REPORT OF
THE ANDREW W. MELLON FOUNDATION
2015
The Andrew W. Mellon Foundation

Report
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through December 31, 2015

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As of December 31, 2015
THE ANDREW W. MELLON FOUNDATION, a not-for-profit corporation under the laws of the State of New York, resulted from the consolidation on June 30, 1969 of the Old Dominion Foundation into the Avalon Foundation with the name of the Avalon Foundation being changed to The Andrew W. Mellon Foundation. The Avalon Foundation had been founded in 1940 by Ailsa Mellon Bruce, Andrew W. Mellon’s daughter. The Old Dominion Foundation had been established in 1941 by Paul Mellon, Andrew W. Mellon’s son.

The Foundation endeavors to strengthen, promote, and, where necessary, defend the contributions of the humanities and the arts to human flourishing and to the well-being of diverse and democratic societies. To this end, it supports exemplary institutions of higher education and culture as they renew and provide access to an irreplaceable heritage of ambitious, path-breaking work. The Foundation makes grants in five core program areas: higher education and scholarship in the humanities; arts and cultural heritage; scholarly communications; diversity; and international higher education and strategic projects. Collaborative planning by the Foundation and its grantee institutions generally precedes the giving of awards and is an integral part of grantmaking. Unsolicited proposals are rarely supported. Prospective applicants are therefore encouraged not to submit a full proposal at the outset but rather a letter of inquiry, setting forth the need, nature, and amount of any request, in accordance with instructions available on the Foundation’s website, at http://www.mellon.org. The Foundation does not make grants directly to individuals or to primarily local organizations.

Within each of its core programs, the Foundation concentrates most of its grantmaking in a few areas. Institutions and programs receiving support are often leaders in fields of Foundation activity, but they may also be promising newcomers, or in a position to demonstrate new ways of overcoming obstacles so as to achieve program goals. The Foundation seeks to strengthen institutions’ core capacities rather than encourage ancillary activities, and it seeks to continue with programs long enough to achieve meaningful results.

The Foundation makes its grantmaking and particular areas of emphasis within core programs known in a variety of ways. Annual Reports describe grantmaking activities and present complete lists of recent grants. The Foundation’s website describes the core programs in some depth, publishes past Annual Reports, and furnishes other information concerning the Foundation’s history, evolution, and current approach to grantmaking.
Searing headlines, images of human misery wrought by migrations, and the political invective offered in reaction beg for analysis, interpretation, and reflection. As is true for the whole range of challenges that face humankind, those reflections can come in at least two modes: journalists often produce much needed immediate responses while scholars follow with deeper analyses. These fuller analyses require linguistic, cultural, social, and political knowledge gained over a lifetime of intense study and examination. Combined, the two approaches allow us to better understand the issues we face. The grander the human challenge, the more important is the perspective of humanists and artists. If we are to understand conditions and prescribe solutions, statistical modeling, interviews, and economic assessments must be undergirded with history and culture, language and literature, art and storytelling. Consider what is learned, for example, from a review of just a few moments in the history of human migrations.

While questions still remain and new discoveries appear annually, the evidence continues to mount that nearly 70,000 years ago humans began colonizing the globe with a northward push out of Africa. That process concluded when our forebears succeeded in ousting all rival species, including the Neanderthals. Thereafter we set about squaring off against one another, be it for tribe, nation, religion, or ideology, and the story of migration became a story of conflict with each other.

For example, well after *Homo sapiens*’ dominion over the earth had been affirmed, sixteenth-century citizens of London, seeking to protect their interests, turned on a group of outsiders from France, Belgium, and Italy who hoped for safe refuge. The foreigners lived to themselves in their own part of the city, but their presence nonetheless drew the ire of the natives. Londoners came to view the aliens with suspicion, derision, and hostility. Riots ensued. These strangers, you see, carried marks of difference in their dress, mannerisms, language, location, work, and behavior even after having settled in their new home.
The story of these immigrants has come down to us not through news account or royal decree but in the words of dramatists. In a minor play entitled *Sir Thomas More*, written by Anthony Munday and Henry Chettle and revised by several others (including one revisionist, using the pseudonym Hand D, who scholars think may have been no other than William Shakespeare), the description of the migrant is stark and unambiguous. “Imagine that you see the wretched strangers, their babies at their backs and their poor luggage….” Here is an image that has endured over time: the migrant, dispossessed, owner of meager belongings, striving alone or with family to find a new start. War, politics, natural calamity, economic need, or material insecurity, alone or in combination, sparked their movement. At times they found themselves beckoned by those who had come ahead of them; on other occasions they made the journey only to be thwarted, harassed, jailed, or murdered.

Iconography usually refers to the meaning of visual representations, including those that capture a scene, event, or moment in history. Here it is also words that convey the idea of a newcomer, a stranger, a migrant. The use of this iconography, in all its forms, is as old as the process of moving and has sustained the social and political angst that often followed the arrival of the migrants.

Of course, not every migrant story is the same. In 1290 an early generation of Englishmen and women expelled all Jews, in what author Anthony Julius considers, “the first national, enduring expulsion of an entire Jewish population in history.” In that instance, anti-Semitism combined with a generalized notion of a wandering
population to embolden those who knew and recognized the outsider. The result: bigotry wrapped in hatred freed one group to target another.

Two and a half centuries later, the machinery of forced migration produced another chapter in the history of human movement, with a new iconography to follow. Millions of men, women, and children were forced from the African interior to the ocean and survived murderous imprisonment along the West African coast as well as the seemingly interminable middle passage to labor on plantations, farms, and cities in North and South America and the Caribbean. Their movement was coerced and resulted in enslavement. Their enslavement was tied to the production of commodities such as sugar, tobacco, indigo, ship stores, and cotton; those commodities in turn created enormous profit and engendered a triangular relationship that enriched many in Europe, Africa, and the Americas, and left millions to toil until death, as the property of others, over nearly three centuries.

Concomitantly, an iconography of reluctant migrants came into view. Images of men, women, and children trekking from the African interior, often in single file, chained around the neck, ankles, or waist matched written descriptions. Unmistakably, this evolving iconography emphasized race. In the Americas, a diverse collection of African peoples became known by the color of their skin, which had implications for the world. To be black came to represent “slave” or “descendant of slave” as status came to be defined by color. In pamphlets, broadsides, sermons, news accounts, and books, images appeared of the

Figure 2. Stowage of the British Slave Ship Brookes under the Regulated Slave Trade Act of 1788, ca. 1788. Library of Congress Rare Book and Special Collections Division, Washington, DC (photograph provided by the Library of Congress, reproduction number: LC-USZ62-44000)
“Ethiopian,” the “darkie,” the “Senegambian”—some of the scores of words used to describe sons and daughters of Africa. And where the immigrants in the story from Tudor England were spurned by the populace, free people of means in the Americas welcomed these forced migrants, because they represented a perpetual labor source that made the plantation economy, and the institutions that enabled it, thrive.

By the time the plantation economy gave way to the industrial age, the place of external and internal migrants shifted again, resulting in new images. For example, throughout large portions of the Americas contract labor and forms of indentureship followed the abolition of slavery, with new migrants coming from India and China. On the western Plains, settlers, the US Army, and industrial interests were on the move. As they did battle with Native peoples they produced an iconography of conquest, shrouded in the cloak of western expansion, progress, and Manifest Destiny. Once Indians were forced onto reservations, images of them oscillated between that of the savage, out of step with progress, and the noble stoic, primal, and frozen in time.

Following the United States Civil War two interrelated changes occurred, significant increases in manufacturing output and new searches for suitable labor. Extractive industries such as coal were matched by the growth in manufacturing industries such as steel, rail, and auto. They joined older industries such as apparel to generate a new demand for labor. As the country expanded its borders from the Atlantic to the Pacific, and corralled the Native peoples who had been its stewards for millennia, calls went out worldwide for labor. Would-be workers answered, coming en masse from Europe, and, because of restrictions, by the trickle from Asia, Africa, and elsewhere. Between 1870 and 1930, the US population increased by 218.4 percent, from 38,558,371 to 122,775,046 residents. During the period, the foreign-born population, mostly from Europe, accounted for no less than 11 percent of the total population (1930) and as much as 14.8 percent (1890). Those coming fled wars, pogroms, economic instability, social and civic upheaval, rigid social rules, and dim prospects. In America they hoped their fortunes would change.
In the wake of the human traffic, the country matched words and symbols to convey a new ethos—within limits. Off the tip of lower Manhattan, in what was to become a permanent home, the nation accepted a gift from anti-slavery French friends in an 1886 dedication headlined by President Grover Cleveland. The towering figure of peace in female form became known to all as the Statue of Liberty. In her outstretched right hand, arm extended, loomed a torch to light the way to a land of hope and prosperity.

Emma Lazarus, New Yorker, poet, Jew, completed the cementing of image and words when she penned the 1883 poem, “The New Colossus.” The poem paid tribute to Lady Liberty and secured the United States’ image of itself. In 1903 a permanent rendition found a place on the pedestal forming the base of the statue. (The inscription has since been moved to a sequestered location inside the associated museum.) While the full poem is worth knowing, several lines from the sonnet have achieved iconic status nearly equivalent to that of the statue itself:

“Give me your tired, your poor,
Your huddled masses yearning to breathe free,
The wretched refuse of your teeming shore.
Send these, the homeless, tempest-tost to me,
I lift my lamp beside the golden door!”

Figure 3. Edwin Levick, Arriving of Immigrants in Ellis Island, New York, ca. 1905 (photograph © PVDE, provided by Bridgeman Images)
New waves of internal and external migration changed the political and economic landscape of the United States at least two more times during the twentieth century and produced a new generation of iconography. Most noticeable were the millions of African Americans who fled the rural South in the first two decades of the century and again in the 1940s and ‘50s. Often referred to as the First and Second Great Migrations, these internal repositionings of the nation’s black population accelerated the flowering of a black urban electorate, the demise of the Jim Crow system, and the birth of the modern instantiation of the civil rights movement. No image captures that era as powerfully as the scene of blacks and their allies in front of the Lincoln Memorial, on a warm summer day in Washington, DC in August 1963, before and after Dr. Martin Luther King, Jr. delivered his “I Have a Dream” speech.

Equally important, as historian James Gregory reminds us, was the movement of millions of whites from the southern plains and southern states to manufacturing and industrial sites in the North, Midwest, and West. During the Great Depression John Steinbeck etched a lasting image of the Joad family into the consciousness of the literary public with publication of The Grapes of Wrath (1939). Okies were further
dramatized on the silver screen and immortalized in photos by Dorothea Lange, searing into the collective memory images of the dispossessed sons and daughters of the soil.

Today we find ourselves once again trying to make sense of the global movement of thousands fleeing war and unrest and in search of opportunity and security. While some work arduously to understand the factors leading to such massive relocation, others quickly turn to the shorthand of long-established iconography to paint the newcomers as dangerous, risky, unassimilable outsiders. It is important to recognize this iconography, interrogate its usage, and question its application. Movement is not a new human phenomenon. It is as ancient as we.

Organizations, too, experience periods of movement, of out- and in-migration occasioned by retirements, transitions, and other shifts of status and location. In March 2015 the Foundation said goodbye and thank you to longtime Board member and chair, W. Taylor Reveley III. Taylor joined the Mellon Board in June 1994 and assumed the chair’s role in September 2012. A Princeton undergraduate and University of Virginia Law School alum, Taylor clerked for Associate Justice William Brennan of the United States Supreme Court before beginning a legal career in private practice at Hunton and Williams, where he eventually became managing partner. Curious about the finer points of the law, he wrote *War Powers of the President and Congress* (1981). In 1998 he left private practice to assume the deanship of the law school at the College of William and Mary; in 2008 he became the 27th president of that venerable institution. During his twenty-one years on the Mellon Board Taylor served on most committees and, with a supreme combination of wit, insight, balance, and perspective, played a tremendous role in steering the Foundation. His departure signaled the end of an era. Changes in the bylaws in 2007 mean the Foundation will no longer have trustees who serve more than ten years or two consecutive terms, in most instances.

Joining Taylor among key departees was Philip E. Lewis, vice president for programs at the Foundation. After an academic career at Cornell University that lasted nearly four decades (1968–2007), Phil joined the Mellon Foundation in 2007. While at Cornell he gained a reputation as a devoted teacher and mentor, incisive critic and edi-
tor, able administrator, and purposeful interlocutor. At the Foundation all of those skills and talents endeared Phil to colleagues and earned him a grand reputation among grantees. He oversaw many grantee relationships, championed interdisciplinary projects, supported important institutions, encouraged new consortia, and mastered the art of when to say “no” or “yes” to an idea. Born and raised in Tennessee, Phil graduated from Davidson College and Yale University. In time, his appreciation of clear prose, fine food, excellent wine, and things French molded the scholar and man into form. All aspects of Phil made a difference at Mellon, and we wish him well in his retirement.

As a private, endowment-based foundation our ability to affect lives is made possible by shrewd investments over time. A team of dedicated in-house professionals partner with more than one hundred money managers to secure the returns that make our grantmaking possible. In turn those professionals are aided by a Board investment committee composed until last year of trustee and non-trustee members. After more than five years on the committee, we also said goodbye to Investment Committee non-trustee member Donald C. Opatrny. Don joined the committee in September 2009, a year after the global tumble reduced the value of endowments considerably. A graduate of Cornell University who had a successful career with Goldman Sachs, Don gave good counsel, offered sage advice and thoughtful questions, which contributed significantly to the work of the committee and the strategies employed by the investment team. Given his already full life and commitments, we deeply appreciated his willingness to share his expertise and insights.

Movement out was matched by movement in. After eight years as a member of the Board of Trustees, Danielle S. Allen assumed the role of Board chair on March 13, 2015. At the time of her appointment she served as the UPS Foundation Professor in the School of Social Sciences at the Institute for Advanced Studies at Princeton; subsequently, she joined the Harvard University faculty as a professor in the Department of Government and in the Graduate School of Education as well as director of the Edmond J. Safra Center for Ethics. After earning an undergraduate degree from Princeton University, Danielle earned doctorates in classics and political science from the University of Cambridge and Harvard University, respectively. She joined the faculty of the University of Chicago in 2001, where she remained until she began her appointment at the Institute.
In December 2015 the Board welcomed Jane Mendillo as its newest member. Prior to joining the Board, Jane served as president and CEO of the Harvard Management Company. After graduating from Yale with a BA in English and later an MBA, she entered the finance and investment worlds, with stops at Yale, Bain & Company, and Wellesley before Harvard.

Cristle Collins Judd joined the Foundation in September 2015 as a senior program officer for Higher Education and Scholarship in the Humanities (HESH). The former Bowdoin College dean assumes some of the duties vacated by the departed Phil Lewis. In a newly integrated HESH program area, the Foundation hopes to benefit from Cristle’s experience: nearly a decade on the faculty of a research university—University of Pennsylvania—and nearly another decade on the campus of a selective liberal arts college. She, too, brings the scholarly perspective of a musicologist to a Foundation that imagines increasing collaboration across program areas, but especially between Arts and Cultural Heritage (ACH) and HESH.

In November 2015 we also welcomed Ella Baff as senior program officer for ACH. Prior to joining Mellon, Ella led the renowned dance enclave Jacob’s Pillow. Known for its commitment to documenting and archiving traditions in dance as well as for presenting new, often avant-garde work, Jacob’s Pillow earned the prestigious National Medal of Arts during Ella’s seventeen years as executive director. We welcome her to the new role of overseeing the effective integration and development of the ACH program at the Mellon Foundation.

The Foundation made a few operational changes in the past year, too. Most notably, we created two new offices in 2015. The first was a Communications office, headed by Laura Washington. Prior to assuming the role of director of communications, Laura served as the vice president for communications at the New-York Historical Society. Joining Laura, as the director of our new Information Technology operations, was Doug Torre. Doug too comes with a wealth of experience, having served as chief technology officer for the North Shore LIJ Health System.

As each of the program areas delineates in substantially more detail in the pages to follow, this year’s grantmaking reflects keen attention to the twin themes of continuity and change. Across all five programmatic arenas, nearly half of the grants awarded in 2015
reflect ongoing support or continuity (49 percent) and 42 percent
demonstrate a willingness to try new things that were in keeping with
stated priorities (see Chart 1).

Key priorities and themes emerged as well in our grantmaking.
We have long cared about the liberal arts sector of higher education,
especially residential liberal arts colleges. In 2015 we made several
grants to institutions in the sector. Two priorities emerged. First, we
sought carefully to expand the number of schools Mellon supports.
For a long time the Foundation worked closely with the best-
resourced institutions. As an outcome of the strategic planning
process, and in alignment with my own priorities, we have now begun
to work with a select number of modestly resourced schools. Second,
we have supported more colleges and universities seeking to form
or enhance existing consortia, believing that such arrangements
leverage local resources, help improve faculty and student diversity,
and strengthen the learning environment on campuses.

The HESH program area continued to look at the relationship
between the liberal arts and research university sectors. It also ven-
tured into new areas. Most notable were individual grants to
Columbia and Cornell Universities on behalf of prisoner education
programs. The carceral state has gained considerable attention in
scholarly and popular publications in the last year. Studies continue
to show that education can stem recidivism among recently released
prisoners. Many states, however, cut back on such programs in the
1980s and 1990s when “tough on crime” ideology replaced the idea of rehabilitation. The Columbia and Cornell grants support courses rather than full degree offerings but provide an opportunity for additional study of the benefits of targeted intervention.

Our concern for the arts and cultural ecosystem found expression in a $10 million leadership grant to the new National Museum of African American History and Culture, two grants totaling $5 million to support implementation of a financial health initiative for small and midsized arts organizations, and $2.5 million in grants to nine regional theaters to support residency programs for playwrights. Many of America’s cultural and artistic organizations and venues are undercapitalized, and Mellon is determined to work to shore up the overall ecosystem through the grants we make, the research we undertake, and the partnerships we forge.

We remain keenly interested in field development across all program areas. A grant to the University of California at Los Angeles to develop the next generation of teacher-scholars is indicative of our concern for educating and training a new cohort of graduate students to augment disciplinary knowledge with new pedagogical tools, approaches, and methods. HESH made a grant of note to the City University of New York (CUNY). CUNY seeks to train doctoral students to teach humanities to undergraduates in CUNY’s LaGuardia Community College and to use an online platform for engagement. Likewise, student demands in South Africa required that we pay particular attention to curricular reform, faculty development, and the need to diversify the professoriate. In the area of Scholarly Communications, we sought to work with university presses to explore new models for distributing and archiving content. Finally, our colleagues in the Diversity program turned to a Latino/a initiative, recognizing that working with Hispanic-Serving Institutions had the promise of bringing a new group of students into the pipeline for later graduate work in the humanities and arts.

