100,000

Federation for Children with Special Needs, Boston, MA

For project support of the Sustaining Success: Scaling the APPLE Project to expand family engagement efforts in Brockton, Massachusetts, RFP Yr 2. 12 months, \$100,000

Fund for the City of New York, Inc., New York, NY

For core support of the College Access: Research & Action (CARA) model outside of New York City. 12 months, \$75,000

Goddard Riverside, New York, NY

For building the capacity of #DegreesNYC's Data Co-Op and Youth-Led Research. 15 months, \$200,000

The Graduate Network, Inc., Philadelphia, PA

For project support to explore a strategic merger in service of educational equity. 12 months, \$20,000

Grantmakers for Education, Portland, OR

For the 2023 Grantmakers for Education annual conference, entitled "In Pursuit of Justice: Creating Contexts for Young People and Adult Learners to Thrive." 4 months, \$50,000

InnovateEDU, Brooklyn, NY

For dissemination support for the National Partnership for Student Success Support Hub. 12 months, \$100,000

Institute for Educational Leadership, Inc., Washington, DC

For project support of the annual National Family Engagement and Community Schools Conference. 6 months, \$65,000

JobsFirstNYC, New York, NY

For continued project support of the workforce collaborative framework. 18 months, \$100,000

Kids in Need of Defense, Washington, DC

For general support. 24 months, \$200,000

KIPP Foundation, New York, NY

For project support of the KIPP Postsecondary Success Collaborative. 18 months, \$200,000

The Knowledge House, Bronx, NY

For general support. 12 months, \$100,000

Kura Labs, New York, NY

For general support. 12 months, \$100,000

LatinoJustice PRLDEF, New York, NY

For general support. 24 months, \$170,000

Latinos in Action, Sandy, UT

For project support to scale Latino Family Engagement across Utah and Florida, RFP Yr 2. 12 months, \$100,000

Learning Forward, Richardson, TX

For a project to support a strand of sessions and activities focused on curriculum-based professional learning at the annual conference. 9 months, \$149,500

Learning Policy Institute, Palo Alto, CA

To conduct a landscape scan and analysis of teacher residency policies and program models across the United States. 12 months, \$100,000

MarGrady Research, New York, NY

For developing and disseminating a national school data dashboard. 12 months, \$200,000

Memphis Lift, Memphis, TN

For project support to expand literacy training and resources for Memphis families (Lifting Reading). 18 months, \$100,000

National Association of System Heads, Adelphi, MD

For continued project support of the Power of Systems, focused on a transformation agenda for public higher education systems. 12 months, \$200,000

National Center for Families Learning, Louisville, KY

For project support of family engagement in middle and high school science through an experiential learning approach RFP Y2. 12 months, \$100,000

National Congress of Parents and Teachers, Alexandria, VA

For project support of the District Leader Family Engagement Clearinghouse. 12 months, \$200,000

National Science Teaching Association, Arlington, VA

For a project to develop classroom videos of OpenSciEd middle school instruction to support curriculum-based professional learning services. 6 months, \$200,000

National Science Teaching Association, Arlington, VA

For a project to develop classroom videos of OpenSciEd middle school instruction to support curriculum-based professional learning services. 6 months, \$125,500

National Skills Coalition, Washington, DC

For general support. 12 months, \$50,000

NEO Philanthropy, New York, NY

For core support of the Funders' Committee Census Initiative of the Funders' Committee for Civic Participation. 36 months, \$150,000

The New School, New York, NY

For core support of InsideSchools. 6 months, \$50,000

New Venture Fund, Washington, DC

For core support of 100% Democracy: An Initiative for Universal Voting. 24 months, \$200,000

New Venture Fund, Washington, DC

For core support of Collaborative for Student Success. 12 months, \$200,000

New Venture Fund, Washington, DC

For core support of Collaborative for Student Success. 10 months, \$200,000

New York Hall of Science, New York, NY

For project support to Making STEM Inclusive: Research and Design for Culturally Responsive Early Childhood Caregiver Support. 16 months, \$100,000

Open Campus Media, Washington, DC

For project support to launch the HBCU Student Journalism Fellowship. 12 months, \$100,000

Our Turn, New York, NY

For general support. 12 months, \$50,000

Parent Institute for Quality Education, San Diego, CA

For project support of a year-long intervention responsive to families' and educators' needs in California's Central Valley, RFP Yr 2. 12 months, \$100,000

PIE Network, Minneapolis, MN

For general support. 6 months, \$100,000

President and Fellows of Harvard College, Cambridge, MA

For support of the development of the Education Recovery Scorecard. 12 months, \$200,000

Rodel Charitable Foundation of Delaware, Wilmington, DE

For project support of a study on a comparative international review of career pathways. 12 months, \$75,000

Roosevelt Institute, New York, NY

For its program to develop a diverse network of policy advocates. 24 months, \$200,000

Schott Foundation for Public Education, Cambridge, MA

For support of the National Opportunity to Learn Policy Commission. 12 months, \$75,000

Shared Lane Consulting Services, New York, NY

For project support for aligning high school, workforce training, and the labor market. 12 months, \$100,000

The Steve Fund, Providence, RI

For general support. 12 months, \$50,000

Strategic Education Research Partnership Institute, Washington, DC

For support of their 2023 Annual Conference. 6 months, \$25,000

Student Achievement Partners, Inc., New York, NY

For a project to develop tools to support districts in adoption and implementation of high-quality instructional materials. 9 months, \$200,000

Student Leadership Network, New York, NY

For general support. 15 months, \$200,000

Supportive Older Women's Network, Philadelphia, PA

For a project to support grandparents raising primarily Black students to become knowledgeable about tools and methods to support their grandchildren's literacy. 14 months, \$100,000

TalkingPoints, San Francisco, CA

For general support. 8 months, \$200,000

Teach For All, New York, NY

For support of the Systems Impact Research Accelerator. 12 months, \$200,000

Teachers College, Columbia University, New York, NY

For a final grant to the Center for Educational Equity's continued work on civics education and equity. 24 months, \$200,000

Teachers College, Columbia University, New York, NY

For core support of the *Hechinger Report*. 9 months, \$200,000

Throughline Learning, Providence, RI

For support of a strategic communications process. 9 months, \$80,000

Tides Center, San Francisco, CA

For core support of the Starfish Institute. 6 months, \$50,000

Transcend, Inc., Hastings-on-Hudson, NY

For continued support of the Canopy project and sustaining collective knowledge about innovative learning environments. 24 months, \$200,000

Truman Center for National Policy, Washington, DC

For core support of its immigration program. 24 months, \$200,000

Tufts University, Medford, MA

For a project to research and expand youth civic engagement in rural communities. 24 months, \$200,000

UnidosUS, Washington, DC

For core support of its civic engagement and immigration program. 24 months, \$200,000

Vassar College, Poughkeepsie, NY

As a final grant for project support for the Science, Technology, Engineering, and Math (STEM) Teaching Experiences for Undergraduates (TEU). 12 months, \$130,000

Village of Wisdom, Durham, NC

For project support of the Journey to Instructional Liberation program, RFP Yr 2. 12 months, \$100,000

WestEd, San Francisco, CA

For a project supporting NextGenScience to review OpenSciEd instructional units. 10 months, \$200,000

West River Foundation, Sturgis, SD

For project support to continue working collaboratively with families and educators to increase student success in South Dakota, RFP Yr 2. 11 months, \$100,000

Young Invincibles, Washington, DC

For project support for student debt relief consumer education and outreach. 12 months, \$35,000

Special Opportunities Fund

Amalgamated Foundation, Washington, DC

For core support of BuildUS, a collaborative fund aimed at ensuring federal funds are invested in local communities. 36 months, \$3,000,000

With the enactment of recent federal legislation, an opportunity has opened to deliver economic relief, physical and clean energy infrastructure development, and significant worker and community investments into disadvantaged communities to promote a stronger workforce and improve communities throughout the country. BuildUS is a collaborative fund, fiscally sponsored by the Amalgamated Foundation, which aims to maximize implementation efforts and support the acceleration of the country's transition to a lower carbon, worker centered, and fairer economy. BuildUS will work to ensure the fair and effective implementation of federal investments into American communities. It will provide grants and technical assistance to local organizations to access resources at the community level and support planning efforts to determine local priorities within the context of the federal funding. The long-term goal is to transition low-income and minority neighborhoods from gas-based energy to clean energy alternatives and ensure workers can transition to better-paying green jobs.

CARE, Atlanta, GA

For humanitarian aid in the wake of the February 6, 2023, earthquake in the Middle East, specifically Syria, where the need is the greatest. 12 months, \$250,000

Columbia University, New York, NY

For Columbia University's SIPA Institute of Global Politics, Inaugural Carnegie Distinguished Fellows. 12 months, \$1,000,000

On October 3, 2023, Columbia University's School of International and Public Affairs (SIPA) will launch the Institute of Global Politics (IGP), which will feature a cohort of distinguished fellows. IGP will attempt to bridge the gap between academics and policy makers by convening leading scholars and practitioners to advance policy solutions to today's pressing global challenges. IGP will focus on five key areas of impact: geopolitical stability, democratic resilience, climate and sustainable development, inclusive prosperity and macroeconomic performance, and technology and innovation. With Corporation support in its inaugural year, each fellow will be named an "Institute of Global Politics, Inaugural Carnegie Distinguished Fellow," and fellows will include experts from the public and private sectors, local and global, whose views range across the political spectrum. Their engagement will include generating policy reports, participating in public events, hosting policy labs and skills-based workshops, and working with Columbia students on op-eds and other research projects.