This concern with priorities and opportunities led me to refine aspects of our strategic plan by articulating what may be considered key presidential goals. Those goals, briefly summarized, are to grow Mellon’s capacity for leadership and effectiveness by working to ensure its success as a premier supporter of the creation, curation, conservation, and preservation of scholarly, artistic, and cultural knowledge. This would be achieved through grantmaking, the questions we ask, convenings, and research, nationally and internationally.
Specifically, we need to strengthen the liberal arts college model as well as cultural and social organizations, and improve the public’s understanding of the importance of the arts and humanities. Work remains to expand opportunities for a broader cross section of human talent and to undertake pioneering research in mission-critical areas.

In the pages that follow, you will get a fuller account of how we have gone about the work of partnering with scholars, artists, organizations, and institutions to confront in an ongoing way the most profound dimensions of the human condition. Sometimes this is expressed in grants to small organizations seeking to stabilize themselves or launch a new idea. At other times it can be found in the convenings held, projects identified, and broader appeals that followed. Emblematic of the Foundation’s intent to address the ways in which today’s pressing problems affect the arts and humanities was a grant made to the Institute for International Education (IIE) for the establishment of the Artist Protection Fund (APF). Drawing on IIE’s long history of assisting scholars at risk because of war, political upheaval, or social calamity, APF will provide assistance to artists around the world who are threatened by censorship, persecution, and violence. We are pleased to partner with IIE in this new venture. Whatever the grant, the concern remains the same: to support the best talent possible in a quest to appreciably alter what is known.

The support for altering what is known returns us to the theme of migration. We do know that few humans willingly abandon their homes to traverse the globe without the push of dire circumstances or the pull of exceptional opportunities. Humanists have long noted and analyzed the remnants of such movements, their causes, consequences, and costs. One key remnant is the images, accounts, and portrayals—that is, the iconography—that situate the migrant’s story in a larger context. More than ever, the world needs those equipped to interpret the iconography of migration—its uses and misuses—as it wrestles with what to do with those desperately in motion.

Earl Lewis
April 2016

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REPORT ON GRANTMAKING PROGRAMS

Putting a Strategic Plan into Action

In 2015, the Mellon Foundation’s grantmaking programs began to implement priorities articulated in the strategic plan adopted in October 2014. Emphasizing continuity as well as change, the plan affirms commitment to the humanities and the arts by restating the Foundation’s mission:

The Foundation endeavors to strengthen, promote, and, where necessary, defend the contributions of the humanities and the arts to human flourishing and to the well-being of diverse and democratic societies. To this end, we support exemplary institutions of higher education and culture as they renew and provide access to an invaluable heritage of ambitious, pathbreaking work.1

To pursue this mission effectively for the twenty-first century, the Foundation in 2015 completed the reorganization of its grantmaking into five programs: Higher Education and Scholarship in the Humanities, Diversity, Scholarly Communications, Arts and Cultural Heritage, and International Higher Education and Strategic Projects. After Vice President Philip Lewis retired in March 2015, Vice President Mariët Westermann assumed broad responsibility for overseeing the grantmaking programs in close consultation with President Earl Lewis.

The five programs are led by experts in the fields and sectors they serve. Although each program has distinctive purposes, goals, and ways of working, program staff across the Foundation collaborate closely in areas of key concern and interest for the humanities, arts, and higher education today. These cross-cutting foci include Digital Media, Diversity and Inclusion, International Collaboration, and Public Arts and Humanities. The Foundation has also long made modest Public Affairs grants in support of organizations that serve the philanthropic sector as well as important social organizations in New York; in 2015 these grants were notably aligned with the strategic plan.

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In the following pages, each program describes the steps it took in 2015 to implement the strategic plan. Given the specific interests of the organizations we support and the syncopation of grantmaking timelines in relation to the Foundation’s overall goals, it can sometimes be difficult to discern the larger contours and strategic through-lines in the rich variety of grants made over the course of a year. Nevertheless, in 2015 several themes emerged.

First, the Foundation is keenly aware that the future of the humanities and the arts will depend on the inclusive participation of people of all backgrounds and perspectives. In keeping with this commitment, the programs have opened up eligibility for support to a more diverse set of institutions, whether arts organizations that excel at stimulating work at the intersection of the performing and visual arts; universities that support the intellectual aspirations of large numbers of students from historically underrepresented communities; or colleges that are not well endowed but serve diverse students well. Second, many grants sought to strengthen the role of the humanities and arts in public life, and increase access to their benefits to audiences well beyond academic campus walls. This work is not just a matter of making the work of faculty, curators, and artists available to the public, but also involves collaborating with local communities to draw out different types of knowledge that can be brought to bear on the humanities and the arts. Third, all programs sought to support organizations in their efforts to mobilize the power of technology to advance their missions, whether it be in audiovisual preservation or the training of graduate students to become the digital humanities faculty of the future. While this work has always been a focus of our Scholarly Communications program, it now extends fully across the grantmaking programs. Fourth, the Foundation continued to support the development of cutting-edge scholarship and art productions through fellowship programs and institutional grants, including initiatives that strengthen fragile arts ecosystems and protect artists at risk.

As we studied the Mellon Foundation’s history in the preparation and early implementation of the strategic plan, we saw that our grantmaking has never been static or set in stone. Over time, new grantmaking priorities emerged in response to urgent concerns or opportunities, from population control in the 1970s to democratic
developments in South Africa in the 1990s, from a sustained graduate education initiative launched in 1998 to the even longer-running Mellon Mays Undergraduate Fellowship program focused on the diversification of the professoriate. What connects the Foundation’s grantmaking today to its earlier instantiations is an unwavering commitment to the humanities and the arts at the highest levels of accomplishment, and to the development of a new generation of scholars, curators, and artists drawn from the widest imaginable pool of human talent.
Higher Education and Scholarship in the Humanities

In 2015, the Foundation completed the consolidation of its formerly separate programs for research universities and liberal arts colleges into a single program for Higher Education and Scholarship in the Humanities (HESH), led by Vice Presidents Philip E. Lewis and Mariët Westermann, and Senior Program Officer Eugene M. Tobin. Following the retirement of our esteemed colleague Mr. Lewis, Ms. Westermann and Mr. Tobin welcomed Cristle Collins Judd into the higher education leadership group as a senior program officer. A distinguished musicologist and academic administrator, with deep ties and experience in undergraduate and graduate education, Ms. Judd’s appointment reflects the intention expressed in HESH’s strategic plan to respond to the intersecting interests of universities, four-year institutions, community colleges, and the communities they serve.

HESH devoted much of 2015 to dismantling artificial grant-making boundaries between undergraduate and graduate education, identifying curricular, scholarly, and pedagogical synergies, and reaffirming the Foundation’s support for liberal arts education and humanities scholarship. Widespread concerns over rising costs, declining support for public universities, changing student demographics, the falling numbers of humanities majors, and rapid technological change represented a common starting point for HESH discussions and convenings. In conversations with presidents, chancellors, provosts, deans, faculty, and the leaders of scholarly institutes and professional associations, program staff responded to calls to deepen the Foundation’s commitment to field development, interdisciplinary teaching and scholarship, curricular innovation, and support for the public humanities. HESH initiatives included efforts to internationalize the curriculum, teach less commonly taught and taken languages, integrate digital tools and pedagogies into humanities teaching and scholarship, create an arts-based campus culture, inspire faculty and students to use humanities scholarship and pedagogy to address grand challenge questions, and promote the pursuit of diversity and inclusion in faculty recruitment and curricular and co-curricular activities.

Globalization and language learning represented a growing and intersecting influence on HESH grantmaking across curricular, scholarly, and pedagogical lines. In response to a bipartisan congressional request to the American Academy of Arts and Sciences
(AAAS), the Foundation made a grant of $220,000 to AAAS to commission a study designed to strengthen the nation’s capacities for international education and research as well as language learning. Responding to the challenges facing less commonly taught and under-enrolled languages, Five Colleges, Incorporated received a grant of $2 million to support shared staffing, pedagogical innovation, and video-conference-connected classrooms. A grant of $925,000 to Bowdoin College, in collaboration with Yale University, supported hybrid instruction in Russian language, literature, and culture. A $3 million grant to Columbia University helped launch an institute for ideas and imagination to support innovative thinking across disciplines and academic traditions associated with different continents, and a related $2.5 million grant renewed support for Columbia’s initiative to internationalize its longstanding core curriculum through strengthened connections with international partner institutions. The Great Lakes Colleges Association received a grant of $5.75 million to support a collaborative program to internationalize the curriculum through the development of shared courses. A grant of $3.47 million to the University of Virginia supported new areas of interdisciplinary research and teaching on the Global South. In collaboration with the University of the Western Cape, the University of Minnesota received a grant of $910,000 to support teaching, research, and outreach around interdisciplinary approaches to global issues. The University of Cape Town received a grant of $675,000 through HESH’s Architecture, Urbanism, and the Humanities initiative to launch an experimental master’s program in urbanism and the humanities.

In 2015, HESH’s support for digital pedagogies focused on efforts to scale up student and faculty training, build capacity for curricular and scholarly engagement, and reduce demands for duplicative infrastructure by creating inter-institutional and cross-sector collaborations. The University of Pennsylvania received a grant of $2 million to support a program of digital humanities training and research. A grant of $1.25 million enabled the University of Maryland at College Park to advance the use of digital technology in African American history and cultural studies. The Council of Independent Colleges received a grant of $1.38 million to develop online upper-level courses for humanities majors. A grant of $1 million to Georgia Tech supported the use of digital media and design research to strengthen undergraduate liberal and humanities education. Washington and Lee University and Union College each received a grant of $800,000 to
support the integration of digital and online pedagogies across the curriculum. A first-time grant of $540,000 to the Council of Public Liberal Arts Colleges supported efforts to create interdisciplinary, team-taught digital seminars across the consortium’s 29 institutions. Harvard University received a renewal grant of $525,000 to expand a doctoral certificate program in critical media practice that enables students in the humanities and related social sciences to complement dissertation inquiry with multimedia research.

Under the rubric of grants that engage humanities scholars in grand challenge questions, Columbia University received an award of $1.975 million, as part of the Foundation’s Architecture, Urbanism, and the Humanities initiative, to support teaching and research on data visualization of urban conditions and their historical origins. Building on a decade of social investment in the blighted neighborhoods of Baltimore, Johns Hopkins University received a grant of $1.6 million, in collaboration with the Maryland Institute College of Art and the Maryland Film Festival, to support a social documentary and film arts training program for disadvantaged and formerly incarcerated youth. Growing public awareness of mass incarceration and the dramatic effect of higher education on reducing recidivism informed two grants to Columbia and Cornell Universities of $1 million each to support prison education and pathway programs for formerly incarcerated citizens. A grant to the University of Virginia of $750,000, in celebration of the 50th anniversary of the National Endowment for the Humanities, supported research and planning for a public symposium that will address salient public questions such as security and privacy, cultural and political polarization, climate change, and the legacy of war and conflict.

The arts are an integral component of the life of the mind and society, and higher education institutions are increasingly interested in bringing the arts into their students’ academic lives. In order to integrate the arts across curricula, colleges and universities are exploring how the exercise of curiosity and imagination, of craft and creation, relate to the practice of inquiry and the constitution of knowledge in arts and non-arts disciplines alike. In 2015, HESH grants focused on affording undergraduates a meaningful experience in artistic practice and opportunities for graduate students to pursue the formal study of art. Bard College received a grant of $2 million to support a new master’s-level program in music concentrated on curatorial, critical, and performance studies. A grant to the Massachusetts Institute of
Technology of $1.5 million, part of the Foundation’s Arts on Campus initiative, provided renewed support for the Center for Art, Science, and Technology to integrate the design and making of art works into the pursuit and communication of research. The University of Michigan received a grant of $800,000 to support efforts by the Alliance for the Arts in Research Universities to disseminate models for effective integration of the arts across disciplinary boundaries. HESH continued to support programs that strengthen the historical and theoretical study of performance and the performing arts. Northwestern University received a final grant of $600,000, in collaboration with Brown and Stanford Universities, to train graduate students and early-career scholars whose work on dance studies contributes new insights to other humanities disciplines.

The barriers to student and faculty diversity require bold and complementary initiatives at the undergraduate and graduate school levels. HESH grantmaking included a number of grants designed to diversify the faculty ranks and meet the curricular and scholarly needs of students from underrepresented, disadvantaged, and first-generation college backgrounds. Renewed interest in pedagogical conversations among faculty and graduate students emerged as a significant theme in several grants. The Associated Colleges of the Midwest, in collaboration with the Committee on Institutional Cooperation, received a grant of $8.1 million to encourage students from underrepresented backgrounds to participate in graduate school preparation, and to appoint 30 emerging scholars whose backgrounds, life experiences, and goals enhance diversity to tenure-track positions at liberal arts colleges. The University of California at Los Angeles (UCLA) received a grant of $5 million to enable faculty and graduate students from UCLA and faculty from Santa Monica College, a public two-year institution, to adopt pedagogic reforms that demonstrate the value of study in the humanities and prepare faculty for teaching in increasingly diverse classrooms. A $3.15 million grant to The Graduate Center of the City University of New York, in collaboration with LaGuardia Community College, will enable approximately 30 doctoral students in the humanities to work closely with master faculty to learn to teach in community college classrooms, while LaGuardia students will benefit from team-teaching, cultural enrichment, and a mentorship program designed to strengthen completion rates and diversify humanities enrollments. The University of Wisconsin at Madison received $2.5 million in support of major cur-
ricular initiatives designed to increase undergraduate humanities enrollments by focusing on cross-cutting themes and project-based courses that connect the humanities to community-based organizations. The University of California at Irvine received a grant of $2.73 million to broaden the intellectual preparation of doctoral students for teaching across the liberal arts curriculum. A pair of grants to Amherst and Wellesley Colleges of $1.5 million and $800,000, respectively, will strengthen the emphasis on diversity and inclusive pedagogy in residential liberal arts education and introduce faculty to the science of student learning. Bates College received a grant of $1 million to support faculty and curricular renewal and a diversity of experiences and viewpoints. A grant of $900,000 to Mount Holyoke College supported the development of cross-cutting curricular ideas and inclusive models of pedagogy in diverse classrooms.

HESH continued to support dissertation, postdoctoral, and established career fellowships that enable emerging, midcareer, and mature scholars to finish their work in a timely manner, strike out in new directions, and pursue collaborative and comparative research. The American Council of Learned Societies received a grant of $8.85 million to support dissertation completion fellowships and a grant of $2.24 million for the Burkhardt fellowships for recently tenured faculty at research universities and liberal arts colleges, respectively. A grant of $3 million to the Social Science Research Council (SSRC) supported transregional research by junior faculty and a $5 million challenge grant enabled SSRC to strengthen its endowment for core operating support.

The Foundation continued its annual investment in two longstanding fellowship and seminar programs. The New Directions program provides funding to scholars who are 6 to 12 years beyond completion of the doctorate and wish to prepare themselves for new research projects by pursuing formal study in fields other than those in which they hold their degrees. A total of $2.7 million was awarded to the 12 scholars whose projects were selected, representing a range of colleges and universities. The Sawyer Seminar program, which enables interdisciplinary groups of faculty from within and outside universities to conduct yearlong inquiries into the comparative study of cultures, made awards of $175,000 each to 11 institutions: Emory, Indiana, New York, Rutgers, Tufts, and Yale Universities, and the Universities of California at Irvine and at Santa Cruz, Illinois at Chicago, Iowa, and Southern California.
Humanities centers continued to play a prominent role in advancing scholarship, innovative pedagogy, and public engagement. Expanding career horizons for future PhDs was the primary motivation for a $4.2 million grant to the Illinois Program for Research in the Humanities at the University of Illinois at Urbana-Champaign in support of Humanities Without Walls, a consortium of humanities centers at 15 research universities that introduces predoctoral students to the intersections of scholarly knowledge and public engagement. The University of Cambridge and Brown University each received a grant of $2 million to endow interdisciplinary programs at the Centre for Research in the Arts, Social Sciences and Humanities and postdoctoral fellowships at the Cogut Center for the Humanities, respectively. A grant of $2 million to the American University of Beirut supported the creation of a new center for the arts and humanities.

Support for libraries and research centers that serve the needs of undergraduates, graduate students, and faculty remain at the heart of the Foundation’s support for higher education. The Appalachian College Association received a grant of $3 million to endow core operations of the Bowen Central Library of Appalachia. A grant of $1.16 million to the Newberry Library supported the integration of research centers, library services, and public programs, and Hampshire College was awarded a grant of $1.2 million to support a learning commons in the Harold F. Johnson Library.

Diversity

The Diversity Program is led by Armando Bengochea, who serves as program officer and director of the Mellon Mays Undergraduate Fellowship (MMUF) program, with the partnership of Lee Bynum, program associate and associate director of MMUF. Following the award of a planning grant and intensive consultations with partnering universities, the Diversity program made a $5.1 million grant to the Center for Minority Serving Institutions at the University of Pennsylvania to implement a program that will prepare undergraduate students from three Hispanic-Serving Institutions (institutions of higher education whose enrollment of full-time undergraduates is at least 25 percent Hispanic) to enter doctoral programs in the humanities and related fields. The program will select students from Florida International University, the University of Texas at El Paso, and California State University, Northridge and prepare them to be
successful applicants for graduate study while providing them with particular exposure to PhD programs and graduate school networks at five partnering research universities: New York and Northwestern Universities, and the Universities of Pennsylvania and of California at Berkeley and at Davis. Faculty members and key staff from all eight participating universities will spend the first year of the grant period working together to design program elements. This grant will help to realize the Foundation’s aim, expressed in its strategic plan, of preparing the expanding US population of Latino/a college students to help diversify the American humanities professoriate.

With the related goal of increasing Latino/a participation in the MMUF program from its present level of 29 percent, the Diversity program added five new members in 2014 and 2015: the Claremont Colleges consortium and the Universities of California at Riverside, New Mexico, Puerto Rico at Rio Piedras, and Texas at Austin. MMUF continues to make significant progress toward its goal of diversifying faculties in the United States and South Africa. As of March 2016, 642 MMUF fellows have earned PhDs; of those, 107 fellows have received tenure as college and university faculty, 227 are presently in tenure-track positions, and another 132 hold positions as visiting professors, lecturers, or postdoctoral fellows. The renewal in 2015 of a combined grant to the Woodrow Wilson National Fellowship Foundation continues the Foundation’s longstanding support both to late-stage MMUF graduate students who are completing their dissertations and to early-career MMUF PhDs and other underrepresented scholars who would benefit from six-month or full-year sabbaticals to complete research projects.

In 2015 the Diversity program provided direct support to an expanded number of Historically Black Colleges and Universities (HBCUs) and Tribal Colleges and Universities (TCUs). Grants were made to nine HBCUs, including Bennett College, to support the creation of a leadership development institute; Claflin University, to support faculty development activities that would deepen student engagement in the humanities and related disciplines; Clark Atlanta University, to support the implementation of a program that would strengthen undergraduate research skills as part of comprehensive curricular reform; Hampton University, to support a new Center for Teaching and Learning in the Humanities; Howard University, to support activities leading to the establishment of a new Office of Faculty Development; Morgan State University, to support the establishment
of a Humanities and Social Sciences Institute; Tougaloo College, to renew support for the internationalization of the college’s curriculum and for its Honors Program; and Tuskegee University, to support the development of undergraduate majors in music and the visual arts.