Doctors Without Borders, New York, NY

For humanitarian aid in the wake of the February 6, 2023, earthquake in the Middle East, specifically Syria, where the need is the greatest. 12 months, \$500,000

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

For core support of the *PBS NewsHour*. 24 months,
\$1,000,000

Despite widespread mistrust of the media among the American public, the *PBS NewsHour* remains a trusted news source for millions of Americans. According to the 2021 Erdos and Morgan Opinion Leaders Survey (a syndicated study of influential figures in business, government, public policy, education, media, and science), the *NewsHour* ranked the most objective and most credible news source, ahead of *NBC Nightly News*, the BBC, the *New York Times*, and the *Washington Post*. The evaluation was based on the *NewsHour*'s steadfastness in countering false narratives, elevating civil discourse, and implementing strict fact-checking processes. With renewed Corporation support, the *NewsHour* will continue its coverage of international affairs, voting rights, immigration, and K–16 education, among other issues. It will maintain public trust through its high journalistic standards and work to navigate ever-evolving broadcast and digital platforms to reach new audiences.

Human Rights Watch, Inc., New York, NY

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

Exacerbated by the consequences of Russia's invasion of Ukraine, rising tensions between democracies and autocracies, growing repression in Iran, violent extremism in the Sahel, the plight of millions of migrants and refugees worldwide, and the ongoing deprivations caused by corruption and climate change, threats to basic human rights across the globe continue apace. Since its establishment in 1978, the Human Rights Watch (HRW) has played a crucial role within the global ecosystem for human rights. With a staff of nearly 600 operating on six continents, HRW continues to investigate, expose, and promote change to defend fundamental rights and freedoms worldwide. This grant provides general support to HRW to continue advancing its important work whenever and wherever human rights are being undermined.

International Rescue Committee, Inc.,
New York, NY

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

According to the latest reports from the United Nations High Commissioner for Refugees, 89.3 million people around the world are currently displaced from their homes. Among them are 27 million refugees and 4.6 million asylum seekers from countries where poverty and active conflict have forced them to seek refuge abroad. Founded in 1933, the International Rescue Committee (IRC) provides emergency relief and sustainable development assistance to vulnerable populations affected by humanitarian crises. IRC provides health care, infrastructure, learning, and economic support to more than 23 million people around the world. With renewed Corporation support, the IRC will continue responding to global humanitarian crises, help meet the needs of some of the world's most vulnerable populations, and advocate on behalf of refugees and the refugee resettlement program in the United States.

The Mandela Rhodes Foundation, Cape Town,
South Africa

As a one-time only grant to support 20 African postgraduate scholarships. 24 months, \$1,000,000

Established in 2003 in partnership with Rhodes Trust, the Mandela Rhodes Foundation (MRF) is a legacy organization of Nelson Mandela that seeks to foster the next generation of African leaders by providing full support for Africans with undergraduate degrees under the age of 30 to pursue a postgraduate degree at a university in South Africa and provides in-residence leadership training. To date, 622 scholars from 33 countries and across 35 disciplines have benefited from the program, with 93 percent of alumni remaining on the continent. The aim is to develop innovative, competent, and ethical leaders in their fields, with skills to bring about transformative, positive changes in their institutions, communities, and countries. To honor MRF's 20th anniversary, Corporation support will provide 20 scholarships over two years, with the inclusion of leadership development support.

Mercy Corps, Portland, OR

For humanitarian aid in the wake of the February 6, 2023, earthquake in the Middle East, specifically Syria, where the need is the greatest. 12 months, \$250,000

Miami Foundation, Miami, FL

For core support of Press Forward, a national journalism initiative aimed at improving local news coverage. 60 months, \$5,000,000

Since 2005, approximately 2,200 local newspapers have closed, resulting in 20 percent of Americans living in areas with little to no reliable coverage of news. In response, a coalition of 20 donors have established Press Forward, an ambitious national initiative to strengthen communities and democracy by supporting local news and information with an infusion of more than a half-billion dollars over the next five years. Press Forward will support new models and solutions that are ready to scale and close long-standing inequities in journalism coverage and practice. National, regional, local, and issue-specific funders codesigned Press Forward with the aim of deploying significant new resources to the field through greater coordination and peer learning. In addition to direct grantmaking, Press Forward has established a collaborative pooled fund, fiscally sponsored by the Miami Foundation, which the Corporation is joining, to make investments in geographic or other areas not covered by the direct grantmaking.

National Public Radio, Inc., Washington, DC

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

Founded in 1970, National Public Radio (NPR) is a nationally acclaimed nonprofit multimedia organization with a network of more than 250 member stations. NPR provides quality journalism and cultural programming to an audience of more than 53 million people per week, on live radio broadcast and other forms of audio storytelling. It maintains 17 domestic bureaus and 17 foreign bureaus, helping to provide American audiences with timely, on-the-ground reporting of events and life around the globe. Its NPR Education Desk informs millions of weekly listeners and visitors about how the nation's education system is serving (or failing) its students in communities across the country. With Corporation support, NPR will continue to produce quality news programming on international affairs, immigration, elections, and education in the United States.

President and Fellows of Harvard College, Cambridge, MA

For core support of the Journalist's Resource at the Shorenstein Center on Media, Politics and Public Policy. 24 months, \$500,000

Founded in 1986, the Shorenstein Center on Media, Politics and Public Policy at the Harvard Kennedy School is dedicated to bridging the gap between academia and journalism. While academic research can be a valuable resource for journalists, journalists are often unable to identify quality research or efficiently incorporate them into their reporting. Many do not have research methods training or the time to sift through academic journals. The Shorenstein Center launched the Journalist's Resource to help journalism instructors to teach "knowledge-based journalism," which entails incorporating academic research into reporting and storytelling. The Journalist's Resource has since evolved into a resource hub that gives critical support to working journalists, providing accessible issue expertise to newsrooms during a time when they are severely understaffed. With renewed Corporation support, the Shorenstein Center will further expand the reach of the Journalist's Resource. The center will recruit scholars and fellows, convene experts and practitioners, and disseminate resources, helping to combat the spread of misinformation and disinformation.

Rockefeller Philanthropy Advisors, New York, NY

For core support of the Trust for Civic Infrastructure. 36 months, \$3,500,000

In 2020, the American Academy of Arts and Sciences published *Our Common Purpose: Reinventing American Democracy for the 21st Century*, a report issued after conducting 50 listening sessions across the country to understand the factors that encourage and discourage people from engaging with their communities, especially in small towns and rural areas. In response to the report's recommendations, the Trust for Civic Infrastructure was founded. Fiscally sponsored by the Rockefeller Philanthropy Advisors, the trust is a donor collaborative and learning network that aims to strengthen civic infrastructure at the local level, increase social trust, and build civic agency. The trust's programmatic areas consist of grantmaking, network building, learning, and field building. With Corporation support, the trust will create a pipeline of local funding, reach overlooked and underfunded geographic areas, especially in rural areas, and engage local communities in how to improve their civic infrastructure.

Waterford Treasures DAC, Waterford, Ireland

As a one-time only grant for support of the Waterford Treasures, Museum of Childhood. 24 months, \$500,000

Waterford Treasures is a collection of six museums located within the Viking Triangle, the oldest cultural and heritage quarter of Waterford, Ireland. Its mission is to collect, safeguard, and present the rich history of Waterford as well as to ensure that the widest community possible feels welcome in a modern museum atmosphere. Waterford Treasures will build a new Museum of Childhood (the Museum), which has available for display and research more than 30,000 artifacts related to the material culture of childhood in Ireland. The museum will feature stories about children of rural and urban areas, children from immigrant families, the children of the diaspora, and a crucial element of the fabric of Irish society, childhood in the Irish travelling community. With Corporation support, the Museum of Children will work with a project board and project committee to study museum building restoration and conservation and exhibition design across various mediums.

DISCRETIONARY GRANTS

AbyssinianWEST, New York, NY

For general support. 12 months, \$50,000

American-Scottish Foundation, New York, NY

For support toward the "Scots Who Built New York" campaign. 12 months, \$15,000

Association of Governing Boards of Universities and Colleges, Washington, DC

As a one-time only grant for support of the Higher Education as a Strategic Asset (HESA) initiative. 12 months, \$50,000

Carnegie Trust for the Universities of Scotland, Dunfermline, UK

As a one-time only grant for support of anniversary planning and activities. 24 months, \$100,000

Chumir Foundation for Ethics in Leadership, New York, NY

As a one-time only grant for general support. 24 months, \$200,000

The Europaeum, Oxford, UK

As a one-time only grant for support of the Europaeum Scholars Programme. 12 months, \$50,000

George Street Playhouse, Inc., New Brunswick, NJ

For general support. 12 months, \$25,000

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

For the *Judy Woodruff Presents: America at a Crossroads*
production. 24 months, \$200,000

Human Rights First, New York, NY

For general support, 24 months, \$200,000

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

For the Scholar Rescue Fund. 12 months, \$200,000

Metropolitan Museum of Art, New York, NY

For general support. 24 months, \$200,000

Morgan Library & Museum, New York, NY

For support of the Belle da Costa Greene Fellowship
Program. 24 months, \$200,000

**The Preservation Society of Newport County,
Newport, RI**

For general support. 12 months, \$100,000

Save Ellis Island, Augusta, NJ

As a one-time only grant for educational programming on
the Historic Process of Immigration. 24 months, \$50,000

The Seeing Eye, Inc., Morristown, NJ

For general support. 12 months, \$25,000

**The Shakespeare Theatre of New Jersey,
Florham Park, NJ**

For general support. 12 months, \$25,000

Southern Education Foundation, Atlanta, GA

As a one-time only grant for support of the Issues Forum,
"Miles to Go: Fulfilling the Promise of Racial Equity in
Education." 12 months, \$25,000

Trustees of Brantwood Camp, Peterborough, NH

For general support. 12 months, \$25,000

**Women's Campaign International,
Philadelphia, PA**

As a one-time only grant for the Girls Advocacy Leadership
Program. 24 months, \$100,000