Several additional Diversity grants promoted student and faculty development opportunities in Native American and Alaska Native communities. These included renewed support for a dissertation completion fellowship at the University of Alaska at Fairbanks for Native Alaskan scholars and others committed to researching indigenous Alaskan history and culture and a renewal grant to the American Indian College Fund to support graduate degree completion by TCU faculty. A new grant to Lawrence University in partnership with the nonprofit organization College Horizons will support summer academic writing seminars held on the campuses of Lawrence University and Amherst College, aimed at strengthening the academic preparation of college-bound Native American students. The grant to Lawrence University and College Horizons also represents the Diversity program’s first response to the Foundation’s strategic plan objective of collaborating with nonprofit organizations that have been particularly successful in preparing students from underrepresented communities for the transition from high school to college.

In addition, a grant was made to ensure continuation of the Moore Undergraduate Research Apprentice Program (MURAP) at the University of North Carolina at Chapel Hill (UNC Chapel Hill). MURAP is a longstanding, research-intensive summer program that brings together underrepresented and other students who aspire to faculty careers in the academy. This grant, enhanced by ongoing funding commitments from UNC Chapel Hill, will extend the life of this program for another decade. Two other grants supported dissertation-completion and postdoctoral fellowships in Latino studies at the School for Advanced Research in Santa Fe, New Mexico, and a faculty development and diversity initiative at Queens College.

Scholarly Communications

In 2015, the Scholarly Communications (SC) program was led by Senior Program Officer Donald J. Waters and Program Officer Helen Cullyer. Under the Foundation’s strategic plan, SC is focused on three major areas of emphasis: scholarly publishing, access and library services, and preservation. The strategic priorities in each of these
areas are: (a) a multi-pronged program to develop infrastructure and business models for the production and dissemination of high-quality web-based scholarly publications in the humanities; (b) initiatives that develop capacity within libraries, universities, and other cultural institutions so that they can make their collections and metadata broadly available and usable on the web; and (c) funding that accelerates the preservation of the scholarly and cultural record in all its forms, with particular emphasis on audiovisual media and web-based resources.

In these three areas, SC launched four new grantmaking initiatives in 2015. First, SC collaborated with the National Endowment for the Humanities to co-fund the first round of the Humanities Open Book competition, which supports not-for-profit presses and other organizations seeking to digitize out-of-print humanities titles and disseminate them under open access licenses. The Foundation made six awards including one to Appalachian State University to digitize a series of books in Appalachian studies and another to the University of Florida for its press to digitize titles related to Florida and the Caribbean. Second, to help make digital resources in the humanities more accessible and useful to scholars and the public, the Council on Library and Information Resources administered the first Digitizing Hidden Collections competition and awarded $4 million to 18 libraries and archives that proposed to digitize rare audiovisual materials, photographs, and archives. Third, the American Council of Learned Societies received funds to support the first round of a new competition, Digital Extension Grants, designed to extend the reach of existing digital humanities projects to new users and contributors. Finally, SC initiated a program focused on the preservation of fragile audio and audiovisual analog materials with grants to the Northeast Document Conservation Center for development of a new audio preservation center and to the University of North Carolina at Chapel Hill for the library to reengineer digitization procedures for its Southern Folklife Collection.

In addition to launching new initiatives, SC began to explore an area of emerging priority. While the Foundation seeks to promote the broadest possible access to resources by funding several open access and open data initiatives, program staff recognize that at the heart of many scholarly pursuits are materials that are restricted for use for very good reasons, including respect for complex intellectual property rights; the appreciation of privacy, security, and confidentiality; and sensitivity to cultural significance. Accordingly, to investigate possible mechanisms for providing secure online access to restricted
content, SC provided support to the University of Illinois at Urbana-Champaign for secure computational access to materials under copyright restrictions in the HathiTrust. The University of Texas at Austin received funds for the preservation and use of historical records from a racially segregated psychiatric hospital that are subject to legal and ethical restrictions. In addition, with Foundation funds, Washington State University is planning for the enhancement of Mukuru, a platform for the collaborative curation of Native American digitized cultural heritage collections that will provide restricted access to certain items in accordance with the wishes of tribes.

Two grants in the area of preservation will also touch on content that cannot be openly accessible for privacy reasons. Rhizome Communications received a grant to develop webrecorder.io, a tool for archiving websites including password-protected content. Meanwhile Washington University in St. Louis received funds to support a project to develop tools for archiving and scholarly use of social media content. Both projects will be developing robust policies to protect user privacy while facilitating the preservation of 21st-century, web-based content as a part of the historical and cultural record.

During 2015, SC also continued to support previously launched initiatives. In its digital monograph publishing program, SC made four grants that resulted from a request for proposals issued to US university presses in 2014: the University of Minnesota received funds to create a platform for the publication of scholarly monographs in several iterative versions; the University of Michigan is developing a Hydra-based system for the publication of long-form scholarly works that would be integrated with primary sources; New York University is constructing a web-based platform for reading open access books; and Johns Hopkins University received a grant to plan a mechanism for the distribution of open access monographs. In addition, SC made grants to the University of Illinois at Urbana-Champaign and the University of Connecticut to provide improved institutional support for scholars who are developing and aiming to publish digitally based research projects. The Association of American University Presses was awarded a planning grant for UPScope, a proposed discovery and marketing platform for university press books. To help monitor SC’s existing grants and guide future grantmaking in digital monograph publishing, SC awarded funds to Simon Fraser University for John Maxwell, professor of publishing, to lead a formative evaluation of this initiative.
In its ongoing effort to provide support for the development of core digital infrastructure in libraries, archives, and museums, SC made a grant to Duke University for the further development of the Open Library Environment, an open source, integrated library system. The Smithsonian Institution received funds to support the efforts of a consortium of 13 museums to convert a large corpus of existing collections data to linked open data formats suitable for discovery and reuse on the web. The consortium will also experiment with implementing the Foundation-funded International Image Interoperability Framework (IIIF), which allows users to study images from different collections using tools that are based on standardized protocols. The University of Cambridge received funds to plan to implement IIIF in its digital image library of over 250,000 items. The Medici Archive Project, Inc. (MAP) is also implementing IIIF within its digital platform and in a new tool that will allow users to contribute their own digital images to the surrogates of archival documents already made available by MAP.

**Arts and Cultural Heritage**

In 2015 the Arts and Cultural Heritage (ACH) program was led by Vice President Mariët Westermann and Program Officers Susan Feder and Alison Gilchrest, with assistance from Katie Steger and Holly Harrison. Senior Program Officer Ella Baff, the longtime executive and artistic director of Jacob’s Pillow Dance Festival, joined the Foundation in October, thereby completing the reorganization of the Foundation’s two former program areas in Performing Arts and Art History, Conservation, and Museums into a single program for Arts and Cultural Heritage. The new configuration allows for a broader range of grants supporting innovative scholarship and practice at the intersection of the performing and visual arts, while continuing to provide support specific to art museums and performing arts organizations. Under the Foundation’s strategic plan adopted in the fall of 2014, ACH has reaffirmed its commitment to nurturing exceptional scholarship, conservation practices, and creative accomplishment as well as a diverse and sustainable arts ecosystem.

ACH grantmaking in 2015 began to pursue strategic goals that were more difficult to entertain when the Foundation’s arts programs were separate. The program’s intention to reinforce the infrastructure for art and artists at risk resulted in two significant new initiatives
aimed at improving the health, welfare, and security of artists as well as critical elements in the infrastructure of American arts organizations. First, the Institute of International Education received a $2.785 million grant to establish the Artist Protection Fund, an initiative that offers safe haven to artists around the world who find themselves at risk of persecution or physical harm. Second, complementary grants totaling just over $5 million to the Nonprofit Finance Fund and National Performance Network (NPN) will support implementation of a financial health initiative for small and midsized arts organizations. Funds will enable testing and refinement of capacity-building and capital deployment methods that could be replicated across the sector, and directly strengthen two important cohorts of arts organizations: regional art conservation centers and art presenters that are NPN partners.

The Foundation’s arts programs have historically responded in an ad hoc fashion to natural and man-made disasters such as 9/11, Hurricane Katrina, and Superstorm Sandy. ACH has now shifted emphasis to developing resources for emergency preparedness in the arts sector. LYRASIS received funds to design a collaborative emergency preparedness initiative through which performing arts organizations will partner with regional conservation centers for ongoing training in disaster readiness and response. The Foundation of the American Institute for the Conservation of Artistic and Historic Works (FAIC) received a grant to address the unexpected closure of Heritage Preservation (HP). FAIC will be able to retain key HP staff and maintain vital capacity to create, manage, and support disaster readiness and emergency response programs in the cultural heritage sector. Despite growing awareness of the need for emergency preparedness among arts leaders, some measure of response will inevitably be called for: a program-related investment is allowing the Martha Graham Dance Company to expedite the replacement of sets, costumes, and artifacts ruined in the aftermath of the Sandy storm while it awaits reimbursement from the Federal Emergency Management Agency.

As in past years, several grants aimed to reinforce underdeveloped or threatened areas of cultural heritage preservation, enabling institutions to assume leadership roles in addressing critical gaps in knowledge, capacity, and training. These grants reflect ongoing efforts to strengthen infrastructure and nurture the pipeline of new expertise in under-resourced fields or regions such as African art
(Virginia Museum of Fine Arts); indigenous and Native American arts (University of Virginia and Peabody Essex Museum); Chinese painting conservation (the Smithsonian Freer-Sackler, Cleveland Museum of Art, and Seattle Art Museum); Asian art (Brooklyn Museum and Tate); and the study and conservation of contemporary art (Los Angeles County Museum of Art, the Institute of Contemporary Art in Boston, and New York University). Grants to the Universities of Pretoria and Cape Town will continue to grow the infrastructure for the study and care of cultural heritage in South Africa. Joint grants to the Metropolitan Museum of Art and Stichting Restauratie Atelier Limburg will continue a robust partnership with the Ministry of Culture of the Government of India for the training of Indian conservators. Recognizing the urgency of the preservation of audiovisual (AV) artifacts for dance companies, where film is sometimes the only permanent record, the Foundation awarded grants for AV preservation to Discalced (Mark Morris Dance Company) and Pick Up Performance Company (David Gordon).

Some of the program’s largest grants went to initiatives that address the urgent need for greater diversity and inclusion in the arts. A $10 million grant to the Smithsonian Institution will help inaugurate the National Museum of African American History and Culture by providing endowment for the directorship and core curatorial functions of the only national museum dedicated exclusively to the documentation, study, and public presentation of black history, culture, and art in the United States. The museum will uncover and celebrate African American accomplishments while remediating the country’s insufficient reckoning with the legacies of its foundational dependence on the enslavement of African Americans. A $2.5 million grant to the School of American Ballet, the preeminent ballet training academy in the United States, will provide endowment funds for the school’s efforts to diversify the pipeline of ballet dancers and support the training of regional ballet teachers. This grant and support for the Accelerando program at the Nashville Symphony indicate the Foundation’s new interest in supporting the pre-professional training of young dancers and instrumentalists at the K-12 level.

Three other notable grants supported new collaborative programs between arts organizations and institutions of higher education designed to serve as portals of opportunity for students from historically underrepresented communities: the Cincinnati Symphony Orchestra (CSO) and the University of Cincinnati College-
Conservatory of Music, where cohorts of graduate-level string players will receive coaching and mentorship from CSO musicians and opportunities to perform regularly with the orchestra; the American Folk Art Museum and LaGuardia Community College, which will create a pilot series of yearlong internships that would expose students to hands-on museum work; and the San Antonio Museum of Art, which intends to recruit two postdoctoral scholars from underrepresented communities who will be mentored into curatorial careers over the course of a two-year immersive fellowship.

First-time support for the spoken word organization Youth Speaks, the First Peoples Fund, and American Ballet Theater’s Project Plié internship program will create training and professional development pipelines for artists from historically underrepresented communities, while a grant to the Dallas Opera supports a program to increase opportunities for women conductors. Renewed support for the American Composers Orchestra will strengthen its recruitment of composers who are female or who come from historically underrepresented communities into their developmental programs. Three performing arts service organizations—Theatre Communications Group, Dance/USA, and Dance/NYC—received funding for diversity initiatives in theater and dance. Oregon Shakespeare Festival received a grant through which artEquity will pilot a facilitator training institute on cultural equity issues, designed for theater practitioners.

The ACH program increased its support for ambitious artistic projects that illuminate critical social and political issues. With Foundation funds, development of Anna Deavere Smith’s School to Prison Pipeline Project will be undertaken in the rural South, while the Oregon Shakespeare Festival will use renewed funding to complete the commissioning of the American Revolutions: The United States History Cycle, a collaboration with a diverse group of playwrights and regional theaters to create plays on topics of social and political significance. Two other grants provide opportunities for enhanced community engagement. Support for Lincoln Center’s Boro-Linc initiative will bring free programs of the center’s resident companies to the New York City boroughs in partnership with community centers. The Victoria and Albert Museum (V&A) received a grant to develop an international, object-driven research institute on its new campus in East London that would also make its collections and expertise more accessible to a highly diverse and rapidly growing segment of the city’s population. The International Center of Photography
received support to launch the Center for Visual Culture, a public humanities forum that intends to use photojournalism and other socially concerned images to prompt dialogue with scholarly and public audiences. A renewal grant to Colonial Williamsburg for its curatorial internships will provide for training in research as well as interpretation for museum audiences.

In addition to Lincoln Center and the V&A, a number of other capacious cultural institutions sought support that would enable them to direct attention outward to communities they serve. With Foundation grants, the Metropolitan Museum of Art will provide scientific research support to a network of New York City partner museums that have little access to scientific resources; the University of Maryland, Baltimore County will lead a Baltimore-based consortium dedicated to mentoring diverse cohorts of undergraduate students in the science associated with art conservation; the Guggenheim will endow two positions, including the directorship of engagement for conservation and collections; the Lyric Opera of Chicago will launch Chicago Voices, a program of new community-created music-theater pieces implemented in partnership with the Chicago Public Library; and the Michigan Opera Theater will bring contemporary chamber operas to venues in surrounding communities.

A strategic initiative launched in 2014, designed to strengthen the zone where performance, new media, installation art, and community participation meet, continued with a grant to the Contemporary Arts Center in New Orleans, to support the development and presentation of new media art inspired by the American South as well as collaborative opportunities for regional presenters to gain expertise in new modes of presenting. The University of Washington received support for artist residencies and collaborative research opportunities with faculty, which are intended to foster interdisciplinary work within the arts and across the arts and humanities.

ACH sustained commitments to key programs with renewal grants to the New England Foundation for the Arts for the National Dance Project; the New York Theater Program (supporting 41 theaters of wide-ranging scope in New York City); the National Playwright Residency Program (providing three years of salary and benefits to resident playwrights at nine theaters); the Association of Performing Arts Presenters for international travel subsidies; and grants for developmental and technical residencies at dance presenters, orchestras, and opera companies, with the intent to provide more time
and resources to artists at the pre-performance stage of new work. A grant to the Cultural Data Project, a platform that gathers standardized, longitudinal data on the finances, operations, and demographics of nonprofit arts organizations, would help facilitate assessment of the sector’s assets, impact, and needs.

**International Higher Education and Strategic Projects**

In 2015, the International Higher Education and Strategic Projects (IHESP) program continued to be led by Program Director Saleem Badat with the able assistance of Program Associate Doreen Tinajero. Building on the Foundation’s longstanding support of higher education in South Africa, the program focuses on countries and regions where the Foundation’s commitment to the humanities, the arts, and higher education could contribute to supporting fragile democracies and create favorable conditions for their participation in global networks of research and culture. Its purpose is to help build durable universities and to provide professional and financial resources in support of teaching, learning, scholarship, and effective scholarly communication. The IHESP program encourages its grantees to find ways to share the benefits of this work with the public at large. From time to time the Foundation’s other programs also make grants that are international in character, particularly when such support is critical to advancing international collaboration in humanities research, art conservation, and the development of scholarly communications.

Across all grantmaking programs, the Foundation in 2015 allocated approximately $28 million to international grantmaking and support for international collaborations. Of this total, the IHESP program made 23 grants totaling $11.38 million to seven South African universities, the Cape Higher Education Consortium, and the Cape Philharmonic Orchestra. A major grant of $3.84 million supported a collaborative program of Rhodes and Stellenbosch Universities and the Universities of Cape Town (UCT), Pretoria, the Free State, the Western Cape (UWC), and the Witwatersrand (Wits) that has the aim of accelerating the development of a Black South African professoriate. Other significant grants included $1.62 million to UCT to support a partnership between South African and other African universities for a program on the movement of music and poetry between Asia and Africa between 600 and 1500 AD; and $768,000 to Wits to pilot a new model of doctoral education.
Several other Foundation programs made grants in South Africa. The Higher Education and Scholarship in the Humanities (HESH) program made grants in support of a new master’s program in urbanism in the Global South at UCT and a partnership between the University of Minnesota and UWC. The Arts and Cultural Heritage (ACH) program renewed support for an honors program in curatorship at UCT and provided a planning grant for a master’s program in art conservation at the University of Pretoria. The Diversity program renewed grants for the participation of UCT and UWC in the Mellon Mays Undergraduate Fellowship program.

Beyond South Africa, the HESH program awarded $3.39 million in support to the University of Cambridge, the American University of Paris, and McGill University in Montreal. The ACH program’s support of institutions in Europe—the University of Oxford, Stiftung Museum Kunstpalast, Stichting Restauratie Atelier Limburg (SRAL), The Tate Gallery, and the Victoria and Albert Museum—totaled $5.75 million; the grants to SRAL and Tate support international collaborations with conservators and scholars in India and East and Southeast Asia. The Scholarly Communications program made 12 grants totaling $4.71 million to the Universities of Calgary, Cambridge, Lancaster, Oxford, St Andrews, and Toronto; Heidelberg, Leipzig, and Simon Fraser Universities; Birkbeck College; and the Austrian National Library.