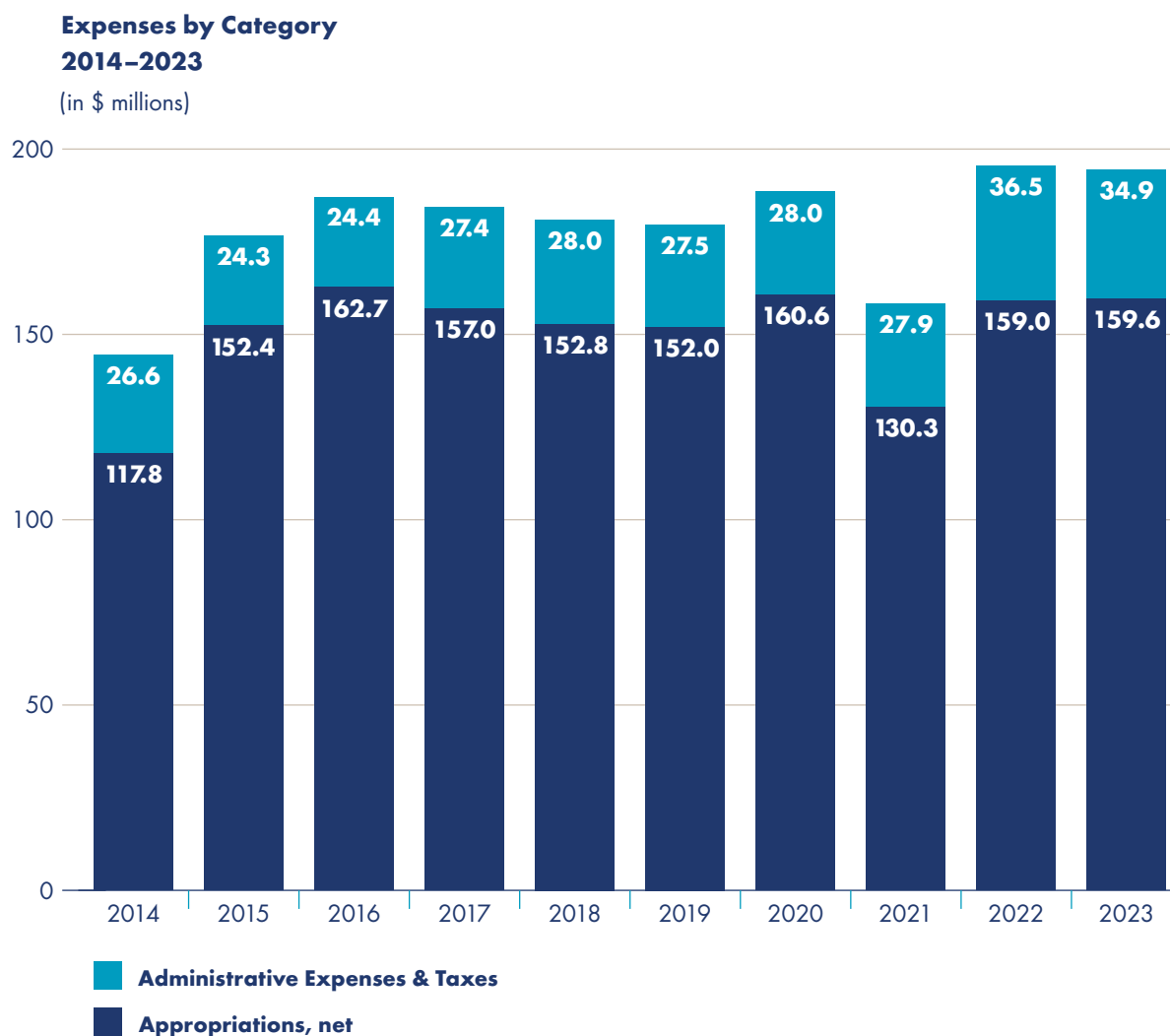
REPORT ON **FINANCES**

Financial Highlights

APPROPRIATIONS AND EXPENSES

For the 10 years ended September 30, 2023, the Corporation awarded 3,740 grants totaling \$1,504.2 million and incurred expenses of \$246.9 million for program management, direct charitable activities, and administrative expenses, excluding investment expenses, and \$38.6 million for taxes, for a total of \$1,789.7 million.

The graph below illustrates the change in expenses by category over the 10-year period ended September 30, 2023.



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, 2023, 56 percent of the appropriated funds were paid within the fiscal year. Appropriations, net of refunds and cancellations, totaled \$159.6 million, compared to \$159.0 million in the preceding year.

Program management and direct charitable activities expenses were \$20.9 million in the fiscal year ended September 30, 2023, compared to \$18.9 million in the previous fiscal year. Included in these amounts are direct charitable activities of \$6.3 million in 2023 and \$5.6 million in 2022. 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 \$8.1 million in FY2022–2023 and \$8.6 million in FY2021–2022.

The schedule below breaks down total expenses, excluding appropriations and taxes, into categories for the year ended September 30, 2023.

(in \$000s)	Program Management and Direct Charitable Activities	Investment	General Administration	TOTAL
Salaries and Benefits	\$ 13,422.2	\$ 7,455.9	\$ 5,937.2	\$ 26,815.3
Investment Advisory and Custody Fees	–	17,326.5	–	17,326.5
Rent	1,869.3	322.1	919.2	3,110.6
Professional Fees and Consultants	1,065.6	1,020.2	293.5	2,379.3
Communications	1,001.5	–	–	1,001.5
Travel, Conferences, and Meetings	1,551.3	247.2	–	1,798.5
Office and IT Expenses	785.4	204.9	350.1	1,340.4
Amortization and Depreciation	583.4	–	294.2	877.6
Trustees' Honoraria and Expenses	191.0	4.1	83.4	278.5
Other	487.2	67.5	235.9	790.6
TOTAL*	\$ 20,956.9	\$ 26,648.4	\$ 8,113.5	\$ 55,718.8

* In FY2021–2022, total expenses, excluding appropriations and taxes, were \$57.2 million, which included \$29.7 million of investment expenses.

TAXES

Private foundations are subject to 1.39 percent excise tax on net investment income under the Further Consolidated Appropriations Act of 2020. Accordingly, the Corporation's current federal excise taxes are estimated at 1.39 percent of its net investment income, as defined in the Internal Revenue Code, for each of the years ended September 30, 2023 and 2022.

The Corporation had unrelated business income of \$7.2 million in 2023 from certain investment partnership activities. After applying carryforward losses from prior years, the Corporation expects a tax benefit of \$1.7 million in unrelated business income taxes.

Deferred tax liability represents the potential tax (1.39 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, 2023. The Corporation's financial statements, together with the independent auditor's report, appear on the following pages.

Independent Auditor's Report

Audit Committee
Carnegie Corporation of New York

Opinion

We have audited the financial statements of Carnegie Corporation of New York (the Corporation), which comprise the statements of financial position as of September 30, 2023 and 2022, the related statements of changes in net assets and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as of September 30, 2023, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Corporation and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Corporation's ability to continue as a going concern within one year after the date that the financial statements are issued or available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

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In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit 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 Corporation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Corporation's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings and certain internal control-related matters that we identified during the audit.

Other Information Included in the Annual Report

Management is responsible for the other information included in the annual report. The other information comprises the information included in the annual report but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

RSM US LLP

New York, NY
March 7, 2024

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STATEMENTS OF FINANCIAL POSITION

As of September 30, 2023 and 2022

	2023	2022
ASSETS		
Cash	\$ 322,855	\$ 183,302
Investments	4,074,609,737	4,059,795,569
Taxes Receivable	4,886,889	257,052
Prepaid Expenses and Other Assets	142,571	445,733
Right-of-Use Asset	14,627,054	–
Fixed Assets, Net	4,011,059	4,598,661
Total Assets	\$ 4,098,600,165	\$ 4,065,280,317
LIABILITIES AND NET ASSETS		
Liabilities		
Grants Payable	\$ 109,630,561	\$ 97,716,550
Accounts Payable and Other Liabilities	1,384,440	5,948,400
Derivative Collateral	6,500,000	–
Derivative Liabilities	16,957,128	–
Lease Liability	18,625,521	–
Deferred Taxes Payable	11,725,693	14,864,598
Total Liabilities	164,823,343	118,529,548
Net Assets		
Restricted by Donor		
Legacy	135,336,868	135,336,868
Accumulated Earnings	3,798,439,954	3,811,413,901
Total Net Assets	3,933,776,822	3,946,750,769
Total Liabilities and Net Assets	\$ 4,098,600,165	\$ 4,065,280,317

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN NET ASSETS

For the years ended September 30, 2023 and 2022

	2023	2022
Changes in Net Assets Restricted by Donor		
Net Investment Return	\$ 178,346,622	\$ (421,167,132)
Provision for Taxes on Net Realized Investment Earnings	(5,804,040)	(8,952,285)
Deferred Tax Benefit on Net Unrealized Investment Gains and Losses	3,138,905	14,267,479
Investment Income Released from Restriction - Appropriation for Expenditures	(188,655,434)	(186,336,754)
Change in Net Assets Restricted by Donor	(12,973,947)	(602,188,692)
Changes in Net Assets Without Restrictions		
Contribution	-	200,000
Investment Income Released from Restriction - Appropriation for Expenditures	188,655,434	186,336,754
Expenses:		
Grant Appropriations	159,585,015	159,029,696
Program Management and Direct Charitable Activities	20,956,949	18,931,839
General Administration	8,113,470	8,575,219
Total Expenses	188,655,434	186,536,754
Change in Net Assets without Restrictions	-	-
Change in Total Net Assets	(12,973,947)	(602,188,692)
Net Assets, Beginning of Year	3,946,750,769	4,548,939,461
Net Assets, End of Year	\$ 3,933,776,822	\$ 3,946,750,769

See accompanying notes to financial statements.