Public Affairs and Contributions

In 2015, the Foundation’s Public Affairs grantmaking and Contributions continued to be overseen by Vice President, General Counsel and Secretary Michele S. Warman. Public Affairs grantmaking and Contributions support projects aligned with the Foundation’s strategic priorities that fall outside the focus of the Foundation’s five main program areas. Four Public Affairs grants totaling $550,000 supported ambitious special projects and targeted research aligned with the Foundation’s goal of promoting diversity and inclusion. Two grants supported projects with the potential to inform the public discussion regarding race relations. Greater Washington Educational Telecommunications Association, Inc. received funds to produce Race Matters, a series of television broadcasts that explore the sources of the racial divide and engage the broader community in identifying new ways to address racial inequality. New York Public Radio received
a grant to support *The Year of Talking Honestly*, a project exploring diversity and bias in New York City. In addition, a grant to the NAACP Legal Defense and Educational Fund, Inc. supported amicus brief coordination that showcases the value of diversity in higher education, and a grant to the Legal Services Corporation sought to increase equal access to civil justice by involving public librarians in helping low-income patrons access legal information. The majority of the Foundation’s six Contributions, totaling $295,000, were directed to organizations supporting an engaged and inclusive philanthropic sector. Contributions to organizations such as Foundation Center and GuideStar USA, Inc. supported information resources crucial for the field, while a contribution to Independent Sector supported its updated *Principles for Good Governance and Ethical Practice*, a guide to effective philanthropy.
# The Andrew W. Mellon Foundation

## Summary of Grants and Contributions, 2015

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<td>132,582,932</td>
</tr>
<tr>
<td>Contributions and matching gifts</td>
<td>—</td>
<td>1,276,921</td>
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<td><strong>Total</strong></td>
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<td>$284,006,434</td>
<td>$209,886,934</td>
<td>$132,582,932</td>
</tr>
</tbody>
</table>
The Andrew W. Mellon Foundation

Classification of Grants

HIGHER EDUCATION AND SCHOLARSHIP
IN THE HUMANITIES

Appropriated

Agnes Scott College,
Decatur, Georgia:
To support the establishment of a program for
digital and visual literacy ...................... $  150,000

Albright College,
Reading, Pennsylvania:
To support visiting scholars and undergraduate
research in the humanities ...................  100,000

Alma College,
Alma, Michigan:
To support a plan to implement curricular change .  100,000

American Academy of Arts and Sciences,
Cambridge, Massachusetts:
To support a study of language capacity and training
needs in the United States .....................  220,000

American Civil War Museum,
Richmond, Virginia:
To support a postdoctoral fellowship program in
public humanities ..........................  600,000

American Council of Learned Societies,
New York, New York:
To support dissertation completion fellowships for
graduate students in the humanities and social
sciences .............................................  8,850,000
To support continuation of the Burkhardt fellowships program for recently tenured faculty in research universities and a new competition within the program that will provide fellowships to recently tenured faculty in liberal arts colleges ....... 2,240,000

To support an analysis of the impact of postdoctoral fellowships on individual scholars, host universities, and the humanities workforce ............... 80,000

American University, Washington, DC:
To support the development, piloting, and initial evaluation of a new student support system ........ 150,000

American University of Beirut, New York, New York:
To support a center for the arts and humanities ... 2,000,000

American University of Paris, Inc., Paris, France:
To support the collaborative work of the American International Consortium of Academic Libraries ... 800,000
To support student-centered curricular and pedagogical initiatives ...................... 450,000

Amherst College, Amherst, Massachusetts:
To support a campus-wide diversity and inclusion initiative that connects academic and residential life .......................... 1,500,000

Antioch College Continuation Corporation, Yellow Springs, Ohio:
To support learning outcomes and retention ....... 100,000
HIGHER EDUCATION AND SCHOLARSHIP
IN THE HUMANITIES
(continued)

Appalachian College Association,
Richmond, Kentucky:
To endow the Bowen Central Library of Appalachia ................................. 3,000,000

Associated Colleges of the Midwest, Inc.,
Chicago, Illinois:
To support faculty renewal and diversity, in collaboration with the Committee on Institutional Cooperation, a consortium of Big Ten Universities plus the University of Chicago ......................... 8,100,000

Associated Colleges of the South, Inc.,
Atlanta, Georgia:
To support presidential leadership .................. 100,000

Bard College,
Annandale-on-Hudson, New York:
To support a new master’s-level program in music emphasizing curatorial, critical, and performance studies ................................. 2,000,000

Bates College,
Lewiston, Maine:
To support faculty renewal and diversity ............. 1,000,000

Bennington College,
Bennington, Vermont:
To support a program of pedagogical and curricular change ......................... 800,000
To support the planning of a pilot museum term . . . 100,000

Bowdoin College,
Brunswick, Maine:
To support instruction in Russian language, literature, and culture, in collaboration with Yale University . . . 925,000
Brooklyn College,
Brooklyn, New York:
   To support humanities initiatives that combine  
   undergraduate research and faculty development . . . 100,000

Brown University,
Providence, Rhode Island:
   To endow postdoctoral fellowships in the humanities  
   at the Cogut Center for the Humanities . . . . . . . . . 2,000,000

Bryn Mawr College,
Bryn Mawr, Pennsylvania:
   To support presidential leadership . . . . . . . . . . . . . . . 100,000

Centenary College of Louisiana,
Shreveport, Louisiana:
   To support curricular and faculty development in  
   French and Francophone studies . . . . . . . . . . . . . . . . 100,000

Centre College of Kentucky,
Danville, Kentucky:
   To support diversity and inclusion initiatives . . . . . 750,000

Chatham University,
Pittsburgh, Pennsylvania:
   To support course development within the general  
   education curriculum . . . . . . . . . . . . . . . . . . . . . . 100,000

City University of New York,
New York, New York:
   To support an undergraduate writing program at  
   Macaulay Honors College . . . . . . . . . . . . . . . . . . . . 50,000

Claremont University Consortium,
Claremont, California:
   To support presidential leadership . . . . . . . . . . . . . . . 100,000
HIGHER EDUCATION AND SCHOLARSHIP
IN THE HUMANITIES
(continued)

Coe College,
Cedar Rapids, Iowa:

To support an institutional planning process . . . . . . . 100,000

Colby College,
Waterville, Maine:

To support presidential leadership . . . . . . . . . . . . . 100,000

The College and Community Fellowship, Inc.,
New York, New York:

To support formerly incarcerated women’s efforts
to earn college degrees . . . . . . . . . . . . . . . . . . . . . . 150,000

The College of Idaho, Inc.,
Caldwell, Idaho:

To support curricular and pedagogical planning . . . 100,000

College of Saint Benedict,
St. Joseph, Minnesota:

To support the faculty’s adoption of inclusive
pedagogy across the curriculum . . . . . . . . . . . . . . . . 100,000

College of William and Mary,
Williamsburg, Virginia:

To establish an endowment in support of a new
program of interdisciplinary faculty fellowships . . . 2,600,000

Columbia University,
New York, New York:

To support the establishment of The Columbia
Institute for Ideas and Imagination at the university’s
Global Center in Paris . . . . . . . . . . . . . . . . . . . . . . 3,000,000

To support the continued internationalization of the
university’s undergraduate core curriculum . . . . . . . . . . 2,500,000

To establish a Center for Spatial Research that would
equip humanists with data-analytic skills applicable
to the study of cities and to develop curriculum and
research on Conflict Urbanism . . . . . . . . . . . . . . . . 1,975,000
HIGHER EDUCATION AND SCHOLARSHIP
IN THE HUMANITIES
(continued)

To support a collaboration of the Heyman Center for
the Humanities and a new Center for Social Justice
in the development of a program for the education
of prisoners and previously incarcerated citizens . . . 1,000,000

Connecticut College,
New London, Connecticut:
To support a New Directions Fellowship ............. 216,000
To support curricular renewal at the Ammerman
Center for Arts and Technology ...................... 100,000
To support presidential leadership ................... 100,000

Consortium for History of Science, Technology
and Medicine,
Philadelphia, Pennsylvania:
To support fellowships as well as management and
expansion of the consortium’s academic events and
online resources ........................................... 500,000

Cornell University,
Ithaca, New York:
To support a consortium of colleges and universities
dedicated to providing educational opportunities to
incarcerated persons ................................. 1,000,000
To support the Society for the Humanities and the
Olin Library’s acquisition of digital resources .... 275,000
To support a departmental discretionary fund .... 150,000

Council of Graduate Schools,
Washington, DC:
To support development of a survey instrument for
tracking of PhD career pathways .................... 71,063

Council of Independent Colleges,
Washington, DC:
To support an assessment of online learning and
teaching in the humanities at liberal arts colleges . . 1,380,000
HIGHER EDUCATION AND SCHOLARSHIP IN THE HUMANITIES
(continued)

Appropriated

Council of Public Liberal Arts Colleges,
Asheville, North Carolina:
To support a distance digital liberal arts seminar . . . 540,000

Crossroads Community Services, Inc.,
New York, New York:
To support the food pantry, soup kitchen, and shelter at St. Bartholomew’s Church ............... 200,000

Davidson College,
Davidson, North Carolina:
To support digital humanities projects and the acquisition of resources for the library ............... 150,000

Denison University,
Granville, Ohio:
To support an initiative that would infuse the arts across the curriculum .............................. 750,000

Dominican University of California,
San Rafael, California:
To support renewal of the general education curriculum and a community engagement initiative .......................... 100,000

Drew University,
Madison, New Jersey:
To support presidential leadership .......................... 100,000
To support planning for integration of digital humanities across the university .......................... 32,000

Earlham College,
Richmond, Indiana:
To support the development of a Chinese studies program .................................................. 500,000
HIGHER EDUCATION AND SCHOLARSHIP
IN THE HUMANITIES

(Appropriated)

Eckerd College,
St. Petersburg, Florida:
To support undergraduate research and collaborative projects in the humanities .......................... 100,000

Emory University,
Atlanta, Georgia:
To support a New Directions Fellowship ............. 206,300
To support a Sawyer Seminar on the Comparative Study of Cultures entitled “New Scholarship on the Affects” .......................... 175,000

Five Colleges, Incorporated,
Amherst, Massachusetts:
To support pedagogical innovation in language learning .................................................. 2,000,000

Furman University,
Greenville, South Carolina:
To support presidential leadership ...................... 100,000

Georgia Institute of Technology,
Atlanta, Georgia:
To support the creation of a Digital Interdisciplinary Liberal Arts Center .......................... 1,000,000

Goucher College,
Baltimore, Maryland:
To support presidential leadership ...................... 100,000

The Graduate Center of the City University of New York,
New York, New York:
To support a humanities teacher-training and pipeline initiative, in collaboration with LaGuardia Community College .......................... 3,150,000
HIGHER EDUCATION AND SCHOLARSHIP
IN THE HUMANITIES
(continued)

Great Lakes Colleges Association, Inc.,
Ann Arbor, Michigan:
To support a collaborative program to internationalize
the liberal arts curriculum .................. 5,750,000

Guilford College,
Greensboro, North Carolina:
To support presidential leadership ............ 100,000

Hampshire College,
Amherst, Massachusetts:
To support a learning commons in the Harold F.
Johnson Library ......................... 1,200,000

Harvard University,
Cambridge, Massachusetts:
To support digital humanities projects ............ 525,000
To support research and analysis on liberal arts
education in the 21st century .................. 150,000

Hendrix College,
Conway, Arkansas:
To support presidential leadership ............ 100,000

Hiram College,
Hiram, Ohio:
To support a program of curricular and pedagogical
renewal ................................. 100,000

Hollins University,
Roanoke, Virginia:
To support a faculty development program ........ 100,000

Illinois Wesleyan University,
Bloomington, Illinois:
To support a comprehensive program of curricular
and pedagogical reform ...................... 350,000
HIGHER EDUCATION AND SCHOLARSHIP
IN THE HUMANITIES
(continued)  

Appropriated

Indiana University,
Bloomington, Indiana:
To support a Sawyer Seminar on the Comparative
Study of Cultures entitled “Documentary Media
and Historical Transformation” .......................... 175,000

Johns Hopkins University,
Baltimore, Maryland:
To support the development and launch of the Baltimore
Youth Documentary and Film Arts Program .... 1,600,000

Knox College,
Galesburg, Illinois:
To support academic initiatives that expand
opportunities for underrepresented students .... 800,000

Lake Forest College,
Lake Forest, Illinois:
To support curricular collaborations among
English department faculty (in partnership with
Beloit and Knox Colleges) ............................... 100,000

Linfield College,
McMinnville, Oregon:
To support an interdisciplinary learning program in
the arts and humanities ............................... 100,000

Manhattanville College,
Purchase, New York:
To support a portfolio program focused on students’
academic development ............................... 100,000

Massachusetts Institute of Technology,
Cambridge, Massachusetts:
To renew support for the Institute’s Center for Art,
Science, and Technology ............................. 1,500,000
To support a New Directions Fellowship .... 259,100
McGill University,
Montreal, Canada:
To support a New Directions Fellowship ........ 135,000

Mount Holyoke College,
South Hadley, Massachusetts:
To support innovation in the arts and humanities curriculum ....................... 900,000

National Academy of Sciences,
Washington, DC:
To support planning for study of available data on the integration of undergraduate and graduate education in sciences, engineering, and medicine with the humanities ................. 113,554

Nebraska Wesleyan University,
Lincoln, Nebraska:
To support the implementation of an integrative liberal arts curriculum .................. 100,000

The New School,
New York, New York:
To support an initiative to strengthen diversity and civic engagement in the arts and humanities curriculum ................................. 800,000

New York University,
New York, New York:
To support curricular and research initiatives in the humanities ....................... 400,000
To support a Sawyer Seminar on the Comparative Study of Cultures entitled “Cuban Futures Beyond the Market: Geopolitical and Interpretive Infrastructure in Humanities, Social Sciences, and the Law” ......................... 175,000
HIGHER EDUCATION AND SCHOLARSHIP
IN THE HUMANITIES
(continued)

New-York Historical Society,
New York, New York:
   To support postdoctoral fellowships in American
   history and other humanities disciplines ............ 2,000,000

Newberry Library,
Chicago, Illinois:
   To support integration of the Newberry’s four
   research centers, library services, and public
   programs around large research projects .......... 1,160,000

Northwestern University,
Evanston, Illinois:
   To renew support for an interinstitutional program
   of postdoctoral fellowships and research in dance
   studies ........................................ 600,000
   To support a New Directions Fellowship ........... 291,100
   To support a pilot program for a refugee scholar or
   artist whose work has the potential to shed light on
   the conditions of forced migration and refugee status
   through courses and public presentations or works
   of art ......................................... 150,000

Oberlin College,
Oberlin, Ohio:
   To support a documentary film exploring the work
   of Toni Morrison .................................. 250,000
   To support curricular renewal ......................... 100,000

Occidental College,
Los Angeles, California:
   To support a research-intensive undergraduate
   curriculum in the arts, humanities, and humanistic
   social sciences .................................... 750,000
HIGHER EDUCATION AND SCHOLARSHIP
IN THE HUMANITIES
(continued)  

Appropriated

Pacific Lutheran University,
Tacoma, Washington:
To support a pilot general education program ........ 100,000

Presbyterian College,
Clinton, South Carolina:
To support a digital humanities project documenting
the history of the local textile industry ........... 100,000

Princeton University,
Princeton, New Jersey:
To support a New Directions Fellowship ........... 257,800

Rollins College,
Winter Park, Florida:
To support implementation of a general education
curriculum ........................................ 800,000

Rutgers, The State University of New Jersey,
New Brunswick, New Jersey:
To support a New Directions Fellowship .......... 219,900
To support a Sawyer Seminar on the Comparative
Study of Cultures entitled “Ethical Subjects: Love,
Morality, Histories” .......................... 175,000

Rutgers, The State University of New Jersey at Newark,
Newark, New Jersey:
To endow the Clement A. Price Chair in Public
History and Humanities ..................... 2,000,000

Saint John’s University,
Collegeville, Minnesota:
To support the faculty’s adoption of inclusive
pedagogy in the first-year seminar program ........ 100,000
Sarah Lawrence College, Bronxville, New York:

To support an interdisciplinary curatorial studies program .......... 150,000

Smith College, Northampton, Massachusetts:

To support an initiative to renew and diversify the faculty ........... 800,000

Social Science Research Council, Brooklyn, New York:

To establish an endowment for core operating support .................. 5,000,000

To support the expansion of a program featuring transregional research by junior faculty that focuses on inter-Asian contexts and connections ........... 3,000,000

Southern Methodist University, Dallas, Texas:

To support a New Directions Fellowship ............ 222,000

St. Lawrence University, Canton, New York:

To support a summer immersion program for first-year international students and professional development for faculty and staff ............ 240,000

St. Mary’s College of Maryland, St. Mary’s City, Maryland:

To support presidential leadership ............... 100,000

Stanford University, Stanford, California:

To support the development of an online instrument to help students and higher education institutions make informed decisions during the application and admission process ............ 350,000
HIGHER EDUCATION AND SCHOLARSHIP
IN THE HUMANITIES
(continued)

Trinity College,
Hartford, Connecticut:
To support presidential leadership .................. 100,000

Trinity Washington University,
Washington, DC:
To support a revised curriculum, faculty
development, and undergraduate research
opportunities ........................................... 100,000

Tufts University,
Medford, Massachusetts:
To support a New Directions Fellowship .......... 178,900
To support a Sawyer Seminar on the Comparative
Study of Cultures entitled “Comparative Global
Humanities” .............................................. 175,000

Union College,
Schenectady, New York:
To support an initiative to strengthen and integrate
the arts and humanities across academic disciplines .. 800,000

University of California at Berkeley,
Berkeley, California:
To support planning for an international consortium
of critical theory programs ............................. 150,000
To support a meeting of higher education research
center directors around topics of mutual interest
and potential collaboration ............................. 23,396

University of California at Davis,
Davis, California:
To support a public scholars program at the
Humanities Institute ................................. 400,000
To support a New Directions Fellowship .......... 278,700
University of California at Irvine, Irvine, California:

To support an initiative to broaden the intellectual, pedagogic, and professional preparation of doctoral students in the humanities .......................... $2,730,000

To support a Sawyer Seminar on the Comparative Study of Cultures entitled “Documenting War” .... $175,000

University of California at Los Angeles, Los Angeles, California:

To support the development of centralized mechanisms for more effective pedagogy in the humanities .................................................. $5,000,000

University of California at Santa Cruz, Santa Cruz, California:

To support a New Directions Fellowship .............. $243,900

To support a Sawyer Seminar on the Comparative Study of Cultures entitled “Non-citizenship” .... $175,000

University of Cambridge, Cambridge, United Kingdom:

To support interdisciplinary programs organized and administered by the Centre for Research in the Arts, Social Sciences and Humanities ..................... $2,000,000

University of Cape Town, Cape Town, South Africa:

To support an integrated master’s program, “Urban Studies: Engaging Southern Urbanism from an African Perspective” ................................. $675,000

University of Chicago, Chicago, Illinois:

To support a final grant for summer research fellowships in the Black Metropolis Research Consortium ......................................................... $225,000
HIGHER EDUCATION AND SCHOLARSHIP IN THE HUMANITIES
(continued)

A ppropriated

To support a collaboration that would explore the treatment of music as a historically central object of inquiry into the past .................................................. 110,000

University of Illinois at Chicago, Chicago, Illinois:
To support a Sawyer Seminar on the Comparative Study of Cultures entitled “Geographies of Justice” .... 175,000

University of Illinois at Urbana-Champaign, Champaign, Illinois:
To support the continued collaboration of the Humanities Without Walls consortium of interdisciplinary humanities centers ............... 4,200,000

University of Iowa, Iowa City, Iowa:
To support a Sawyer Seminar on the Comparative Study of Cultures entitled “Cultural and Textual Exchanges” ................................................................. 175,000

University of Maryland at College Park, College Park, Maryland:
To support an integrated research and training model at the intersection of digital humanities and African American studies ................................. 1,250,000

University of Michigan, Ann Arbor, Michigan:
To support dissemination by the Alliance for the Arts in Research Universities of best practices for the arts in research universities .................................. 800,000

University of Minnesota at Twin Cities, Minneapolis, Minnesota:
To support exchanges of graduate students and faculty members in the humanities and related social sciences, in collaboration with the University of the Western Cape ......................................................... 910,000
HIGHER EDUCATION AND SCHOLARSHIP
IN THE HUMANITIES
(continued)

University of Pennsylvania,
Philadelphia, Pennsylvania:
  To support a program of digital humanities training
  and research .................................................. 2,000,000

University of Puget Sound,
Tacoma, Washington:
  To support a faculty development initiative focused
  on experiential learning ................................. 250,000

University of Southern California,
Los Angeles, California:
  To support a Sawyer Seminar on the Comparative
  Study of Cultures entitled “Visual History: The Past
  in Images” ...................................................... 175,000

University of Virginia,
Charlottesville, Virginia:
  To support an academic initiative on the Global
  South .......................................................... 3,470,000
  To support the Charlottesville Forum on the Public
  Humanities, in collaboration with the National
  Endowment for the Humanities ....................... 750,000

University of Washington,
Seattle, Washington:
  To support a New Directions Fellowship ............ 190,600

University of Wisconsin at Madison,
Madison, Wisconsin:
  To support curricular renewal ......................... 2,500,000

Wabash College,
Crawfordsville, Indiana:
  To support a summer immersion program for
  at-risk students ............................................ 800,000
Wake Forest University, Winston-Salem, North Carolina:  
To support a program expanding interdisciplinary humanities research, teaching practices, and public scholarship ......................... 650,000

Washington and Lee University, Lexington, Virginia:  
To support digital humanities initiatives .............. 800,000  
To support a program that engages students, faculty, and the university’s broader communities in an examination of history’s value in a democratic society ................................. 150,000

Wellesley College, Wellesley, Massachusetts:  
To support a program to integrate the scholarship on student learning into faculty teaching practices ....... 800,000

Wesleyan University, Middletown, Connecticut:  
To support an undergraduate program incorporating cross-disciplinary, project-based courses in design, engineering, and the arts and humanities ........... 150,000

Wheaton College, Norton, Massachusetts:  
To support presidential leadership ....................... 100,000

Whitman College, Walla Walla, Washington:  
To support practices that foster diversity, equity, and inclusion ...................... 90,000
Yale University,
New Haven, Connecticut:

To support a Sawyer Seminar on the Comparative Study of Cultures entitled “Genealogies of the Excessive Screen” ......................... 175,000

Total—Higher Education and Scholarship in the Humanities $129,934,313
DIVERSITY

Appropriated

American Council of Learned Societies,
New York, New York:
To support administration of the Foundation’s institutional grants for the Mellon Mays Undergraduate Fellowship program . . . . . . . . . . . . $ 450,000

American Indian College Fund,
Denver, Colorado:
To support the continuation of the Mellon Faculty Career Enhancement Fellowship Program for tribal college faculty . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 500,000

Bennett College,
Greensboro, North Carolina:
To support the creation of the Leadership Development Institute for Women . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 490,000

Brown University,
Providence, Rhode Island:
To renew support for the Mellon Mays Undergraduate Fellowship program . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 143,000

Clafin University,
Orangeburg, South Carolina:
To support faculty development activities that will deepen students’ engagement with global film, music, drama, and art . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 500,000

Clark Atlanta University,
Atlanta, Georgia:
To support the implementation of a program emphasizing undergraduate research skills as part of comprehensive curricular reform . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 494,000

Dartmouth College,
Hanover, New Hampshire:
To support planning for an initiative in the area of recruitment and retention of underrepresented faculty . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 142,000
DIVERSITY
(continued)

Hampton University,
Hampton, Virginia:
To support the creation of a Center for Teaching and Learning in the Humanities, Arts and Social Sciences ........................................ 517,000

Haverford College,
Haverford, Pennsylvania:
To renew support for the Mellon Mays Undergraduate Fellowship program ............... 25,000

Howard University,
Washington, D.C.:
To support the first phase of the establishment of the Office of Faculty Development .............. 755,000

Lawrence University,
Appleton, Wisconsin:
To support the creation of summer writing academies and continuing advising services for college-bound Native American high school students .............. 650,000

Morgan State University,
Baltimore, Maryland:
To support the establishment of a Humanities and Social Sciences Institute ......................... 500,000

Oberlin College,
Oberlin, Ohio:
To renew support for the Mellon Mays Undergraduate Fellowship program .................. 73,000

Queens College,
Flushing, New York:
To support the implementation of a faculty development and diversity initiative ............ 450,000
DIVERSITY
(continued) Appropriated

Rice University,
Houston, Texas:
To renew support for the Mellon Mays Undergraduate Fellowship program ............. 32,000

School for Advanced Research,
Santa Fe, New Mexico:
To support dissertation and postdoctoral fellowships ........................................ 350,000

Southern Education Foundation, Inc.,
Atlanta, Georgia:
To support the study of standards of institutional effectiveness characterizing the 14 HBCU colleges and universities that receive direct support from the Foundation ........................................ 150,000

Stanford University,
Stanford, California:
To renew support for the Mellon Mays Undergraduate Fellowship program ............. 32,000

Swarthmore College,
Swarthmore, Pennsylvania:
To renew support for the Mellon Mays Undergraduate Fellowship program ............. 25,000

Tougaloo College,
Tougaloo, Mississippi:
To renew support for the Center for International Studies and Global Change and for the college’s Honors Program ........................................ 500,000

Tuskegee University,
Tuskegee, Alabama:
To support the development of majors in music and visual and studio art .................. 500,000
DIVERSITY
(continued)

University of Alaska at Fairbanks,
Fairbanks, Alaska:
   To renew support for dissertation completion
   fellowships for Native Alaskan scholars and others
   committed to the advancement of indigenous
   Alaskan history and culture ...................... 657,000

University of California at Los Angeles,
Los Angeles, California:
   To establish a summer program for West Coast
   Mellon Mays Undergraduate Fellowship
   participating institutions ....................... 441,000

University of Cape Town,
Cape Town, South Africa:
   To renew support for the Mellon Mays
   Undergraduate Fellowship program .......... 68,000

University of North Carolina at Chapel Hill,
Chapel Hill, North Carolina:
   To provide a final round of support for the Moore
   Undergraduate Research Apprentice Program .... 1,000,000

University of Pennsylvania,
Philadelphia, Pennsylvania:
   To establish a program to prepare students from
   Hispanic-Serving Institutions for graduate school ... 5,100,000

University of Puerto Rico at Rio Piedras,
San Juan, Puerto Rico:
   To support the establishment of the Mellon Mays
   Undergraduate Fellowship program .......... 500,000

University of the Western Cape,
Bellville, South Africa:
   To renew support for the Mellon Mays
   Undergraduate Fellowship program .......... 6,000
DIVERSITY
(continued)  

Vanderbilt University, 
Nashville, Tennessee:
To support the implementation of “Wisdom of the 
Elders,” an interdisciplinary public scholarship 
program .......................................................... 77,300

Washington University in St. Louis, 
St. Louis, Missouri:
To renew support for the Mellon Mays 
Undergraduate Fellowship program ............... 91,000

Wesleyan University, 
Middletown, Connecticut:
To renew support for the Mellon Mays 
Undergraduate Fellowship program ............... 141,000

Williams College, 
Williamstown, Massachusetts:
To renew support for the Mellon Mays 
Undergraduate Fellowship program ............... 139,000

Woodrow Wilson National Fellowship Foundation, 
Princeton, New Jersey:
To renew support for the Dissertation and 
Travel and Research program for Mellon 
Mays Undergraduate Fellows who are enrolled in doctoral programs, and the Junior Faculty Career 
Enhancement Fellowship for former Mellon Mays 
Undergraduate Fellows and other underrepresented early-career scholars ................. 3,800,000

Total—Diversity ........................................... $19,298,300

Appropriated
SCHOLARLY COMMUNICATIONS

American Council of Learned Societies,
New York, New York:

To support an annual grant competition for digital humanities projects .................. $ 900,000

To support the digitization of out-of-print humanities titles and the dissemination of those titles on an open access basis ............... 16,500

American Numismatic Society,
New York, New York:

To support the digitization of out-of-print humanities titles and the dissemination of those titles on an open access basis ............... 47,500

Appalachian State University,
Boone, North Carolina:

To support the digitization of out-of-print humanities titles and the dissemination of those titles on an open access basis ............... 88,000

ARTstor, Inc.,
New York, New York:

To support business planning .................. 60,000

Association of American University Presses, Inc.,
New York, New York:

To support the planning of a discovery and marketing platform for US university presses ............... 166,000

Austrian National Library,
Vienna, Austria:

To support the digitization, cataloging, and editing of unpublished Arabic papyri ............... 431,000
SCHOLARLY COMMUNICATIONS (continued)

Authors Alliance, Inc., Berkeley, California:
To support the dissemination of resources on copyright for the benefit of authors of scholarly and other works ........................................ 30,000

Birkbeck College, London, United Kingdom:
To support further development of a platform and editorial framework for open access journal article publication in the humanities .................. 741,000

Boston Library Consortium, Boston, Massachusetts:
To support the development of a distributed storage network for print monographs ............... 995,000

Brandeis University, Waltham, Massachusetts:
To support sustainability planning for a collection of African American video oral histories .... 51,500

Center for Research Libraries, Chicago, Illinois:
To support the planning of an international initiative to preserve and provide access to non-Western, non-English language archival and library collections . . 21,500

Council on Library and Information Resources, Washington, DC:
To support a national grantmaking competition for the digitization of collections of scholarly and cultural importance .................................. 4,340,000
To support a national grantmaking competition for the digitization of collections of scholarly and cultural importance .................................. 4,000,000
To support general operations ........................................ 1,500,000
SCHOLARLY COMMUNICATIONS
(continued)

To support postdoctoral fellowships in data curation for medieval studies .......................... 900,000

Duke University,
Durham, North Carolina:

To support further development of an open source integrated library system ..................... 1,165,000
To support the development of digital access mechanisms for archival materials related to African American history ..................... 604,000

George Mason University,
Fairfax, Virginia:

To support the development of an open source application that would enable individual scholars to organize and share images ............................. 600,000
To support further development of an open source application for the creation of multimedia blogs and digital exhibits ............................. 135,000

Heidelberg University,
Heidelberg, Germany:

To support the planning and prototyping of tools for the publication of transcriptions, images, and translations of ancient inscriptions ..................... 41,500

Hypothes.is Project,
San Francisco, California:

To support a conference on the annotation of web-based resources ............................. 35,000

Ithaka Harbors, Inc.,
New York, New York:

To support a strategic alliance with ARTstor, Inc. . . . 2,995,000
SCHOLARLY COMMUNICATIONS

(continued)

Appropriated

Johns Hopkins University,
Baltimore, Maryland:
To support the planning of a distribution platform
for open access monographs .......................... 49,500

Leipzig University,
Leipzig, Germany:
To support international collaboration on the
development of software tools for use in the digital
humanities ................................................. 204,000

LYRASIS,
Atlanta, Georgia:
To support a priority initiative of the new chief
executive officer ........................................ 50,000

The Medici Archive Project, Inc.,
New York, New York:
To support the development of a platform that
would allow scholars to contribute their own digital
images of relevant documents to the digitized
archives of the Medici family .......................... 361,000

Middlebury College,
Middlebury, Vermont:
To support the planning of a distributed network of
support services for digital scholarship .............. 46,000

Modern Language Association of America,
New York, New York:
To support the development of an online network
that would enable collaborative research and
publication within and across scholarly societies ... 225,000
National Information Standards Organization, Baltimore, Maryland:

To support the development of a set of principles governing the management of research datasets that contain personally identifiable information .......................... 100,500

To support the collaborative development of guidelines on the privacy of library patron data in the digital age ................................................................. 48,000

New York Public Library, New York, New York:

To support the development of a new software system for an offsite storage facility housing a collection shared by three major research libraries . . . 1,000,000

New York University, New York, New York:

To support the development of semantic tagging mechanisms and a browser-based reader for digital monographs ......................................................... 786,000

To support business planning for an online resource publishing reviews of books, media, and digital projects ................................................................. 76,500

To support the development of a pilot web-based resource on the history of the birth control movement ................................................................. 40,000

Northeast Document Conservation Center, Inc., Andover, Massachusetts:

To support the development of audio preservation services ......................................................... 1,198,000

Northwestern University, Evanston, Illinois:

To support the digitization of out-of-print humanities titles and the dissemination of those titles on an open access basis ......................................................... 73,000
<table>
<thead>
<tr>
<th>Institution</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Omohundro Institute of Early American History and Culture, Williamsburg, Virginia:</td>
<td>To support publication, conference, and fellowship costs</td>
<td>150,000</td>
</tr>
<tr>
<td>Rhizome Communications, Inc., New York, New York:</td>
<td>To support the development of new web-archiving technologies</td>
<td>600,000</td>
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<tr>
<td>Saint John’s University, Collegeville, Minnesota:</td>
<td>To support the development of specialist catalogs of primary source materials from the medieval and early modern periods</td>
<td>651,000</td>
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<tr>
<td>Simon Fraser University, Burnaby, Canada:</td>
<td>To support an independent evaluation of the Foundation’s grantmaking in the area of digital scholarly publishing</td>
<td>26,000</td>
</tr>
<tr>
<td>Smithsonian Institution, Washington, DC:</td>
<td>To support the creation and use of linked open data by a consortium of art museums</td>
<td>375,000</td>
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<tr>
<td>Stanford University, Stanford, California:</td>
<td>To support planning for the development of linked data infrastructure for library cataloging</td>
<td>39,000</td>
</tr>
<tr>
<td>State University of New York College at Buffalo, Buffalo, New York:</td>
<td>To support planning for graduate-level training in the conservation of library and archival collections</td>
<td>46,500</td>
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SCHOLARLY COMMUNICATIONS
(continued)

Appropriated

TechSoup Global,
San Francisco, California:
To support a service for determining whether
foreign organizations are equivalent to US public
charities ....................................................... 300,000

Tufts University,
Medford, Massachusetts:
To support further development of a collaborative
online platform for editing and curating scholarly
texts .......................................................... 897,000

The University of Calgary,
Calgary, Canada:
To support planning for library support of
interdisciplinary research clusters .................. 58,500

University of California at Los Angeles,
Los Angeles, California:
To support planning for graduate-level training in the
conservation of library and archival collections ... 200,000

University of Cambridge,
Cambridge, United Kingdom:
To support the advancement of digital edition-
making in musicology ................................. 274,000
To support planning for the implementation of
image interoperability standards and protocols ... 113,000

University of Chicago,
Chicago, Illinois:
To support research on the relationship of
algorithmic techniques to academic disciplines ... 797,000
SCHOLARLY COMMUNICATIONS

(continued)

University of Connecticut, Storrs, Connecticut:

To support the planning of a digital design studio that would provide services to scholars preparing born-digital publications ......................... 99,000

University of Florida at Gainesville, Gainesville, Florida:

To support the digitization of out-of-print humanities titles and the dissemination of those titles on an open access basis ......................... 79,000

University of Georgia, Athens, Georgia:

To support a priority initiative of the new university librarian .............................. 55,000

University of Illinois at Urbana-Champaign, Champaign, Illinois:

To support the development of methods and technologies that would provide secure access to in-copyright collections in the HathiTrust digital repository for computational research .......................... 1,170,000

To support the development of services within the library that would assist faculty developing born-digital publications ............................. 1,000,000

To support the development of technologies and workflows for publishing descriptive information about special collections in linked open data formats ........................................... 248,000

To support planning for the preservation of intangible cultural heritage .......................... 25,500
The University of Lancaster, Lancastershire, United Kingdom:
To support the development of community governance, technical upgrades, and sustainability plans for a linked open data project in historical geography ........................................ 770,000

University of Miami, Coral Gables, Florida:
To support a workshop and development of a white paper on the potential for collaborations among campus-based libraries and museums ........... 35,000

University of Michigan, Ann Arbor, Michigan:
To support the development of new software that would enable presses, in collaboration with research libraries, to publish born-digital monographs linked to digital primary sources and materials ................ 899,000

University of Minnesota at Twin Cities, Minneapolis, Minnesota:
To support the development of software and workflows that could be used to publish monographs in several iterative versions .................... 732,000

University of North Carolina at Chapel Hill, Chapel Hill, North Carolina:
To support the development of large-scale digitization, preservation, and access mechanisms for audio and audiovisual collections .................... 986,000

University of North Carolina at Charlotte, Charlotte, North Carolina:
To support research and planning that would result in recommendations for the licensing and acquisition of electronic resources ................. 271,000
SCHOLARLY COMMUNICATIONS
(continued)  

University of Oklahoma,
Norman, Oklahoma:
  To support further development of infrastructure for
  the publication and dissemination of digital editions
  of Latin texts  ............................................. 1,000,000

University of Oxford,
Oxford, United Kingdom:
  To support the development of a specialist catalog
  of correspondence from the early modern period . . . 744,000

University of Rochester,
Rochester, New York:
  To support a pilot institute for training midcareer
  librarians in digital humanities methods and
  technologies  ............................................. 101,000

University of St Andrews,
Fife, United Kingdom:
  To support the development of a specialist catalog
  of early printed books in Spanish and Portuguese . . 530,000

University of Texas at Austin,
Austin, Texas:
  To support the development of digital access
  mechanisms for historical records from a mental
  health hospital  ............................................. 763,000

University of Toronto,
Toronto, Canada:
  To support the development of library support
  services for digital scholarship  ....................... 773,000
SCHOLARLY COMMUNICATIONS
(continued)

Appropriated

University of Virginia,
Charlottesville, Virginia:
To support the development of a multi-institutional
initiative that would operate services for the
identification, matching, and disambiguation of
personal and organizational names in archival
resources .......................................................... 1,000,000

University of Washington,
Seattle, Washington:
To support a fellowship program that would create
a pipeline of scholarly publishing professionals
committed to diversity ............................ 682,000

Washington State University,
Pullman, Washington:
To support planning for the enhancement of a
software platform for the archiving and curation
of Native American collections ......................... 69,500

Washington University in St. Louis,
St. Louis, Missouri:
To support the preservation of social media
content ........................................................... 517,000

Wayne State University,
Detroit, Michigan:
To support the digitization of out-of-print
humanities titles and the dissemination of those
titles on an open access basis ......................... 94,000

Total—Scholarly Communications ........................ $41,291,000
ARTS AND CULTURAL HERITAGE