STATEMENTS OF CASH FLOWS

For the years ended September 30, 2023 and 2022

	2023	2022
Cash Flows from Operating Activities		
Change in Net Assets	\$ (12,973,947)	\$ (602,188,692)
Adjustments to Reconcile Change in Net Assets to Net Cash Used in Operating Activities		
Change in Unrealized Appreciation of Investments and Net Realized Gains	(148,399,059)	425,040,854
Swap Collateral Liability	6,500,000	–
Depreciation and Amortization	877,642	823,927
Amortization of Deferred Rent Obligation and Lease Incentive	–	(413,242)
Right-of-Use Asset Amortization	1,895,674	–
Change in Deferred Taxes Payable	(3,138,905)	(14,267,479)
Total Adjustments	(142,264,648)	411,184,060
Change in Taxes Receivable and Prepaid Expenses and Other Assets	(4,326,675)	1,728,200
Change in Lease Liability	(2,308,917)	–
Change in Grants Payable and Accounts Payable and Other Liabilities	11,761,761	(2,819,107)
Net Cash Used in Operating Activities	(150,112,426)	(192,095,539)
Cash Flows from Investing Activities		
Proceeds from Sales or Redemptions of Investments	2,723,677,380	1,926,667,047
Purchases of Investments	(2,573,135,361)	(1,734,243,583)
Purchases of Fixed Assets	(290,040)	(277,665)
Net Cash Provided by Investing Activities	150,251,979	192,145,799
Change in Cash	139,553	50,260
Cash, Beginning of Year	183,302	133,042
Cash, End of Year	\$ 322,855	\$ 183,302
Supplemental Cash Flow Information		
Interest Paid	\$ 286,667	\$ 466,389
Securities Received as Distributions from Investment Funds, at Fair Value	\$ 87,444,018	\$ 170,414,832

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 in which to concentrate its grants.

(2) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting and financial statement presentation. 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 reports and discloses information about its net asset classification, liquidity, financial performance, and flexibility pursuant to Accounting Standards Update (“ASU”) 2016-14, *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities*.

Endowment fund. 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. Accordingly, the Corporation reports its endowment funds as net assets restricted by donor because those remaining portion of the endowment fund that are not restricted in perpetuity by Andrew Carnegie are subject to donor-imposed restrictions. Donor-imposed restrictions are released when a restriction expires, that is when the stipulated time has elapsed or when the stated purpose restriction has been fulfilled, or both. 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 (Note 5).

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 Corporation’s endowment return objectives, risk parameters, and strategies are covered in its investment policy and are discussed in detail in Note 3.

Cash and cash equivalents. For purposes of the statements of cash flows, cash includes all cash held in bank accounts at September 30, 2023 and 2022. 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.

Fair value measurements. The fair value of investments has been determined as indicated in Note 3.

Fixed assets. 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 10 years. Leasehold improvements are amortized over the remaining life of the lease.

Right-of-use asset, lease liability, rent expense, and recently adopted accounting standard. In February 2016, the Financial Accounting Standards Board (FASB) issued ASU 2016-02, *Leases (Topic 842)* to increase transparency and comparability among organizations related to their leasing arrangements. ASU 2016-02 is effective for fiscal years beginning after December 15, 2021, and requires lessees 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 Corporation adopted ASU 2016-02 beginning on October 1, 2022, using the optional transition method which eliminates the requirement to re-state the prior-period financial statements. The Corporation elected the “package of practical expedients” under the transition guidance within Topic 842, in which the Corporation does not reassess (1) historical lease classification; (2) whether any existing contracts at transition are, or contain, leases; or (3) the initial direct costs for any existing leases. The Corporation has not elected to adopt the “hindsight” practical expedient, and therefore will measure the right-of-use (ROU) asset and lease liability using the remaining portion of the lease term upon adoption of Topic 842 on October 1, 2022. The lease liability is measured as the present value of the lease payments over the term of the lease, using a risk-free discount rate. The ROU asset is measured at the lease liability amount, adjusted for lease accruals. The Corporation elected not to recognize ROU assets and lease liabilities for leases with a term of 12 months or less. As a practical expedient, the Corporation elected to account for the nonlease components with the related lease components as a single lease unit.

The Corporation determines if an arrangement is, or contains, a lease at inception, which is the date on which the terms of the contract are agreed to, and the agreement creates enforceable rights and obligations. A contract is, or contains, a lease when (1) it explicitly or implicitly identified assets that have been deployed in the contract, and (2) the Corporation obtains substantially all of the economic benefits from the use of that underlying asset and directs how and for what purpose the asset is used during the term of the contract. The Corporation also considers whether its service arrangements include the right to control the use of an asset.

The adoption of Topic 842 resulted in the recording of ROU assets and lease liabilities related to the Corporation’s operating leases of approximately \$16,500,000 and \$20,900,000, respectively, at October 1, 2022. The adoption of the new lease standard did not materially impact the Corporation’s change in net assets or cash flows and did not result in a cumulative adjustment to the opening net assets balance at October 1, 2022.

Grants, contributions, and related party transactions. The Corporation applies FASB ASU 2018-08, *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*, 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.

Unconditional grant appropriations, including multiyear grants, are recorded as an expense and a payable when grants are approved and communicated to the grantees. Conditional grants, which include matching grant agreements, are recognized when the condition or conditions on which a grant agreement depends have been substantially met by a grantee.

Some members of the Corporation’s board of trustees are related to certain grantees. Such trustees are required to abstain from voting on decisions affecting the grantees for which they are affiliated.

Taxes. The Corporation is a not-for-profit organization exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code (IRC) 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 2020.

Use of estimates. 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.

Reclassifications. Certain investment amounts at September 30, 2022, have been reclassified to conform with the investment asset classifications at September 30, 2023. The reclassifications have no effect on the previously reported assets, liabilities, net assets at September 30, 2023, and on the changes in net assets for the year ended September 30, 2023.

Subsequent events. 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, 2024, for these financial statements.

(3) INVESTMENTS

Investments, which include derivative instruments, are reported at fair value. Realized and unrealized gains and losses, as well as interest and dividends, are reflected as investment return, net of direct external and internal expenses, in the statements of changes in net assets.

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

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

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

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.

There were no significant transfers between Levels 2 and 3 during 2023 and 2022.

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 (OTC) 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.

Total return swaps are traded on the OTC market. The fair value of total return swaps is recorded at the swap contract's net equity value. Net equity is calculated by determining the notional fair value of the assets or liabilities underlying the swap contracts, which are typically equity securities, and includes accrued dividends and interest. These contracts are generally categorized as Level 2 in the fair value hierarchy.

The fair value of futures contracts is based on the last reported sales price on the active market on which the futures contracts are traded and are generally classified as Level 1 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"). 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:

	2023 Fair Value Measurements Using			
	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Assets				
Cash and Cash Equivalents	\$ 384,226,227	\$ 384,226,227	\$ —	\$ —
Investments in Securities:				
Common Stock	32,092,950	32,092,950	—	—
Investments in Derivative Instruments:				
Total Return Swaps – Unrealized Appreciation	4,423,151		4,423,151	
Investments Reported at NAV ⁽¹⁾ :				
Public Equity	949,967,179			
Private Equity	1,014,616,952			
Public Diversifiers	914,442,616			
Private Diversifiers	774,840,662			
TOTAL	\$ 4,074,609,737	\$ 416,319,177	\$ 4,423,151	\$ —
Liabilities				
Swap Collateral	\$ 6,500,000	\$ 6,500,000	\$ —	\$ —
Total Return Swaps – Unrealized Depreciation	6,758,415		6,758,415	
Futures Contracts – Unrealized Depreciation	10,198,713	10,198,713		
TOTAL	\$ 23,457,128	\$ 16,698,713	\$ 6,758,415	\$ —

2022 Fair Value Measurements Using

	Total	Quoted Market Prices (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and Cash Equivalents	\$ 366,263,038	\$ 366,263,038	\$ —	\$ —
Investments in Securities:				
Common Stock	545,990	545,990	—	—
Investments Reported at NAV ⁽¹⁾ :				
Public Equity	1,082,598,700			
Private Equity	1,070,938,927			
Public Diversifiers	724,688,290			
Private Diversifiers	814,760,624			
TOTAL	\$ 4,059,795,569	\$ 366,809,028	\$ —	\$ —

⁽¹⁾ In accordance with the guidance provided by FASB ASU 2015-07, *Fair Value Measurement (Topic 820): Disclosures for Investments in Certain Entities that Calculate Net Asset Value Per Share (or its Equivalent)*, 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 statements of financial position.

The following tables list the redemption terms and unfunded commitments for the investments in other funds:

	2023 Fair Value	Unfunded Commitments ⁽²⁾ (in millions)	Redemption Frequency ⁽³⁾	Redemption Notice Period
Investments in Other Funds:				
Public Equity	\$ 949,967,179	\$ 28.76	Various	14 days - n/a
Private Equity	1,014,616,952	444.31	Various	120 days - n/a
Public Diversifiers	914,442,616	—	Various	3 days - n/a
Private Diversifiers	774,840,662	274.53	Various	90 days - n/a
TOTAL	\$ 3,653,867,409	\$ 747.60		

⁽²⁾ Unfunded commitments entered subsequent to September 30, 2023, and not included above amounted to \$27.50 million.

⁽³⁾ Redemptions are permitted as follows:

2023 Fair Value (in millions)					
Redemption Frequency	Public Equity	Private Equity	Public Diversifiers	Private Diversifiers	Total
Daily	\$ —	\$ —	\$ 184.48	\$ —	\$ 184.48
Monthly	351.40	—	292.28	—	643.68
Quarterly	410.00	—	408.96	—	818.96
Biannual	64.04	—	—	—	64.04
Annual	87.51	—	28.72	14.60	130.83
Multiyear/Rolling Lock-Ups	—	32.80	—	39.54	72.34
Illiquid	37.02	981.82	—	720.70	1,739.54
TOTAL	\$ 949.97	\$1,014.62	\$ 914.44	\$ 774.84	\$ 3,653.87

	2022 Fair Value	Unfunded Commitments (in millions)	Redemption Frequency ⁽⁴⁾	Redemption Notice Period
Investments in Other Funds:				
Public Equity	\$ 1,082,598,700	\$ 66.00	Various	10 days - n/a
Private Equity	1,070,938,927	334.58	Various	120 days - n/a
Public Diversifiers	724,688,290	—	Various	15 days - n/a
Private Diversifiers	814,760,624	313.01	Various	90 days - n/a
TOTAL	\$ 3,692,986,541	\$ 713.59		

⁽⁴⁾ Redemptions are permitted as follows:

2022 Fair Value (in millions)					
Redemption Frequency	Public Equity	Private Equity	Public Diversifiers	Private Diversifiers	Total
Monthly	\$ 295.47	\$ —	\$ 346.34	\$ —	\$ 641.81
Quarterly	429.59	—	271.50	—	701.09
Biannual	78.05	—	—	40.63	118.68
Annual	100.12	—	106.85	24.06	231.03
Multiyear/Rolling Lock-Ups	177.81	29.80	—	—	207.61
Illiquid	1.56	1,041.14	—	750.07	1,792.77
TOTAL	\$ 1,082.60	\$1,070.94	\$ 724.69	\$ 814.76	\$ 3,692.99

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 were \$38,295,329 and \$21,272,065 as of September 30, 2023 and 2022, respectively.