Aaron Davis Hall, Inc.,
New York, New York:
   To provide general operating support through the
   New York Theater Program $ 175,000

Albany Symphony Orchestra, Inc.,
Albany, New York:
   To support the American Music Festival and related
   composer residencies 300,000

Alvin Ailey Dance Foundation, Inc.,
New York, New York:
   To support the planning phase for AileyCity 75,000

American Composers Orchestra, Inc.,
New York, New York:
   To support developmental activities for composers
   from diverse backgrounds 400,000

American Folk Art Museum,
New York, New York:
   To support a pilot internship program in collaboration
   with LaGuardia Community College 461,000

Ars Nova Theater I, Inc.,
New York, New York:
   To provide general operating support through the
   New York Theater Program 135,000

Association of Performing Arts Presenters, Inc.,
Washington, DC:
   To support the Cultural Exchange Fund 250,000

Ballet Theatre Foundation, Inc.,
New York, New York:
   To support internships for emerging arts
   administrators from historically underrepresented
   communities 100,000
ARTS AND CULTURAL HERITAGE
(continued)  

Baltimore Symphony Orchestra, Inc.,
Baltimore, Maryland:
   To support the academy and diversity initiatives . . . 730,000

Beth Morrison Projects, Inc.,
Brooklyn, New York:
   To support organizational development ............ 225,000

Big Dance Theater, Inc.,
Brooklyn, New York:
   To provide general operating support through the
   New York Theater Program ......................... 40,000

Billie Holiday Theatre, Inc.,
Brooklyn, New York:
   To provide general operating support through the
   New York Theater Program ......................... 70,000

Brooklyn Arts Exchange, Inc.,
Brooklyn, New York:
   To provide general operating support through the
   New York Theater Program ......................... 80,000
   To provide general operating support for
   600 Highwaymen through the New York Theater
   Program ............................................. 10,000

Brooklyn Institute of Arts and Sciences,
Brooklyn, New York:
   To continue support for the reinstallation of the
   museum’s Asian and Islamic collections ............ 547,000

The Bushwick Starr, Inc.,
Brooklyn, New York:
   To provide general operating support through the
   New York Theater Program ......................... 40,000
ARTS AND CULTURAL HERITAGE  
(continued)  

**Appropriated**

CEL Education Fund,  
Berkeley, California:  
To support planning for the Arts in a Changing America initiative (now ArtChangeUS) . . . . . . . . . .50,000

Center for Curatorial Leadership,  
New York, New York:  
To continue support for curatorial training seminars for PhD students in art history . . . . . . . . . . . . . . . .310,000

Cincinnati Opera Association,  
Cincinnati, Ohio:  
To support the Opera Fusion: New Works initiative . . 300,000

Cincinnati Symphony Orchestra,  
Cincinnati, Ohio:  
To support a diversity fellowship program in collaboration with the University of Cincinnati College-Conservatory of Music . . . . . . . . . . . . . . . .900,000

The Civilians, Inc.,  
Brooklyn, New York:  
To provide general operating support through the New York Theater Program . . . . . . . . . . . . . . . .90,000

Cleveland Museum of Art,  
Cleveland, Ohio:  
To endow the position of a conservator of Chinese painting and to support teaching residencies for senior-level conservators of Chinese painting . . . . . . . . .1,800,000

Clubbled Thumb, Inc.,  
New York, New York:  
To provide general operating support through the New York Theater Program . . . . . . . . . . . . . . . .60,000
ARTS AND CULTURAL HERITAGE
(continued)

College Art Association of America, Inc.,
New York, New York:

To support the development of Resources for Academic Art Museum Professionals 132,600
To provide emerging scholars with subventions for publication expenses for image rights and reproductions 65,500

Colonial Williamsburg Foundation,
Williamsburg, Virginia:

To continue support for a curatorial internship program 350,000

Conservation Center for Art and Historic Artifacts,
Philadelphia, Pennsylvania:

To support the position of director of client relations 150,000

Contemporary Arts Center,
New Orleans, Louisiana:

To support the Institute for Interdisciplinary Innovation 530,000

Cultural Data Project,
Philadelphia, Pennsylvania:

To support the development and implementation of a new version of an online data collection and management platform for the arts and culture sector 1,000,000

The Dallas Opera,
Dallas, Texas:

To support the Institute for Women Conductors 500,000
ARTS AND CULTURAL HERITAGE
(continued)

Appropriated

Dallas Theater Center,
Dallas, Texas:
   To support a three-year residency with playwright Will Power through the National Playwright Residency Program ................................................................. 265,000

Dance Saint Louis,
St. Louis, Missouri:
   To support the New Dance Horizons project ........ 75,000

Dance Service New York City, Inc.,
New York, New York:
   To support diversity and inclusion initiatives .... 210,000

Dance Theatre of Harlem, Inc.,
New York, New York:
   To support general operations ....................... 150,000

Dance/USA,
Washington, DC:
   To support diversity and inclusion initiatives .... 295,000

Danspace Project, Inc.,
New York, New York:
   To support developmental residencies for choreographers ................................. 450,000

The Debate Society, Ltd.,
Brooklyn, New York:
   To provide general operating support through the New York Theater Program ................................. 20,000

Discalced, Inc.,
Brooklyn, New York:
   To support the preservation of audiovisual and related dance materials ......................... 900,000
Elevator Repair Service Theater, Inc., New York, New York:
To provide general operating support through the New York Theater Program .......................... 100,000

The Ensemble Studio Theatre, Inc., New York, New York:
To provide general operating support through the New York Theater Program .......................... 125,000

Fiji Theater Company, Inc., New York, New York:
To provide general operating support through the New York Theater Program .......................... 90,000

First Peoples Fund, Rapid City, South Dakota:
To support professional development initiatives for Native artist-leaders ................................. 400,000

Florida State University Foundation, Inc., Tallahassee, Florida:
To support developmental residencies for choreographers at the Maggie Alleesee National Center for Choreography .......................... 325,000

Foundation of the American Institute for Conservation of Historic and Artistic Works, Inc., Washington, DC:
To support the transfer of core staff and programs from Heritage Preservation, Inc. ................... 300,000

The Foundry Theatre, Inc., New York, New York:
To provide general operating support through the New York Theater Program .......................... 130,000
ARTS AND CULTURAL HERITAGE
(continued)  Appropriated

Fractured Atlas, Inc.,
New York, New York:
To support a consulting engagement exploring
operational models for Createquity and a partnership
between Createquity and Fractured Atlas . . . . . . 82,000

The Graduate Center of the
City University of New York,
New York, New York:
To continue support for curatorial training in the
PhD program in art history . . . . . . . . . . . . . . . . . . 635,000

Grantmakers in the Arts,
Seattle, Washington:
To support information and communication
initiatives . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .75,000

Solomon R. Guggenheim Foundation,
New York, New York:
To endow the positions of deputy director and chief
conservator and director of engagement, conservation
and collections . . . . . . . . . . . . . . . . . . . . . . . . .3,000,000

Henry Street Settlement,
New York, New York:
To support the American Realness dance festival . .150,000

Hip-Hop Theater Festival, Inc.,
New York, New York:
To provide general operating support through the
New York Theater Program . . . . . . . . . . . . . . . . . .85,000

Home for Contemporary Theatre and Art, Ltd.,
New York, New York:
To support the PROTOTYPE: Opera/Theatre/Now
festival . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .600,000
To provide general operating support through the
New York Theater Program . . . . . . . . . . . . . . . . . .150,000
ARTS AND CULTURAL HERITAGE
(continued)

Huntington Theatre Company, Inc.,
Boston, Massachusetts:
   To support a three-year residency with playwright
      Melinda Lopez through the National Playwright
      Residency Program ........................................ 314,000

Institute of Contemporary Art,
Boston, Massachusetts:
   To continue support for curatorial research, graduate
      fellowships, and publications in contemporary art . 500,000

Institute of International Education, Inc.,
New York, New York:
   To support the Artist Protection Fund ............... 2,785,000

International Arts Relations, Inc.,
New York, New York:
   To provide general operating support through the
      New York Theater Program .............................. 50,000

International Center of Photography,
New York, New York:
   To support an initiative to strengthen programming
      in public humanities ................................. 750,000

Joyce Theater Foundation, Inc.,
New York, New York:
   To support developmental and production
      residencies for choreographers ...................... 386,000

Kansas City Repertory Theatre, Inc.,
Kansas City, Missouri:
   To support a three-year residency with playwright
      Nathan Louis Jackson through the National
      Playwright Residency Program ...................... 232,000

Kansas University Endowment Association,
Lawrence, Kansas:
   To support the Integrated Arts Research Initiative . 487,000
ARTS AND CULTURAL HERITAGE
(continued)  

La Mama Experimental Theatre Club, Inc.,
New York, New York:  
   To provide general operating support through the  
   New York Theater Program  . . . . . . . . . . . . . . . . . . . . .  175,000

Lark Theatre Company, Inc.,
New York, New York:  
   To provide general operating support through the  
   New York Theater Program  . . . . . . . . . . . . . . . . . . . . .  135,000

Lincoln Center for the Performing Arts, Inc.,
New York, New York:  
   To support the Boro-Linc program  . . . . . . . . . . . . . . . . .  700,000

LYRASIS,
Atlanta, Georgia:  
   To support planning efforts towards the development  
   of an emergency preparedness initiative for the  
   performing arts  . . . . . . . . . . . . . . . . . . . . . . . . . . . .  50,000

Lyric Opera of Chicago,
Chicago, Illinois:  
   To support a community-created music-theater  
   initiative  . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .  740,000

Ma-Yi Filipino Theatre Ensemble, Inc.,
New York, New York:  
   To provide general operating support through the  
   New York Theater Program  . . . . . . . . . . . . . . . . . . . . . . .  130,000

Memphis Symphony Orchestra, Inc.,
Memphis, Tennessee:  
   To support planning for a fellowship program for  
   musicians from historically underrepresented  
   communities  . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .  50,000
ARTS AND CULTURAL HERITAGE
(continued)

Metropolitan Museum of Art,
New York, New York:
To support a scientific research network among New York area museums .............................. 2,000,000
To continue support for a fellowship program for early- to midcareer conservators from India ........ 1,551,500

Michigan Opera Theatre,
Detroit, Michigan:
To support the development and presentation of contemporary operas in main-stage and neighborhood venues ............................. 600,000

Mint Theater Company, Inc.,
New York, New York:
To provide general operating support through the New York Theater Program ........................ 120,000

Mixed Blood Theatre Company,
Minneapolis, Minnesota:
To support a three-year residency with playwright Aditi Kapil through the National Playwright Residency Program ............................. 190,000

Museum Associates,
Los Angeles, California:
To support an initiative to develop the archive and site conservation plan for Michael Heizer’s City, a work of American land art ......................... 400,000

Nashville Symphony Association,
Nashville, Tennessee:
To support a pre-college training program for students from historically underrepresented communities ........................................ 959,000
ARTS AND CULTURAL HERITAGE
(continued)

National Asian-American Theatre Company, Inc.,
New York, New York:
To provide general operating support through the
New York Theater Program .......................... 20,000

The National Black Theatre Workshop, Inc.,
New York, New York:
To provide general operating support through the
New York Theater Program .......................... 100,000

National Performance Network, Inc.,
New Orleans, Louisiana:
To support a comprehensive financial health initiative
for NPN/VAN partner organizations .................. 2,392,000

New Art Publications, Inc.,
Brooklyn, New York:
To support a series of editorial fellowships ......... 300,000

New England Foundation for the Arts, Inc.,
Boston, Massachusetts:
To support the National Dance Project ............. 3,300,000

New York City Players, Inc.,
Brooklyn, New York:
To provide general operating support through the
New York Theater Program .......................... 45,000

New York Foundation for the Arts, Inc.,
Brooklyn, New York:
To support Anna Deavere Smith’s School to Prison
Pipeline Project ........................................ 400,000

New York University,
New York, New York:
To support development by the Conservation Center
of the Institute of Fine Arts of a curriculum for the
conservation of time-based media art ............... 230,000
ARTS AND CULTURAL HERITAGE
(continued)  

Nonprofit Finance Fund,
New York, New York:
  To support a comprehensive financial health
  initiative for NPN/VAN partner organizations and
  regional art conservation centers . . . . . . . . . . . . . . . . . . 2,650,000
  To support administration of a loan program funded
  by the Foundation for small to midsized arts and
  cultural organizations . . . . . . . . . . . . . . . . . . . . . . . . . . . . 540,000

Oberlin Dance Collective,
San Francisco, California:
  To support developmental and production
  residencies for choreographers . . . . . . . . . . . . . . . . . . . . 300,000

On the Boards,
Seattle, Washington:
  To support developmental residencies for
  choreographers . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 320,000

Open Channels New York, Inc.,
New York, New York:
  To provide general operating support through the
  New York Theater Program . . . . . . . . . . . . . . . . . . . . . . . . . 90,000

Opera America, Inc.,
New York, New York:
  To support the New Works Forum . . . . . . . . . . . . . . . . . . 750,000

Opera Philadelphia,
Philadelphia, Pennsylvania:
  To support the Composer in Residence program . . 1,100,000

Opera Theatre of Saint Louis,
St. Louis, Missouri:
  To support the New Works, Bold Voices program . . 750,000
ARTS AND CULTURAL HERITAGE
(continued)

Oregon Shakespeare Festival Association, Inc.,
Ashland, Oregon:
To support *American Revolutions:*
*The United States History Cycle* ................. 600,000
To support a three-year residency with playwright
Luis Alfaro through the National Playwright
Residency Program .......................... 349,000
To support the pilot of a cultural equity facilitator
training institute led by artEquity .................. 145,000

Page Seventy-Three Productions, Inc.,
Brooklyn, New York:
To provide general operating support through the
New York Theater Program .................... 60,000

Peabody Essex Museum, Inc.,
Salem, Massachusetts:
To support training of a cohort of emerging leaders
for Native American cultural institutions ............ 750,000

PEN American Center, Inc.,
New York, New York:
To support planning for an information-sharing hub
for organizations serving artists at risk ............ 91,200

Performance Space 122, Inc.,
Brooklyn, New York:
To provide general operating support through the
New York Theater Program .................... 175,000

Pick Up Performance Company, Inc.,
New York, New York:
To support the preservation of audiovisual and
related dance materials ....................... 435,000

Play Production Company, Inc.,
New York, New York:
To provide general operating support through the
New York Theater Program .................... 130,000
ARTS AND CULTURAL HERITAGE

(continued)  Appropriated

Pregones Touring Puerto Rican Theatre Collection, Inc.,
Bronx, New York:
   To provide general operating support through the
   New York Theater Program .............................. 115,000

Rattlestick Productions, Inc.,
New York, New York:
   To provide general operational support through the
   New York Theater Program .............................. 160,000

Rockefeller Philanthropy Advisors, Inc.,
New York, New York:
   To support planning for the USArtPartners initiative
   (now Upstart Co-Lab) ................................. 56,800

San Antonio Museum of Art,
San Antonio, Texas:
   To support two postdoctoral curatorial fellowships . 316,000

The Santa Fe Opera,
Santa Fe, New Mexico:
   To support the development of new operas ........ 750,000

Saratoga International Theater Institute, Inc.,
New York, New York:
   To provide general operating support through the
   New York Theater Program .............................. 100,000

The School of American Ballet, Inc.,
New York, New York:
   To endow the program manager position and visiting
   fellows program for the school’s Diversity Initiative
   and to provide spendable support as matching funds
   are being raised ........................................... 2,500,000
ARTS AND CULTURAL HERITAGE
(continued)

Seattle Art Museum,
Seattle, Washington:
   To support planning for an Asian Paintings Conservation Center .............. 129,000

Smithsonian Institution,
Washington, DC:
   To establish endowments at the National Museum of African American History and Culture in support of the museum’s directorship and curatorial research centers ....................... 10,000,000
   To continue support for a national training program in Chinese painting conservation at the Freer Gallery of Art and the Arthur M. Sackler Gallery . 532,000

Soho Repertory Theatre, Inc.,
New York, New York:
   To provide general operating support through the New York Theater Program ........ 150,000

Spanish Theatre Repertory Company, Ltd.,
New York, New York:
   To provide general operating support through the New York Theater Program ........ 175,000

Station Resource Group, Inc.,
Clarksburg, Maryland:
   To support a collaborative project among public media stations to help shape the future of classical music on radio ....................... 400,000

Stichting Restauratie Atelier Limburg,
Limburg, The Netherlands:
   To continue support for a fellowship program for early- to midcareer conservators from India .... 975,500
ARTS AND CULTURAL HERITAGE
(continued)

Stiftung Museum Kunstpalast, Düsseldorf, Germany:
To continue support for the Cranach Digital Archive, a web-based scholarly resource on the work of Lucas Cranach . . . . . . . . . . . . . . . . . . . . . . . . . . . .500,000

Target Margin Theater, Inc., Brooklyn, New York:
To provide general operating support through the New York Theater Program . . . . . . . . . . . . . . . . . . . . . . . . . . . .80,000

The Tate Gallery, London, United Kingdom:
To develop the Tate Research Centre: Asia-Pacific into a broader research center for modern and contemporary Asian art . . . . . . . . . . . . . . . . . . . . . . . . . . . .772,000

Ten Thousand Things Theater, Minneapolis, Minnesota:
To support a three-year residency with playwright Kira Obolensky through the National Playwright Residency Program . . . . . . . . . . . . . . . . . . . . . . . . . . . .233,000

The Textile Museum of DC, Washington, DC:
To support a new curatorial position dedicated to contemporary fiber arts . . . . . . . . . . . . . . . . . . . . . . . . . . . .500,000

Theater Breaking Through Barriers, Corp., New York, New York:
To provide general operating support through the New York Theater Program . . . . . . . . . . . . . . . . . . . . . . . . . . . .50,000

theater et al, Inc., Long Island City, New York:
To provide general operating support through the New York Theater Program . . . . . . . . . . . . . . . . . . . . . . . . . . . .85,000
ARTS AND CULTURAL HERITAGE
(continued)  

Appropriated

Theater Labrador, Inc.,
New York, New York:
   To provide general operating support through the
   New York Theater Program .......................... 60,000

Theatre Communications Group, Inc.,
New York, New York:
   To support the Diversity & Inclusion Institute .... 875,000

3-Legged Dog, Inc.,
New York, New York:
   To provide general operating support through the
   New York Theater Program .......................... 175,000

University of Cape Town,
Cape Town, South Africa:
   To renew support for a postgraduate honors
   program in curatorship ............................. 634,000

University of Illinois at Urbana-Champaign,
Champaign, Illinois:
   To support developmental and production
   residencies for choreographers at the Krannert
   Center for the Performing Arts ..................... 350,000

University of Maryland, Baltimore County,
Baltimore, Maryland:
   To establish a Baltimore-based consortium dedicated
   to mentoring diverse cohorts of undergraduate
   students in the science associated with art
   conservation ........................................... 617,000

University of Oxford,
Oxford, United Kingdom:
   To strengthen student and faculty engagement with
   the collections of the Ashmolean Museum of Art
   and Archaeology .................................... 1,000,000
<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Purpose</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Pretoria, Pretoria, South Africa:</td>
<td>To support planning activities for a new graduate program in art conservation</td>
<td>$150,000</td>
<td></td>
</tr>
<tr>
<td>University of Virginia, Charlottesville, Virginia:</td>
<td>To support the establishment of a research center for the study of the indigenous arts of Australia and the Americas, in partnership with the university’s two art museums, and a curatorial pathway program for diverse undergraduates</td>
<td>$815,000</td>
<td></td>
</tr>
<tr>
<td>University of Washington, Seattle, Washington:</td>
<td>To support the Creative Fellowships initiative</td>
<td>$750,000</td>
<td></td>
</tr>
<tr>
<td>Victoria and Albert Museum, London, United Kingdom:</td>
<td>To support the development of the V&amp;A Research Institute and planning for its relocation to the museum’s new facilities in East London</td>
<td>$2,500,000</td>
<td></td>
</tr>
<tr>
<td>Victory Gardens Theater, Chicago, Illinois:</td>
<td>To support a three-year residency with playwright Marcus Gardley through the National Playwright Residency Program</td>
<td>$253,000</td>
<td></td>
</tr>
<tr>
<td>Vineyard Theatre and Workshop Center, Inc., New York, New York:</td>
<td>To provide general operating support through the New York Theater Program</td>
<td>$175,000</td>
<td></td>
</tr>
<tr>
<td>Virginia Museum of Fine Arts Foundation, Richmond, Virginia:</td>
<td>To support an initiative in the conservation of African art</td>
<td>$1,500,000</td>
<td></td>
</tr>
</tbody>
</table>
ARTS AND CULTURAL HERITAGE
(continued)  

Walker Art Center, Inc.,  
Minneapolis, Minnesota:  
To support developmental and production residencies for choreographers .......................... 350,000

Washington National Opera,  
Washington, DC:  
To support the American Opera Initiative ........... 350,000

The Women's Project and Productions, Inc.,  
New York, New York:  
To provide general operating support through the New York Theater Program ......................... 100,000

Robert W. Woodruff Arts Center, Inc.,  
Atlanta, Georgia:  
To support a three-year residency with playwright Pearl Cleage at the Alliance Theatre through the National Playwright Residency Program .................. 344,000

Young Jean Lee's Theater Company,  
Brooklyn, New York:  
To provide general operating support through the New York Theater Program ......................... 45,000

Youth Speaks, Inc.,  
San Francisco, California:  
To support the Future Corps fellowship program ... 1,100,000

Z Space Studio,  
San Francisco, California:  
To support technical development residencies ...... 300,000  
To support a three-year residency with playwright Peter Nachtrieb through the National Playwright Residency Program .......................... 244,000

Total—Arts and Cultural Heritage .......................... $79,081,100
Cape Higher Education Consortium, Wynberg, South Africa:

To support a program of activities related to the themes of decolonizing the university and rethinking and transforming the arts and humanities curriculum \( \$86,000 \)

Cape Philharmonic Orchestra, Cape Town, South Africa:

To support an education and outreach program \( \$462,000 \)

Duke University, Durham, North Carolina:

To support planning for a proposed African Arts and Humanities consortium associated with the Consortium of Humanities Centers and Institutes \( \$23,800 \)

Rhodes University, Grahamstown, South Africa:

To support a supra-institutional collaborative program to develop an inclusive humanities professoriate \( \$553,000 \)

To support graduate research on institutional culture and transformation \( \$397,000 \)

To support an artists-in-residence initiative in creative writing at the Institute for the Study of English in Africa \( \$127,000 \)

To support a project on transformation in philosophy at South African universities \( \$46,000 \)

Stellenbosch University, Stellenbosch, South Africa:

To support a project of research, digitization, and dissemination of African music collections by the Africa Open Institute for Music, Research, and Innovation \( \$762,000 \)

To support a supra-institutional collaborative program to develop an inclusive humanities professoriate \( \$345,000 \)
INTERNATIONAL HIGHER EDUCATION AND STRATEGIC PROJECTS

(continued)

University of Cape Town,
Cape Town, South Africa:

To support a multi-institutional and multinational graduate research, mapping, and archiving project . . 1,615,000

To support the transition from the Gordon Institute for Performing and Creative Arts to the Institute for Creative Arts .......................... 634,000

To support a supra-institutional collaborative program to develop an inclusive humanities professoriate . . 234,000

University of Pretoria,
Pretoria, South Africa:

To support a supra-institutional collaborative program to develop an inclusive humanities professoriate . . 944,308

To support a program of graduate training and research .......................... 336,500

University of the Free State,
Bloemfontein, South Africa:

To support the Program for Innovation in Artform Development .......................... 503,500

To support a supra-institutional collaborative program to develop an inclusive humanities professoriate . . 436,615

University of the Western Cape,
Bellville, South Africa:

To establish a program on Aesthetic Education and Becoming Technical of the Human .......................... 742,000

To support a supra-institutional collaborative program to develop an inclusive humanities professoriate . . 599,077

To support a program of graduate research and training at the Centre for Humanities Research . . . 307,000

To support doctoral students’ participation in the World Social Science Forum .......................... 45,000
INTERNATIONAL HIGHER EDUCATION AND STRATEGIC PROJECTS
(continued) Appropriated

University of the Witwatersrand,
Johannesburg, South Africa:

To support a doctoral fellowship program for a new generation of scholars ............... 768,000
To support a supra-institutional collaborative program to develop an inclusive humanities professoriate . . . . . 732,000
To support a research and postgraduate development program at the Centre for Indian Studies in Africa . . 676,000

Total—International Higher Education and Strategic Projects $11,374,800
PUBLfC AFFAIRS

Greater Washington Educational Telecommunications Association, Inc.,
Arlington, Virginia:

To support Race Matters, a series of broadcast stories to air on PBS News Hour highlighting new approaches to addressing the nation’s opportunities and challenges surrounding race .................. $150,000

Legal Services Corporation,
Washington, DC:

To support planning for the development of an online curriculum that would train public librarians to assist library patrons in accessing information and advice on civil law ......................... 100,000

NAACP Legal Defense and Educational Fund, Inc.,
New York, New York:

To support an amicus brief coordination strategy that showcases the value of affirmative action policies ........................................... 150,000

New York Public Radio,
New York, New York:

To support The Year of Talking Honestly project, exploring race, diversity, inclusion, and bias in New York City ............................... 150,000

Total—Public Affairs $550,000
CONTRIBUTIONS

Foundation Center,
New York, New York:
   To provide general support .................. $ 75,000

GrowNYC,
New York, New York:
   To provide general support .................. 30,000

GuideStar USA, Inc.,
Williamsburg, Virginia:
   To support GuideStar’s membership program .... 25,000

Independent Sector,
Washington, DC:
   To support dissemination and promotion of the
   updated Principles for Good Governance and
   Ethical Practice ................................. 50,000

Nonprofit Coordinating Committee of New York, Inc.,
New York, New York:
   To provide general operating support ............ 75,000

Philanthropy New York, Inc.,
New York, New York:
   To support Philanthropy New York’s membership
   program ............................................ 40,000

Total—Contributions $295,000
PROGRAM-RELATED INVESTMENTS  

Martha Graham Center of Contemporary Dance, Inc., New York, New York:

To support the management of cash flow for the Contemporary Dance Restoration/Replacement Project ........................................... $ 1,200,000

Total—Program-Related Investments $ 1,200,000

Matching Gifts $ 981,921

Grand Totals $284,006,434
Financial Statements
INDEPENDENT AUDITOR’S REPORT

To the Board of Trustees of
The Andrew W. Mellon Foundation

We have audited the accompanying financial statements of The Andrew W. Mellon Foundation (the “Foundation”), which comprise the balance sheets as of December 31, 2015 and December 31, 2014, and the related statements of activities and cash flows for the years then ended.

Management's Responsibility 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; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the balance sheets of The Andrew W. Mellon Foundation at December 31, 2015 and December 31, 2014, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

PricewaterhouseCoopers LLP
New York, NY
May 27, 2016
The Andrew W. Mellon Foundation

**Balance Sheets**
*December 31, 2015 and 2014*

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2015 (in thousands of dollars)</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketable securities</td>
<td>$2,048,555</td>
<td>$2,136,246</td>
</tr>
<tr>
<td>Alternative investments</td>
<td>4,080,772</td>
<td>4,243,144</td>
</tr>
<tr>
<td>Payable from unsettled securities transactions, net</td>
<td>(1,936)</td>
<td>(132)</td>
</tr>
<tr>
<td>Cash</td>
<td>4,581</td>
<td>3,034</td>
</tr>
<tr>
<td>Investment receivable</td>
<td>1,827</td>
<td>975</td>
</tr>
<tr>
<td>Other assets</td>
<td>4,104</td>
<td>2,892</td>
</tr>
<tr>
<td>Taxes receivable</td>
<td>7,915</td>
<td>6,591</td>
</tr>
<tr>
<td>Property, at cost, less accumulated depreciation of $32,530 and $30,143 at December 31, 2015 and 2014, respectively</td>
<td>32,388</td>
<td>34,775</td>
</tr>
<tr>
<td>Total assets</td>
<td>$6,178,206</td>
<td>$6,427,525</td>
</tr>
</tbody>
</table>

| LIABILITIES AND NET ASSETS                  |                                |          |
| Liabilities                                 |                                |          |
| Grants payable                              | $118,718                       | $47,584  |
| Accrued expenses                            | 4,758                          | 4,674    |
| Deferred federal excise tax                 | 19,100                         | 24,100   |
| Debt                                        | 174,350                        | 294,350  |
| Total liabilities                           | 316,926                        | 370,708  |
| Net assets (unrestricted)                   | 5,861,280                      | 6,056,817|
| Total liabilities and net assets            | $6,178,206                     | $6,427,525|

The accompanying notes are an integral part of these financial statements.
The Andrew W. Mellon Foundation

Statements of Activities
Years Ended December 31, 2015 and 2014

INVESTMENT RETURN

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain (loss) on investments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Realized, net</td>
<td>$362,648</td>
<td>$414,882</td>
</tr>
<tr>
<td>Unrealized, net</td>
<td>(244,341)</td>
<td>68,337</td>
</tr>
<tr>
<td>Interest</td>
<td>3,312</td>
<td>9,146</td>
</tr>
<tr>
<td>Dividends</td>
<td>14,220</td>
<td>14,032</td>
</tr>
<tr>
<td></td>
<td>135,839</td>
<td>506,397</td>
</tr>
<tr>
<td>Less: Investment management expenses</td>
<td>(11,959)</td>
<td>(12,075)</td>
</tr>
<tr>
<td>Net investment return</td>
<td>123,880</td>
<td>494,322</td>
</tr>
</tbody>
</table>

EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program grants and contributions, net</td>
<td>279,380</td>
<td>238,396</td>
</tr>
<tr>
<td>Grantmaking operations</td>
<td>17,951</td>
<td>15,485</td>
</tr>
<tr>
<td>Direct charitable activities</td>
<td>950</td>
<td>1,824</td>
</tr>
<tr>
<td>Investment operations</td>
<td>9,094</td>
<td>8,271</td>
</tr>
<tr>
<td>Interest</td>
<td>1,426</td>
<td>6,275</td>
</tr>
<tr>
<td>Current provision for taxes</td>
<td>10,357</td>
<td>9,249</td>
</tr>
<tr>
<td>Other expenses</td>
<td>259</td>
<td>417</td>
</tr>
<tr>
<td></td>
<td>319,417</td>
<td>279,917</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>(195,537)</td>
<td>214,405</td>
</tr>
</tbody>
</table>

NET ASSETS (UNRESTRICTED)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>6,056,817</td>
<td>5,842,412</td>
</tr>
<tr>
<td>End of year</td>
<td>$5,861,280</td>
<td>$6,056,817</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
The Andrew W. Mellon Foundation

Statements of Cash Flows
Years Ended December 31, 2015 and 2014

<table>
<thead>
<tr>
<th>Item</th>
<th>2015 (in thousands of dollars)</th>
<th>2014 (in thousands of dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flow from investment income and operations</td>
<td>$ (195,537)</td>
<td>$ 214,405</td>
</tr>
<tr>
<td>Change in net assets</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Adjustments to reconcile change in unrestricted net assets to net cash used by investment income and operations

<table>
<thead>
<tr>
<th>Item</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realized gain on investments, net</td>
<td>(362,648)</td>
<td>(414,882)</td>
</tr>
<tr>
<td>Unrealized loss (gain) on investments, net</td>
<td>249,341</td>
<td>(69,737)</td>
</tr>
<tr>
<td>(Increase) decrease in investment receivable</td>
<td>(852)</td>
<td>50</td>
</tr>
<tr>
<td>(Increase) decrease in other assets</td>
<td>(1,212)</td>
<td>239</td>
</tr>
<tr>
<td>Increase in taxes receivable</td>
<td>(1,324)</td>
<td>(4,869)</td>
</tr>
<tr>
<td>Increase in grants payable</td>
<td>71,134</td>
<td>7,799</td>
</tr>
<tr>
<td>(Increase) decrease in accrued expenses</td>
<td>84</td>
<td>(4,308)</td>
</tr>
<tr>
<td>Depreciation and amortization expense</td>
<td>2,387</td>
<td>2,370</td>
</tr>
<tr>
<td>(Decrease) increase in deferred federal excise tax payable</td>
<td>(5,000)</td>
<td>1,400</td>
</tr>
<tr>
<td>Net effect of bond amortization</td>
<td>(382)</td>
<td>(562)</td>
</tr>
</tbody>
</table>

Total adjustments                                                     | (48,472)                     | (482,500)                     |

Net cash used by investment income and operations                     | (244,009)                    | (268,095)                     |

Cash flow from investing activities

<table>
<thead>
<tr>
<th>Item</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from sales of marketable securities</td>
<td>953,704</td>
<td>1,918,137</td>
</tr>
<tr>
<td>Short-term</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>746,496</td>
<td>3,218,714</td>
</tr>
<tr>
<td>Receipts from alternative investments</td>
<td>751,330</td>
<td>840,549</td>
</tr>
<tr>
<td>Purchases of marketable securities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short-term</td>
<td>(692,386)</td>
<td>(1,882,915)</td>
</tr>
<tr>
<td>Other</td>
<td>(930,001)</td>
<td>(3,327,891)</td>
</tr>
<tr>
<td>Purchases of alternative investments</td>
<td>(463,587)</td>
<td>(515,686)</td>
</tr>
</tbody>
</table>

Net cash provided by investing activities                             | 365,556                      | 250,908                       |

Cash flow from financing activities

<table>
<thead>
<tr>
<th>Item</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Borrowings under nonrevolving credit facilities</td>
<td>40,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Borrowings under revolving credit facility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Redemption of 3.95% fixed rate bond</td>
<td></td>
<td>(230,000)</td>
</tr>
<tr>
<td>Repayment of borrowings under nonrevolving credit facilities</td>
<td>(80,000)</td>
<td>(20,000)</td>
</tr>
<tr>
<td>Repayment of borrowings under revolving credit facility</td>
<td>(80,000)</td>
<td></td>
</tr>
<tr>
<td>Net cash (used) provided by financing activities</td>
<td>(120,000)</td>
<td>20,000</td>
</tr>
<tr>
<td>Net increase in cash</td>
<td>1,547</td>
<td>2,813</td>
</tr>
</tbody>
</table>

Cash

<table>
<thead>
<tr>
<th>Item</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>3,034</td>
<td>221</td>
</tr>
<tr>
<td>End of year</td>
<td>$ 4,581</td>
<td>$ 3,034</td>
</tr>
</tbody>
</table>

Supplemental disclosure of noncash investing activities

<table>
<thead>
<tr>
<th>Item</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributions of securities received from alternative investments</td>
<td>$ 58,248</td>
<td>$ 58,867</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
The Andrew W. Mellon Foundation

NOTES TO FINANCIAL STATEMENTS
December 31, 2015 and 2014

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Andrew W. Mellon Foundation (the “Foundation”) is a not-for-profit corporation under the laws of the State of New York. The Foundation makes grants in five core program areas: higher education and scholarship in the humanities; arts and cultural heritage; scholarly communications; diversity; and international higher education and strategic projects.

The financial statements of the Foundation have been prepared in conformity with accounting principles generally accepted in the United States of America (“GAAP”). The significant accounting policies followed are described below.

Investments

The Foundation’s financial assets and financial liabilities are stated at fair value. Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The Foundation utilizes the practical expedient in valuing certain of its investments where ownership is represented by a portion of partnership capital or shares representing a net asset value investment. The practical expedient is an acceptable method under GAAP to determine the fair value of investments that (i) do not have a readily determinable fair value predicated upon a public market, and (ii) have the attributes of an investment company or prepare their financial statements consistent with the measurement principles of an investment company. All of the Foundation’s alternative investments are valued at net asset value using the practical expedient.

A fair value hierarchy prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy are as follows:

Level 1 Inputs that reflect unadjusted quoted prices in active markets for identical assets or liabilities that the Foundation has the ability to access at the measurement date.

Level 2 Inputs other than quoted prices that are observable for the asset or liability either directly or indirectly, including inputs in markets that are not considered to be active.

Level 3 Inputs that are unobservable.

Inputs are used in applying the various valuation techniques and refer to the assumptions that market participants use to make valuation decisions. Inputs may include price information, credit data, liquidity statistics and other factors. A financial instrument’s level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. The Foundation considers observable data to be that market data which is readily available and reliable and provided by independent sources. The categorization of a financial instrument within the hierarchy is therefore based upon the pricing transparency of
the instrument and does not necessarily correspond to the Foundation’s perceived risk of that instrument.

Investments whose values are based on quoted market prices in active markets are classified as Level 1 and include active listed equities and certain short-term fixed income investments. The Foundation does not adjust the quoted price for such instruments, even in situations where the Foundation holds a large position and a sale of all its holdings could reasonably impact the quoted price.

Investments that trade in markets that are not considered to be active, but are valued based on quoted market prices, dealer quotations, or alternative pricing sources are classified as Level 2. These include certain US government and sovereign obligations, government agency obligations, investment grade corporate bonds, commingled funds and less liquid equity securities.

Investments classified as Level 3 have significant unobservable inputs, as they trade infrequently or not at all. The inputs into the determination of fair value are based upon the best information in the circumstance and may require significant management judgment.

Investments reported at net asset value per share as a practical expedient, are no longer included within Level 1, 2 or 3 in the fair value hierarchy.

Financial instruments such as those described above involve, to varying degrees, elements of market risk and credit risk in excess of the amounts recorded on the balance sheet. Market risk represents the potential loss the Foundation faces due to the decrease in the value of financial instruments. Credit risk represents the maximum potential loss the Foundation faces due to possible nonperformance by obligors and counterparties as to the terms of their contracts.