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

Cash and Cash Equivalents

The Corporation holds cash and highly liquid securities to meet near-term obligations, including spending, unfunded commitments, and variation margin on derivative contracts. At September 30, 2023 and 2022, cash and cash equivalents include amounts aggregating to \$3,000,000 and \$62,000,000 that are held by investment funds for additional investment on October 1, 2023 and October 1, 2022, respectively. At September 30, 2023 and 2022, cash and cash equivalents also include amounts due from investment funds of \$16,331,133 and \$74,530,461, respectively.

Public Equity

The public equity portfolio seeks to capture the equity risk premium embedded in global public stock markets. This portfolio includes investments in long-only, long/short, and other externally managed strategies seeking to generate a total return net of fees in excess of the MSCI ACWI IMI Index. The portfolio may use derivatives to meet its target equity sensitivity and manage the unintended risks generated by active managers relative to the benchmark.

Private Equity

The private equity portfolio takes illiquidity risk in exchange for higher expected returns than public stocks while capturing the equity risk premium in private companies. It comprises investments in leveraged buyout/growth equity and venture capital managers, with the objective to outperform the Cambridge Associates’ Global Private Equity Index and the Cambridge Associates’ Venture Capital Index, respectively.

Public Diversifiers

The public diversifiers portfolio aims to generate high total returns with a low correlation to public equity markets. Investments can include market-neutral hedge funds, diversified beta, and other liquid alternative strategies. The Corporation’s public diversifiers portfolio is expected to generate annualized returns in excess of the Hedge Fund Research Inc. (“HFRI”) Fund of Fund Composite Index.

Private Diversifiers

The private diversifiers portfolio seeks high total returns through various illiquid investments with less equity sensitivity than the private equity portfolio. It is composed of investments in real estate, natural resources, and other illiquid strategies with the aim to outperform the NCREIF Property Index, the Cambridge Associates’ Natural Resource Index, and the Cambridge Associates Private Credit Index, respectively.

Derivative Contracts

The Corporation utilized derivative instruments as part of its investment strategy in fiscal year 2023. These instruments are held in separately managed accounts and include total return swaps and futures contracts.

The Corporation enters into total return swap agreements to hedge against potential unfavorable changes in the value of portfolio securities and to manage its exposure to the market or certain sectors of the market, or to create exposure to certain equities to which it is otherwise not exposed. Total return swap contracts involve the exchange by the Corporation and a counterparty of their respective commitments to pay or receive a net amount based on the change in the fair value of a particular security or index and a specified notional amount. Total return swap contracts held at September 30, 2023 are scheduled to terminate in October 2023 and February 2024.

Futures contracts are used to hedge against declines in value of portfolio securities and to gain exposure to markets more efficiently or cost-effectively than buying securities. Variation margin payments are equal to the daily changes in contract value and are recognized as realized gains or losses. Risks of entering into futures contracts include the possibility that there may be an illiquid market and that changes in the value of the contract may not correlate with the value of the underlying securities.

Although the contract or notional amounts of derivative instruments are not recorded on the financial statements, these instruments are recognized in the statements of financial position as either an asset or a liability depending on the rights or obligations of the contract measured at fair value. Realized gains and losses, and changes in unrealized gains or losses on open positions are determined on specific identification basis and recognized in the statements of changes in net assets in the period in the contract is closed or the changes occur, respectively. The table below shows the fair and notional values of total return swaps and futures contracts as well as their classification on the accompanying financial statements at September 30, 2023.

Security Description	Reported on Statements of Financial Position As	Units/No. of Contracts	Fair Value	Notional Value
Asset Derivatives:				
Total Return Swaps	Investments	401,506	\$ 4,423,151	\$ 42,708,354
Liability Derivatives:				
Total Return Swaps	Derivative Liabilities	264,422	\$ 6,758,415	\$ 92,427,071
Futures Contracts	Derivative Liabilities	1,168	10,198,713	225,801,400
			\$ 16,957,128	\$ 318,228,471

The effect of derivative instruments in the statement of changes in net assets for the year ended September 30, 2023, is as follows:

Security Description	Reported on Statements of Changes in Net Assets As	Realized Gain (Loss) and Income	Unrealized Gain (Loss)
Total Return Swaps	Net Investment Return	\$ 139,130	\$ (2,335,264)
Futures Contracts	Net Investment Return	29,271,314	(10,198,713)
		\$ 29,410,444	\$ (12,533,977)

As of September 30, 2023, a portion of the Corporation's cash and cash equivalents were required to be deposited as margin in support of these derivative contracts.

(4) NET INVESTMENT RETURN

Net investment return, as reported in the statements of changes in net assets, is comprised of the following:

	2023	2022
Interest and Dividends	\$ 39,638,901	\$ 33,590,830
Net Realized Gains	509,084,510	519,890,953
Net Unrealized Losses	(343,728,323)	(944,931,807)
TOTAL	204,995,088	(391,450,024)
Less: Investment Expenses	(26,648,466)	(29,717,108)
Net Investment Return	\$ 178,346,622	\$ (421,167,132)

(5) FINANCIAL ASSETS, SPENDING RATE POLICY, AND LIQUIDITY MANAGEMENT

The Corporation's financial assets consist of cash and investments, as follows:

	2023	2022
Cash	\$ 322,855	\$ 183,302
Investments	4,074,609,737	4,059,795,569
TOTAL	4,074,932,592	4,059,978,871
Less: Amounts Unavailable for Program and General Expenditures within One Year:		
Restricted to Investment in Perpetuity by Donor	(135,336,868)	(135,336,868)
Subject to Appropriation (inclusive of \$1,739.54 million and \$1,792.77 million of illiquid investments at September 30, 2023 and 2022, respectively)	(3,711,995,724)	(3,710,842,003)
Financial Assets Available for Program and General Expenditures within One Year	\$ 227,600,000	\$ 213,800,000

In order to plan and budget in an orderly manner and to meet the IRC-mandated 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. The Board appropriated \$227.6 million of the investments to be available for program and general expenditures within the next 12 months. Program and general expenditures include grant appropriations, salaries and employee benefits, other operating costs, and taxes. Program and general expenditures do not cover direct external and internal costs of investments.

As part of its liquidity management, the Corporation structures its investments to be available as its general expenditures, grants and other liabilities become due. In addition, the Corporation has \$140 million committed lines of credit, which it could draw upon to help manage unanticipated liquidity needs (Note 12). Although the Corporation does not intend to spend in excess of the amounts appropriated for program and general expenditures as part of its annual budget and appropriation process, the amounts above the original \$135.3 million gift from Andrew Carnegie could be made available by the Board, in accordance with the prudent measures required under NYMIFA for any underwater funds. The Corporation's investment portfolio contains certain investment funds that have lock-up provisions which would reduce the total investments that could be made available (Note 3).

(6) FIXED ASSETS

Fixed assets are composed of the following at September 30:

	2023	2022
Leasehold Improvements	\$ 9,272,743	\$ 9,211,956
Furniture and Equipment	3,962,516	3,733,263
	13,235,259	12,945,219
Less Accumulated Depreciation and Amortization	(9,224,200)	(8,346,558)
TOTAL	\$ 4,011,059	\$ 4,598,661

(7) GRANTS PAYABLE

Payments on grants payable are expected as follows:

	2023	2022
Within 1 Year	\$ 68,843,464	\$ 61,341,634
Within 2-3 Years	40,787,097	36,374,916
	\$ 109,630,561	\$ 97,716,550

At September 30, 2023 and 2022, the Corporation has conditional grants aggregating to \$2,483,000 and \$2,898,000, respectively, that have not been recognized in these financial statements as the conditions for which they depend, have not yet been substantially met by the grantee.

(8) TAXES

Under current law, the Corporation is liable for federal excise taxes equivalent to 1.39% of its net investment income, as defined under the IRC, which includes net realized capital gains, for the year. The Corporation is also liable for Federal and states unrelated business income taxes, at applicable corporate income tax rates, from certain investment partnership activities. The Corporation had unrelated business income of approximately \$7,252,000 and \$15,172,000 during the years ended September 30, 2023 and 2022, respectively.

The Corporation also provides for deferred federal excise taxes at 1.39% of unrealized appreciation or depreciation of investments at September 30, 2023 and 2022. No deferred taxes are provided for unrelated business income on unrealized appreciation as such amount cannot be estimated.

Tax provisions and payments included in the accompanying financial statements are summarized below.

	2023	2022
Federal Excise Taxes (at 1.39 percent)	\$ 5,232,520	\$ 7,337,913
Federal and States Unrelated Business Income Taxes (at applicable corporate income tax rates, net of tax benefits from prior years' carry forward losses of \$1,331,000 and \$342,000, respectively)	571,520	1,614,372
Provision for Current Taxes	5,804,040	8,952,285
Total Excise and Unrelated Business Income Taxes Paid	10,690,929	9,209,337
Taxes Receivable	\$ 4,886,889	\$ 257,052
Deferred Excise Tax Benefit on Net Unrealized Investment Losses (at 1.39 percent)	\$ (3,138,905)	\$ (14,267,479)

(9) 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 ("TIAA-CREF"). Retirement plan expense for the years ended September 30, 2023 and 2022, was \$2,268,000 and \$2,043,000, 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 TIAA-CREF. Contributions to this plan are based on actuarial calculations. No contribution was required in 2023 and 2022. At December 31, 2022 and 2021, the assets of the plan exceeded the actuarial present value of accumulated plan benefits by approximately \$329,000 and \$346,000, respectively. 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 \$1,107,000 in 2023 and \$1,002,000 in 2022, on a cash basis.