The Foundation invests in a variety of fixed income securities and contractual instruments, which by their nature are interest rate sensitive. Changes in interest rates will affect the value of such securities and contractual instruments.

The Foundation’s alternative investments are primarily made under agreements to participate in limited partnerships and are generally subject to certain withdrawal restrictions. Values for these partnerships, which may include investments in both nonmarketable and market-traded securities, are provided by the general partner and may be based on recent transactions, cash flow forecasts, appraisals and other factors. Investments in these partnerships may be illiquid, and thus there can be no assurance that the Foundation will be able to realize the full recorded fair value of such investments in a timely manner.

Realized gains and losses on investments in marketable securities are calculated based on the first-in, first-out identification method. Included in the payable from unsettled securities transactions in the accompanying Balance Sheets are receivables of $0.9 million and $14.2 million from unsettled security sales at December 31, 2015 and 2014, respectively, net of payables from unsettled securities purchases of $2.8 million and $14.3 million at December 31, 2015 and 2014, respectively.

Grants

Grant appropriations include both conditional and unconditional grants. Unconditional grants are expensed when appropriated. Certain grants are approved by the Trustees subject to the grantee fulfilling specific conditions, most frequently that all or a portion of the grant funds be matched in a specified ratio. Such conditional grants are considered commitments and are not recorded as expense until the Foundation determines that the material conditions of the grant are substantially met or such meeting of conditions is probable.

Substantially all grants payable are due within one year and are recorded at face value.
Taxes

The Foundation qualifies as a tax-exempt organization under Section 501(c) (3) of the Internal Revenue Code and, accordingly, is not subject to federal income taxes. However, the Foundation is subject to a federal excise tax. The Foundation follows the policy of providing for federal excise tax on the net appreciation (both realized and unrealized) of investments. The deferred federal excise tax in the accompanying financial statements represents tax provided on the net unrealized appreciation of investments. Under federal tax law the Foundation cannot carry forward realized losses resulting from the sale of investments. The Foundation is subject to income tax at corporate rates on certain income that is considered unrelated business income under the Internal Revenue Code. The Foundation’s tax returns are subject to examination by federal and various state tax authorities. With few exceptions the Foundation is no longer subject to tax examinations for years prior to 2012.

Property

Property consists of land held at cost, and buildings and their improvements located in New York City. These buildings are depreciated on a straight-line basis over their useful lives, generally twenty-five to twenty-eight years. Building improvements are depreciated over the remaining useful life of the building.

Investment Return

Investment return includes income and realized and unrealized gains or losses on all investments. Unrealized gain or loss comprises the change in unrealized appreciation or depreciation on marketable securities and alternative investments, net of deferred federal excise tax provided on such unrealized appreciation. Realized gains or losses include gains or losses realized on the sale of marketable securities and the Foundation’s share of the operating results of partnership investments, whether distributed or undistributed.

Expenses

Grantmaking operations include all costs related to appropriating, paying and administering grants. Direct charitable activities include expenditures for research and, in 2014, included building operating expenditures for two independent not-for-profit entities. Investment operations include the costs of supervising the Foundation’s investment portfolio. Interest expense includes interest, commitment fees, remarketing fees incurred in connection with servicing the Foundation’s debt and amortization of deferred bond issuance costs. Current provision for taxes includes federal and state taxes. Other expenses include certain expenses that the Foundation is not permitted to report either as an expense of distribution or an expense of earning income.

Salaries and benefits are allocated to the activities listed above, and also to core administration, based on estimates of the time each staff member devoted to that activity. Core administration expenses are then prorated among the activities listed above based on headcount allocations. Identifiable costs, such as consultants, are charged directly to each activity.

Amounts for program grants, grantmaking operations, and direct charitable activities shown on the Statements of Activities will not agree with the amounts on the Foundation’s Form 990PF, the federal excise tax return, because a cash basis is required for reporting the expenses of distribution for tax purposes as contrasted with the accrual basis used in preparing the accompanying financial statements.
The administrative expenses of distribution, including direct charitable activities, were $18.9 million (6.7% of appropriated grants) in 2015, compared to $17.3 million (7.2% of appropriated grants) in 2014.

Investment management expenses are the direct costs of portfolio management, including fees for investment management, custody and advisory services.

The Foundation’s expenses by natural classification are as follows for 2015 and 2014:

<table>
<thead>
<tr>
<th></th>
<th>2015 (in thousands of dollars)</th>
<th>2014 (in thousands of dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program grants and contributions, net</td>
<td>$279,380</td>
<td>$238,396</td>
</tr>
<tr>
<td>Salaries, pensions and benefits</td>
<td>18,839</td>
<td>17,276</td>
</tr>
<tr>
<td>Interest</td>
<td>1,426</td>
<td>6,275</td>
</tr>
<tr>
<td>Current provision for taxes</td>
<td>10,357</td>
<td>9,249</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>9,415</td>
<td>8,721</td>
</tr>
<tr>
<td></td>
<td><strong>$319,417</strong></td>
<td><strong>$279,917</strong></td>
</tr>
</tbody>
</table>

Use of Estimates

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

Reclassifications

Certain 2014 amounts have been reclassified to conform to the 2015 presentation.

Adoption of New Accounting Pronouncement

For the year ended December 31, 2015, the Foundation adopted Accounting Standards Update 2015-07 (“ASU”), Disclosures for Investments in Certain Entities That Calculated Net Asset Value per Share (or Its Equivalent). The ASU removed the requirement to categorize within the fair value hierarchy all investments for which fair value is measured using the practical expedient. The ASU further removed the requirement to make certain disclosures for all investments that are eligible to be measured at fair value using the practical expedient. The Foundation retrospectively applied the ASU to its 2014 disclosures.

2. INVESTMENTS

Investments held at December 31, 2015 and 2014 are summarized as follows:

<table>
<thead>
<tr>
<th></th>
<th>2015 (in thousands of dollars)</th>
<th>2014 (in thousands of dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equities</td>
<td>$416,075</td>
<td>$578,685</td>
</tr>
<tr>
<td>Commingled funds</td>
<td>1,054,108</td>
<td>895,288</td>
</tr>
<tr>
<td>Fixed income</td>
<td>378,059</td>
<td>200,692</td>
</tr>
<tr>
<td>Short-term</td>
<td>200,313</td>
<td>461,581</td>
</tr>
<tr>
<td>Marketable securities</td>
<td>2,048,555</td>
<td>2,136,246</td>
</tr>
<tr>
<td>Alternative investments</td>
<td>4,080,772</td>
<td>4,243,144</td>
</tr>
<tr>
<td></td>
<td><strong>$6,129,327</strong></td>
<td><strong>$6,379,390</strong></td>
</tr>
</tbody>
</table>

03_84952_Mellon_Fin 6/6/16 9:54 AM Page 113
The classification of investments by level within the valuation hierarchy as of December 31, 2015 is as follows:

<table>
<thead>
<tr>
<th>Quoted Prices (Level 1)</th>
<th>Significant Observable Inputs (Level 2)</th>
<th>Significant Unobservable Inputs (Level 3)</th>
<th>Investments at Net Asset Value</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(in thousands of dollars)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketable securities</td>
<td>$614,838</td>
<td>$1,433,717</td>
<td>$—</td>
<td>$—</td>
</tr>
<tr>
<td>Alternative investments</td>
<td>—</td>
<td>—</td>
<td>$4,080,772</td>
<td>4,080,772</td>
</tr>
<tr>
<td>Payable from unsettled security transactions, net</td>
<td>$(1,936)</td>
<td>—</td>
<td>—</td>
<td>$(1,936)</td>
</tr>
<tr>
<td>$612,902</td>
<td>$1,433,717</td>
<td>—</td>
<td>$4,080,772</td>
<td>$6,127,391</td>
</tr>
</tbody>
</table>

The classification of investments by level within the valuation hierarchy as of December 31, 2014 is as follows:

<table>
<thead>
<tr>
<th>Quoted Prices (Level 1)</th>
<th>Significant Observable Inputs (Level 2)</th>
<th>Significant Unobservable Inputs (Level 3)</th>
<th>Investments at Net Asset Value</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(in thousands of dollars)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketable securities</td>
<td>$906,554</td>
<td>$1,229,692</td>
<td>$—</td>
<td>$—</td>
</tr>
<tr>
<td>Alternative investments</td>
<td>—</td>
<td>—</td>
<td>$4,243,144</td>
<td>4,243,144</td>
</tr>
<tr>
<td>Payable from unsettled security transactions, net</td>
<td>$(132)</td>
<td>—</td>
<td>—</td>
<td>$(132)</td>
</tr>
<tr>
<td>$906,422</td>
<td>$1,229,692</td>
<td>—</td>
<td>$4,243,144</td>
<td>$6,379,258</td>
</tr>
</tbody>
</table>

Set forth below is additional information pertaining to alternative investments as of December 31, 2015 and 2014:

<table>
<thead>
<tr>
<th>Fair Value 2015 (in thousands of dollars)</th>
<th>Fair Value 2014 (in thousands of dollars)</th>
<th>Redemption Frequency</th>
<th>Redemption Notice Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity long only (1) . . . . . . . . . . .</td>
<td>$ 219,540</td>
<td>$ 269,943</td>
<td>Monthly to 36 Months</td>
</tr>
<tr>
<td>Equity long/short (2) . . . . . . . . . .</td>
<td>301,299</td>
<td>447,770</td>
<td>Quarterly to 36 Months</td>
</tr>
<tr>
<td>Diversified (3) . . . . . . . . . . . . .</td>
<td>1,095,505</td>
<td>1,041,427</td>
<td>Quarterly to Annually</td>
</tr>
<tr>
<td>Private partnerships (4) . . . . . . . .</td>
<td>2,464,428</td>
<td>2,484,004</td>
<td>—</td>
</tr>
<tr>
<td>$4,080,772</td>
<td>$4,243,144</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>
(1) This category includes investments in funds that invest in equity securities and derivatives in domestic and international markets. The Foundation estimates that approximately 83% of the value of these funds can be redeemed within 12 months. There are no unfunded commitments in this category.

(2) This category includes investments in funds that invest long and short in domestic and international securities, primarily in equity securities and investments in derivatives. The Foundation estimates that approximately 83% of the value of these funds can be redeemed within 12 months. There are no unfunded commitments in this category.

(3) This category includes investments in funds that invest in a variety of privately held and publicly available securities, including equities, corporate and government bonds, convertibles, derivatives, and includes investments in domestic and international markets. The Foundation estimates that approximately 70% of the value of these funds can be redeemed within 12 months. Unfunded commitments at December 31, 2015 were $44 million compared to $43 million at December 31, 2014.

(4) This category includes investments in private equity, venture capital, buyout, credit opportunity, real estate and energy-related funds. These funds invest both domestically and internationally across a broad spectrum of industries. Generally these funds cannot be redeemed; instead, the nature of the investments is that distributions will be received as the underlying investments of the fund are liquidated. Unfunded commitments at December 31, 2015 were $1.16 billion, compared to $947 million at December 31, 2014.

3. DEBT

Debt outstanding as of December 31, 2015 and 2014 is as follows:

<table>
<thead>
<tr>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>(in thousands of dollars)</td>
<td></td>
</tr>
<tr>
<td>Nonrevolving lines of credit, due June 30, 2017 . . . .</td>
<td>$130,000</td>
</tr>
<tr>
<td>Variable Rate bonds, due December 1, 2032 . . . . . . . . .</td>
<td>44,350</td>
</tr>
<tr>
<td>Secured revolving line of credit, due March 18, 2018 . . . .</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$174,350</strong></td>
</tr>
</tbody>
</table>

On February 26, 2014, the Foundation entered into two nonrevolving credit agreements that permitted the Foundation to borrow up to an aggregate $230 million and that mature on June 30, 2017. The interest rate on borrowings is LIBOR plus 35 basis points. The Foundation drew down these nonrevolving lines of credit in full on July 31, 2014 and used the proceeds to redeem its 3.95% fixed rate bonds, due on August 1, 2014. Prior to December 31, 2015, the Foundation repaid $100 million of the nonrevolving lines of credit.

Interest for the Variable Rate bonds is reset weekly by the Foundation’s bond agent. Bond holders have the right to tender their bonds to the bond agent weekly, and the agent has an obligation to remarket such bonds. Bonds that cannot be remarke ted must be redeemed by the Foundation. The Foundation believes that the fair value of the Variable Rate bonds approximates their book value. The average interest rate applicable in 2015 and 2014 for the Variable Rate bonds was 0.14% and 0.13%, respectively. Interest incurred, exclusive of amortization of deferred bond issuance costs and fees, was $63 thousand and $60 thousand in 2015 and 2014, respectively.

On April 30, 2014, the Foundation entered into a two year secured revolving line of credit agreement ("Credit Agreement") which permits the Foundation to borrow up to $145 million. At December 31, 2015, no borrowings were outstanding under the Credit Agreement. Borrowings under the Credit Agreement are to be used to pay grants or other qualifying distributions. One of the Foundation’s managed accounts valued at $396 million, as of December 31, 2015, has been
pledged to secure borrowings under the Credit Agreement. The pledged account is included in Marketable Securities in the accompanying Balance Sheet.

On March 18, 2016, the Credit Agreement was amended to extend the maturity date to March 18, 2018. The interest rate on borrowings under the amended Credit Agreement is LIBOR plus 35 basis points and the annual commitment fee is 0.075%. On March 22, 2016, the Foundation borrowed $47 million under the Credit Agreement that remains outstanding.

4. TAXES

The Internal Revenue Code ("Code") imposes an excise tax on private foundations equal to two percent of net investment income (principally interest, dividends, and net realized capital gains, less expenses incurred in the production of investment income). This tax is reduced to one percent when a foundation meets certain distribution requirements under Section 4940(e) of the Code. The Foundation was subject to the two percent rate in 2015 and 2014. Certain income defined as unrelated business income by the Code may be subject to tax at ordinary corporate rates. Taxes paid, net of refunds, in 2015 and 2014 were $11.7 million and $14.1 million, respectively.

The current and deferred provision (benefit) for taxes for 2015 and 2014 are as follows:

<table>
<thead>
<tr>
<th>Provision (benefit)</th>
<th>2015 (in thousands of dollars)</th>
<th>2014 (in thousands of dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal excise tax on net investment income</td>
<td>$9,319</td>
<td>$9,571</td>
</tr>
<tr>
<td>Federal and state taxes on unrelated business income</td>
<td>1,038</td>
<td>(322)</td>
</tr>
<tr>
<td></td>
<td>$10,357</td>
<td>$9,249</td>
</tr>
</tbody>
</table>

Deferred (benefit) provision

<table>
<thead>
<tr>
<th>Provision (benefit)</th>
<th>2015 (in thousands of dollars)</th>
<th>2014 (in thousands of dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in unrealized appreciation (1)</td>
<td>$ (5,000)</td>
<td>$1,400</td>
</tr>
</tbody>
</table>

(1) The deferred tax (benefit) provision is reflected on the Statements of Activities and represents the change in net unrealized appreciation of investments at two percent.

5. GRANTS, CONTRIBUTIONS, AND COMMITMENTS

The following table of grant activity by major program area includes all grant appropriations approved during 2015. In addition, in 2015, the Foundation made one program-related investment for $1.2 million, which is included in Other Assets in the accompanying Balance Sheets. Grants payable and committed at December 31, 2014 have been adjusted to reflect a cancellation of $35 thousand.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>15,900 $</td>
<td>129,934 $</td>
<td>85,771 $</td>
<td>60,063 $</td>
<td></td>
</tr>
<tr>
<td>500 Diversity</td>
<td>19,298 $</td>
<td>12,948 $</td>
<td>6,850 $</td>
<td></td>
</tr>
<tr>
<td>4,297 Scholarly Communications</td>
<td>41,291 $</td>
<td>32,980 $</td>
<td>12,608 $</td>
<td></td>
</tr>
<tr>
<td>34,576 Arts and Cultural Heritage</td>
<td>79,081 $</td>
<td>63,368 $</td>
<td>50,289 $</td>
<td></td>
</tr>
<tr>
<td>International Higher Education and Strategic Projects</td>
<td>325 $</td>
<td>11,375 $</td>
<td>11,144 $</td>
<td>556 $</td>
</tr>
<tr>
<td>Public Affairs</td>
<td>—</td>
<td>550 $</td>
<td>550 $</td>
<td>—</td>
</tr>
<tr>
<td>Conservation and the Environment</td>
<td>2,865 $</td>
<td>—</td>
<td>649 $</td>
<td>2,216 $</td>
</tr>
<tr>
<td>Program grants and commitments — totals</td>
<td>58,463 $</td>
<td>281,529 $</td>
<td>207,410 $</td>
<td>132,582 $</td>
</tr>
<tr>
<td>Contributions and matching gifts</td>
<td>—</td>
<td>1,277 $</td>
<td>1,277 $</td>
<td>—</td>
</tr>
<tr>
<td>Program grants and commitments — totals</td>
<td>58,463 $</td>
<td>282,806 $</td>
<td>208,687 $</td>
<td>132,582 $</td>
</tr>
</tbody>
</table>

Grant and grant commitment activity is summarized below.

<table>
<thead>
<tr>
<th>2015 (in thousands of dollars)</th>
<th>2014 (in thousands of dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants payable</td>
<td></td>
</tr>
<tr>
<td>Grants payable at January 1</td>
<td>$ 47,584 $</td>
</tr>
<tr>
<td>Grant expense</td>
<td>279,821 $</td>
</tr>
<tr>
<td>Less: Grants paid</td>
<td>(208,687) $</td>
</tr>
<tr>
<td>Grants payable at December 31</td>
<td>$ 118,718 $</td>
</tr>
<tr>
<td>Net grant expense</td>
<td></td>
</tr>
<tr>
<td>Unconditional grants</td>
<td>$ 223,182 $</td>
</tr>
<tr>
<td>Conditional grants meeting</td>
<td>$ 279,821 $</td>
</tr>
<tr>
<td>conditions for expense</td>
<td>56,639 $</td>
</tr>
<tr>
<td>Less: Grant refunds</td>
<td>(441) $</td>
</tr>
<tr>
<td>Net grant expense at December 31</td>
<td>$ 279,380 $</td>
</tr>
<tr>
<td>Grant commitments</td>
<td></td>
</tr>
<tr>
<td>Grant commitments at January 1</td>
<td>$ 10,879 $</td>
</tr>
<tr>
<td>Less commitments cancelled</td>
<td>—</td>
</tr>
<tr>
<td>Conditional grants appropriated</td>
<td>59,624 $</td>
</tr>
<tr>
<td>Less: Grants meeting conditions</td>
<td></td>
</tr>
<tr>
<td>for expense</td>
<td>(56,639) $</td>
</tr>
<tr>
<td>Grant commitments at December 31</td>
<td>$ 13,864 $</td>
</tr>
</tbody>
</table>

6. SUBSEQUENT EVENTS

The Foundation has evaluated subsequent events through May 27, 2016, the date the financial statements were issued, and believes no additional disclosures are required in its financial statements.