(10) EXPENSES

The nature and functional classification of the Corporation's expenses are as follows:

	2023		
	Program Services	General Administration	Total Expenses
Grant Appropriations	\$ 159,585,015	\$ –	\$ 159,585,015
Salaries and Employee Benefits	13,422,209	5,937,244	19,359,453
Consultants and Other Professional Fees	1,065,550	293,469	1,359,019
Rent and Other Occupancy Costs	1,869,321	919,242	2,788,563
Travel, Conferences, and Meetings	1,742,379	83,396	1,825,775
Office and Other Expenses	2,857,490	880,119	3,737,609
TOTAL EXPENSES	\$ 180,541,964	\$ 8,113,470	\$ 188,655,434

	2022		
	Program Services	General Administration	Total Expenses
Grant Appropriations	\$ 159,029,696	\$ –	\$ 159,029,696
Salaries and Employee Benefits	12,036,137	5,151,677	17,187,814
Consultants and Other Professional Fees	1,282,657	756,952	2,039,609
Rent and Other Occupancy Costs	1,799,359	884,838	2,684,197
Travel, Conferences, and Meetings	1,002,185	77,259	1,079,444
Office and Other Expenses	2,811,501	1,704,493	4,515,994
TOTAL EXPENSES	\$ 177,961,535	\$ 8,575,219	\$ 186,536,754

The statements of changes in net assets include certain categories of expenses that are attributable to both program services and general administration and are therefore allocated on a reasonable basis. These expenses include rent and other occupancy costs, and certain office and other expenses such as depreciation and amortization, computer equipment, and services which are allocated on square footage basis.

(11) 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. The total remaining commitment on the lease agreement at September 30, 2023 is approximately \$21,535,000.

Pursuant to ASU 2016-02, the Corporation recorded ROU asset of \$14,627,000 and lease liability of \$18,626,000 as of September 30, 2023. Future minimum lease payments were discounted at 4%, and are as follows:

Fiscal year ending September 30	Amount
2024	\$ 3,146,000
2025	3,319,000
2026	3,412,000
2027	3,412,000
2028	3,412,000
Thereafter	4,834,000
Discount to Present Value	(2,909,000)
TOTAL	\$ 18,626,000

Rent expense for 2023 and 2022, including escalations, was \$3,093,000 and \$2,977,000, respectively.

(12) LINE OF CREDIT FACILITIES

The Corporation has \$80 million and \$60 million committed line of credit facilities with The Bank of New York Mellon and JP Morgan Chase, respectively, for grant funding and administrative expenses. The line of credit facilities at The Bank of New York Mellon and JP Morgan Chase will expire on July 5, 2025, and September 27, 2024, respectively.

There were no outstanding loans nor borrowings on either facility as of and during the years ended September 30, 2023 and 2022.

Total interest expense on undrawn capital was \$287,000 and \$466,000 for the years ended September 30, 2023 and 2022, respectively.

REPORT ON **ADMINISTRATION**

FY2022–2023: The Year in Review

BOARD AND COMMITTEES

Annual Election as of March 9, 2023

- **Thomas H. Kean** was reelected chair of the board at the March 9, 2023, board meeting for the 2023–2024 term.
- **Janet L. Robinson** was reelected vice chair of the board at the March 9, 2023, board meeting for the 2023–2024 term.

New Trustees

- **Mark Damazer CBE** was elected at the September 14, 2023, board meeting to a four-year term effective March 7, 2024–March 2028.
- **Michael Ignatieff** was elected at the June 8, 2023, board meeting to a four-year term effective December 14, 2023–December 2027.
- **Margaret MacMillan** was elected at the September 14, 2023, board meeting to a four-year term effective March 7, 2024–March 2028.
- **Tarek Rizk** was elected at the September 14, 2023, board meeting to a four-year term effective December 14, 2023–December 2027.

Retired Trustees

- **Jared L. Cohon** retired from the board after eight years of service as of the December 8, 2022, board meeting.
- **Anne M. Tatlock** retired from the board after eight years of service as of the March 9, 2023, board meeting.
- **Judy Woodruff** retired from the board after eight years of service as of the December 8, 2022, board meeting.

Trustee Transition

- **Dame Louise Richardson** assumed the presidency of Carnegie Corporation of New York on January 1, 2023, continuing as an *ex officio* member of the board of trustees.

Trustee Resignations

- None

Deceased Trustees

The trustees of Carnegie Corporation of New York wish to express their profound sadness and sense of loss following the passing of:

- **Helene L. Kaplan**, Honorary Trustee, died on January 26, 2023; Kaplan served on the board of trustees from 1984 to 1990.
- **Newton N. Minow**, Honorary Trustee, died on May 6, 2023; Minow served on the board of trustees from 1986 to 1997.

The Corporation's standing committees were constituted as of the March 9, 2023, board meeting:

- Elected to serve on the **Audit Committee** were Pedro Aspe, chair; Kevin J. Conway; John J. DeGioia; Edward P. Djerejian; Maria Elena Lagomasino; Janet L. Robinson; and Ann Claire Williams.
- Elected to serve on the **Committee on Trustees** were Janet L. Robinson, chair; John J. DeGioia; Jean-Marie Guéhenno; Maria Elena Lagomasino; Louise Richardson (*ex officio* as of January 1, 2023); and Kurt Schmoke.
- Elected to serve on the **Investment Management Committee** were Anne M. Tatlock, chair (retired from the board on March 9, 2023); Maria Elena Lagomasino, chair (as of March 10, 2023); Pedro Aspe; Lionel Barber; Kevin J. Conway; Marcia McNutt *ex officio*; Stephen A. Oxman; and Louise Richardson (*ex officio* as of January 1, 2023).
- Elected to serve on the **Planning and Finance Committee** were Marcia McNutt, chair (as of January 1, 2023); Martin Baron; Kevin Conway; Leymah Gbowee; Martha Minow; and Louise Richardson (*ex officio* as of January 1, 2023).
- **Thomas H. Kean**, chair of the board, serves *ex officio* on all standing committees, and, as of January 1, 2023, **Louise Richardson**, president of the Corporation, serves *ex officio* on all standing committees but the Audit Committee.
- Membership on the ad hoc **Committee on Compensation** includes Thomas H. Kean, chair of the board; Janet L. Robinson, vice chair of the board; and Louise Richardson, president of the Corporation (*ex officio* as of January 1, 2023).

BOARD ACTIONS

DECEMBER 7, 2022, BOARD MEETING

None

MARCH 9, 2023, BOARD MEETING

RESOLVED: That the trustees authorize an appropriation for \$1 million from the FY2022–2023 Special Opportunities Fund toward humanitarian aid in the wake of the February 6, 2023, earthquake in the Middle East, specifically Syria, where the need is the greatest. Funding would be provided to the following organizations:

- Doctors Without Borders: \$500,000
- Mercy Corps: \$250,000
- CARE, Inc: \$250,000

JUNE 8, 2023, BOARD MEETING

RESOLVED: That the trustees authorize an appropriation of up to \$5 million for up to five years of funding from the Special Opportunities Fund's FY2022–2023 budget toward support of a national journalism initiative aimed at improving local news coverage. Release of the funds would be conditional upon approval of a proposal at the discretion of the president.

SEPTEMBER 14, 2023, BOARD MEETING

RESOLVED: That the trustees approve the adoption of the FY2023–2024 Investment Committee charter describing the duties and responsibilities of the committee, formalizing the role of investment advisors, delineating the authority delegated to Corporation staff to manage the endowment, defining limits for investment recommendations, and outlining the reporting requirements of the chief investment officer to the Investment Committee.

RESOLVED and approved via email on August 24, 2023: That the trustees authorized the president to appropriate up to \$1 million from the FY2022–2023 Special Opportunities Fund in support of the Inaugural Carnegie Distinguished Fellows at the new Institute of Global Politics within Columbia University's School of International and Public Affairs. The first cohort will be named the Inaugural Carnegie Distinguished Fellows. These experts from the public and private sectors, local and global, whose views range across the political spectrum, will develop and advance evidence-based policy strategies to effect real-world impact.

STAFF MILESTONES, FY2022–2023

During FY2022–2023, there were a number of staff changes as the Corporation recognized professional growth with promotions and welcomed new people to the foundation. Appreciation was also expressed to departing staff members.

The following individuals joined the Corporation:

- **Margaret Gach** | Program Assistant, International Peace and Security, International Program | 12/5/2022
- **Jackson Garske** | Administrative Assistant, Higher Education and Research in Africa (HERA), International Program | 5/1/2023
- **Sandra Hernandez** | Program Assistant, Strengthening U.S. Democracy, National Program | 5/22/2023
- **Martin Lang** | Office Services Coordinator/Mailroom | 4/24/2023
- **James Marsden** | Manager, Special Projects, Office of the President | 9/1/2023
- **Swexya Panta** | Senior Investment Analyst, Investments | 1/17/2023
- **Claudia Peng** | Investment Analyst, Investments | 4/24/2023
- **Sai Praturi** | Investment Analyst, Investments | 4/3/2023
- **Dame Louise Richardson** | President | 1/3/2023
- **Evie Schumann** | Program Assistant, International Peace and Security, International Program | 10/31/2022
- **Anisha Sinha** | Investment Analyst, Investments | 6/26/2023

The titles of the following individuals were updated:

- **Ashley Arana** | Program Analyst, Public Understanding, Education, National Program
- **Khafra Crooks** | Communications Officer, Communications
- **Stephen Del Rosso** | Senior Program Director, International Peace and Security, International Program
- **Sheila Enright** | Communications Coordinator, Communications

- **Celeste Ford** | Director of Special Projects, Office of the President; Chief Communications Officer, Communications
- **Claudia Frittelli** | Program Director, Higher Education and Research in Africa (HERA), International Program
- **Ambika Kapur** | Program Director, Public Understanding, Education Program, National Program
- **Rex Kim** | Manager of Data Strategy and Governance, Grants Management
- **Noelle Pourrat** | Learning and Development Specialist, Human Resources
- **Shana Sorhaindo** | Grants Manager, Grants Management
- **Samantha Vargas** | Program Analyst, Leadership and Teaching to Advance Learning, Education, National Program
- **Catriona Whalley** | Social Media Strategy Lead, Communications

The following individuals left the Corporation:

- **Mervin Burton** | 3/13/2023
- **Alexandra Cox** | 8/31/2023
- **Alloya Elwadie** | 12/31/2022
- **Claudia Frittelli** | 9/1/2023
- **Cecilia Kiker** | 5/31/2023
- **Chad Salter** | 7/31/2023
- **Robert J. Seman** | 12/30/2022
- **Chayse Sheppard** | 6/23/2023
- **Dwight Singleton** | 1/27/2023
- **Debra Wexler** | 9/28/2023

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

- **Natasha Davids** | 30 years
- **Celeste Ford** | 10 years

REPORT ON **INVESTMENTS**

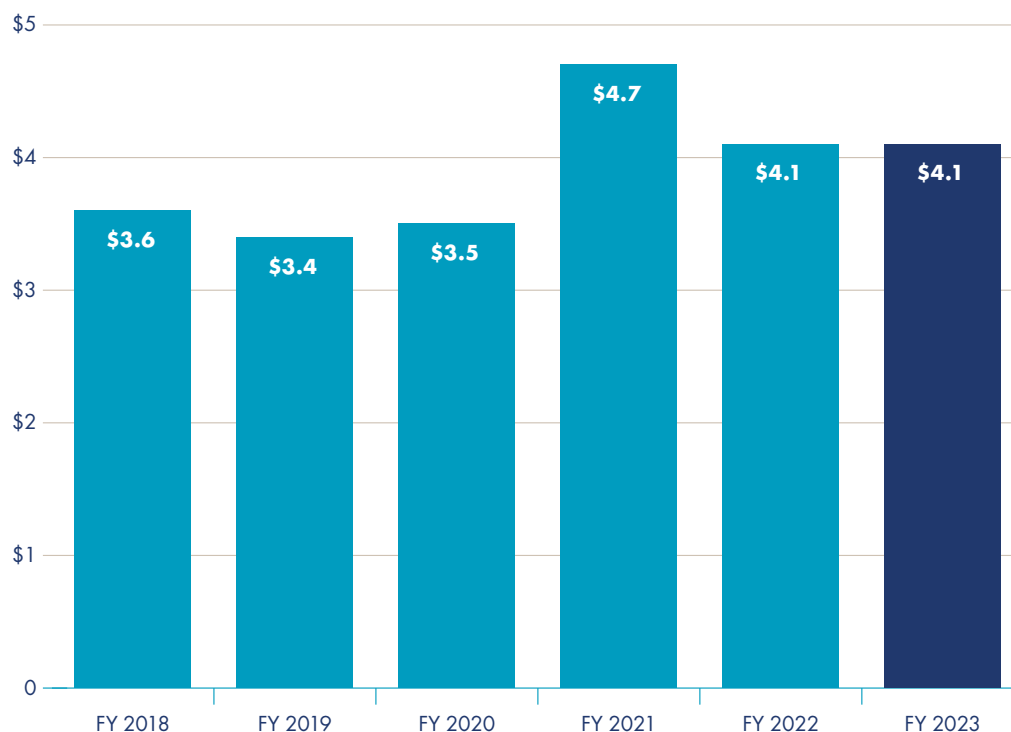
Investment Office

FY2022–2023 Summary

Carnegie Corporation of New York's endowment returned +4.9% for the fiscal year ending September 30, 2023. Endowment assets held steady at \$4.1 billion, with portfolio gains offsetting program spending.

Carnegie Corporation of New York Endowment Asset Value (\$ billions)

Fiscal Years 2018–2023



One-year portfolio returns were primarily driven by gains in public equity, up +18.2%, which partially recovered following a difficult year in 2022. The combination of stronger-than-expected economic growth, slowing inflationary pressure, and a meaningful reduction in the odds of a recession contributed to positive public equity returns. Private equity modestly detracted from the portfolio as the impact of higher interest rates slowed down transaction volumes and weighed on private company valuations, leading to a -2.8% return. Public diversifiers were flat on the year, and private diversifiers fell by -1.0%. High interest rates on cash allowed our program liquidity to generate a gain of +4.6%.

While returns in FY2022–2023 were enough to offset program spending, they did not rise enough to outpace the spending rate combined with inflation, with the U.S. CPI growing by +3.7%. Our goal is to maintain the endowment's purchasing power net of spending, which we believe we can achieve with an equity-centric portfolio containing some exposure to real assets that should increase in value alongside inflation. Over long periods, we have been able to achieve this goal. We also believe in the value of holding diversifying assets that may underperform in the short term, but over long periods, improve the robustness of our portfolio.

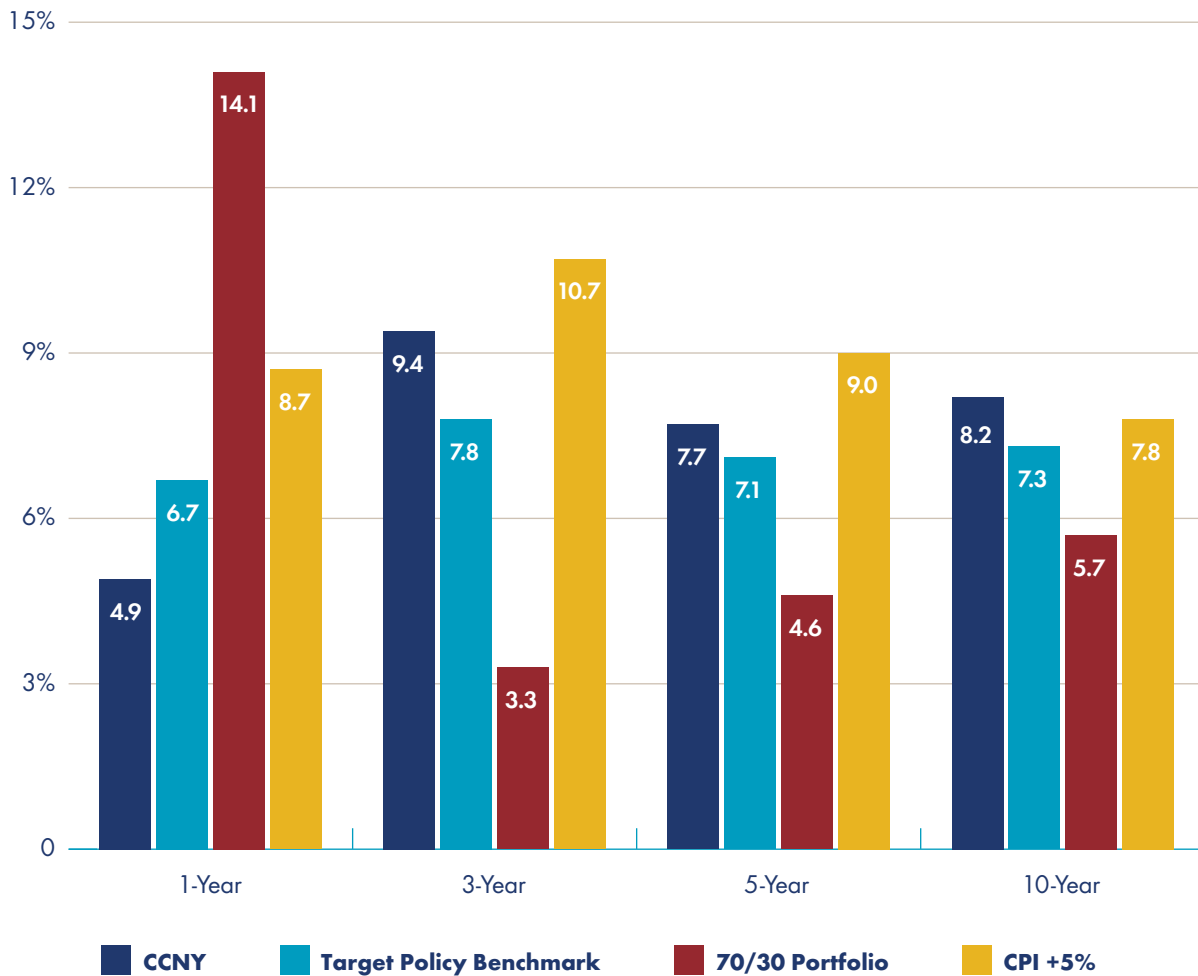
INVESTMENT RESULTS AND ATTRIBUTION

The endowment’s FY2022–2023 return of +4.9% underperformed its target policy benchmark by -1.8% and also underperformed a 70/30 stock/bond portfolio as both stocks and bonds rallied over the period. Relative returns were impacted most by the private market’s muted reaction to public market returns.

Endowment performance is best evaluated over longer timeframes. The illustration below includes annualized returns over 3-year, 5-year, and 10-year horizons. Results have been strong over longer-term periods despite the particularly weak contribution from last year.

Carnegie Corporation of New York Endowment Returns

Period Ending September 30, 2023



Public and private equity have been particularly strong contributors to total performance over the past decade. Our diversifying investments, which include hedge fund strategies in public markets and real estate, resource, and credit investments in private markets, have performed well relative to their benchmarks and added valuable stability during difficult periods for equity markets.

ASSET ALLOCATION AND THE ROAD AHEAD

The table below shows the endowment's fiscal year-end asset allocation relative to policy target weights. While the staff has been making active changes to the portfolio over the past two years, the pace of change is slowing, with the portfolio within range of its steady-state allocation targets.

	Allocation as of September 30, 2023	Policy Target
Public Equity	31.6%	30.0%
Long-Only	12.2%	
Public Equity Overlay	7.9%	
Long-Short	6.9%	
Index Plus	4.6%	
Public Diversifiers	22.7%	25.0%
Market Neutral	18.1%	
Diversified Beta	4.6%	
Private Equity	24.3%	25.0%
Venture Capital	14.8%	
Buyout	9.5%	
Private Diversifiers	19.7%	15.0%
Natural Resources	8.9%	
Real Estate	7.6%	
Other Private Diversifiers	3.2%	
Cash	8.7%	5.0%
TOTAL	107.0%	100.0%

Last year, the Corporation adopted a new policy portfolio that allows the staff to build a more diversified portfolio that can be resilient in a variety of macroeconomic environments over the long term while still meeting our return goals. The new policy portfolio considers expected returns, relative risks, and diversification potential along two key dimensions: liquidity and equity risk. Along with a new policy portfolio, the staff introduced a number of new strategies, as outlined in the table above. The staff's primary focus remains selecting investments and pursuing active risk management to improve the odds of maintaining the real long-term value of the endowment. This will allow the endowment to provide continued support for the Corporation's mission and grantmaking activities.

TRUSTEES AND STAFF

Trustees

Thomas H. Kean, Chair

THK Consulting, LLC, Chairman
Far Hills, NJ

Janet L. Robinson, Vice Chair

The New York Times Company, Former President and CEO
New York, NY

Pedro Aspe

Insignia Capital, Chairman
Mexico City, Mexico

Lionel Barber

Financial Times, Former Editor
London, England

Martin Baron

The Washington Post, Former Executive Editor
Washington, DC

Jared L. Cohon*

Carnegie Mellon University, President Emeritus
Pittsburgh, PA

Kevin J. Conway

Clayton, Dubilier & Rice, LLC, Vice Chairman
New York, NY

John J. DeGioia

Georgetown University, President
Washington, DC

Edward P. Djerejian

Middle East Initiative, Belfer Center for Science and International Affairs, Harvard Kennedy School,
Senior Fellow
Cambridge, MA

Leymah Gbowee

Gbowee Peace Foundation Africa, Founder and President
New York, NY

Jean-Marie Guéhenno

Kent Global Leadership Program on Conflict Resolution, Columbia University, Director
School of International and Public Affairs, Columbia University, Professor of Practice
New York, NY

Maria Elena Lagomasino

WE Family Offices, Managing Partner and CEO
New York, NY

Marcia McNutt

National Academy of Sciences, President
Washington, DC

Martha Minow

Harvard University, 300th Anniversary University Professor
Cambridge, MA

Stephen A. Oxman

Morgan Stanley, Senior Advisor
New York, NY

Dame Louise Richardson (*ex officio* as of January 1, 2023)

Carnegie Corporation of New York, President
New York, NY

Kurt L. Schmoke

University of Baltimore, President
Baltimore, MD

Anne M. Tatlock**

Fiduciary Trust Company International, Former Chairman and CEO
Brooklyn, NY

Astrid S. Tuminez

Utah Valley University, President
Orem, UT

Ann Claire Williams

Jones Day, Of Counsel
Chicago, IL

Judy Woodruff*

PBS NewsHour, Anchor and Managing Editor
Arlington, VA

* Retired from the board December 8, 2022

** Retired from the board March 9, 2023

HONORARY TRUSTEES

Helene L. Kaplan (died January 26, 2023)

Newton N. Minow (died May 6, 2023)

Staff

The following individuals were on staff at the Corporation in FY2022–2023:

Nehal Amer, Program Analyst, Transnational Movements and the Arab Region, International Program

Ashley Arana, Program Analyst, Public Understanding, Education, National Program

Deana Arsenian, Vice President, International Program, and Program Director, Russia and Eurasia

Farhad Asghar, Program Officer, Pathways to Postsecondary Success, Education, National Program

Ayana Bartholomew, Program Analyst, Equitable Systems Portfolio, Education, National Program

Mark Baumgartner, Vice President and Chief Investment Officer

Kenneth Benson, Editorial Manager, Communications

Mary Kate Boughton, Director, Digital Engagement Strategies, Communications

Nicole Howe Buggs, Chief Administrative Officer and Corporate Secretary

Mervin Burton, Managing Director, Portfolio Management, Investments

Aranza Caballero, Program Assistant, Strengthening U.S. Democracy, National Program

Trish Callahan, Chief Human Resources Officer

Preet Chawla, Senior Director, Investments

Cecelia Chen, Director, Investments

Jon-Michael Consalvo, Managing Director, Investments

Daniel Correia, Operations Analyst, Investments

Alexandra Cox, Program Analyst, New Designs to Advance Learning, Education, National Program

Khafra Crooks, Communications Officer, Communications

Lorena Daley, Director, Investment Operations, Investments

Natasha Davids, Executive Assistant to the President, Office of the President

Stephen J. Del Rosso, Senior Program Director, International Peace and Security, International Program

Kelly Devine, Director of Content and Publications, Communications

Jeanne D’Onofrio, Chief of Staff, Office of the President

Paula Douglas, Operations Coordinator, Human Resources and Office of the Corporate Secretary

Alloya Elwadie, Program Analyst, Higher Education and Research in Africa (HERA), International Program

Sheila Enright, Communications Coordinator, Communications

Celeste Ford, Director of Special Projects, Office of the President; Chief Communications Officer

Claudia Frittelli, Program Director, Higher Education and Research in Africa (HERA), International Program

Margaret Gach, Program Assistant, International Peace and Security, International Program

Jackson Garske, Administrative Assistant, Higher Education and Research in Africa (HERA), International Program

Andrew Geraghty, Program Officer, Strengthening U.S. Democracy, National Program

Sandra Hernandez, Program Assistant, Strengthening U.S. Democracy, National Program

Christina Hong, Administrative Assistant, Finance and Office of the President

Margie Jimenez, Program Assistant, Pathways to Postsecondary Success, Education, National Program

Sean Chiyong Kang, Infrastructure and End-User Technology Specialist, Information Technology

Ambika Kapur, Program Director, Public Understanding, Education, National Program

Bradley Kay, Senior Director of Analytics, Investments

Roland Kennedy Jr., Director, Grants Management

Cecilia Kiker, Senior Investment Analyst, Investments

Rex Kim, Manager of Data Strategy and Governance, Grants Management

Sohyun Kim, Operations Coordinator, Strengthening U.S. Democracy and the Special Opportunities Fund, National Program

Constanza Lafuente, Program Analyst, Leadership and Teaching to Advance Learning, Education, National Program

Martin Lang, Office Services Coordinator/Mailroom

Bob Runfeng Liu, Investment Analyst, Investments

Andy Lopez, Grants Associate, Grants Management

Enna Mangual, Payroll Supervisor, Finance

Geri Mannion, Managing Director, Strengthening U.S. Democracy and the Special Opportunities Fund

James Marsden, Manager, Special Projects, Office of the President

Gladys McQueen, Records Manager, Grants Management

Zachary Mees, Senior Director, Investments

Angely Montilla, Editorial Assistant, Communications

William Moon, Vice President, Chief Financial Officer, Finance

Deborah Moore, Operations Coordinator, Communications

Isabel Morinaga, Executive Assistant, Investments

Trecia Nandakumar, Grants Assistant, Grants Management

Michelle Napoli, Director, Human Resources

Nancy Neuberger, Operations Coordinator, International Program

Kate Newburger, Executive Assistant, Office of the President and Fellowship Program

Pat Nicholas, Program Officer, International Peace and Security, International Program

Swexya Panta, Senior Investment Analyst, Investments

Marie Panton, Operations Coordinator, Education, National Program

Claudia Peng, Investment Analyst, Investments

Junia Perez, Controller, Finance

Noelle Pourrat, Learning and Development Specialist, Human Resources

Sai Praturi, Investment Analyst, Investments

Dame Louise Richardson, President

Jose Rivera, Coordinator, Office Services

Robert Rosenthal, Director, Information Technology and Office Services

Damon C. Roundtree, Executive Assistant, Office of the President

Hiba Said, Program Assistant, Higher Education and Research in Africa (HERA), International Program

Chad Salter, Grants Data Analyst, Grants Management

Eugene Scherbakov, Program Analyst, International Peace and Security, International Program

Evie Schumann, Program Assistant, International Peace and Security, International Program

Robert J. Seman, Vice President, Chief Financial Officer

Ronald Sexton, Librarian/Online Researcher, Communications

Samara Shaz, Program Assistant, International Peace and Security, International Program

Lana Shenker, Accounts Payable Coordinator, Finance

Chayse Sheppard, Receptionist, Grants Management Support

Yotaro Sherman, Associate Director, Information Technology

Jim Short, Program Director, Leadership and Teaching to Advance Learning, Education, National Program

Dwight Singleton, Office Services Coordinator/Mailroom

Anisha Sinha, Investment Analyst, Investments

Shana Sorhaindo, Grants Manager, Grants Management

LaVerne Evans Srinivasan, Vice President, National Program, and Program Director, Education

Darleny Suriel, Program Assistant, New Designs to Advance Learning, Education, National Program

Saskia Levy Thompson, Program Director, New Designs to Advance Learning, Education, National Program

Mwangi Thuita, Program Assistant, International Peace and Security, International Program

Daniel Kitae Um, Principal Design Director, Communications

Samantha Vargas, Program Analyst, Leadership and Teaching to Advance Learning, Education, National Program

Valerie Vitale, Operations Coordinator, Grants Administration and Budget, National Program

Julia Weede, Chief Communications and Digital Strategies Officer

Sharon K. Weiner, Senior Resident Fellow, International Peace and Security, International Program

Debra Wexler, Communications Officer, National Program and Office of the President, Communications

Catriona Whalley, Social Media Strategy Lead, Communications

Hillary S. Wiesner, Program Director, Transnational Movements and the Arab Region, International Program

Andrew Yu, Accounting Manager, Finance

Credits

Chief Communications Officer

Celeste Ford

Principal Director, Content and Dissemination

Kelly Devine

Editorial Manager

Kenneth Benson

Principal Director, Creative Services and Audience Engagement

Daniel Kitae Um

Design

James McKibben, McKibben Design

Copy Editor

Carol Balistreri



Carnegie Corporation of New York is a grantmaking foundation, investing in knowledge that inspires informed action in democracy, education, and international peace since 1911.

Carnegie Corporation of New York

437 Madison Avenue

New York, NY 10022

Phone: 212.371.3200 | Fax: 212.753.0584

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