

The Broad Foundations

Entrepreneurship for the public good
in education, science and the arts

The Mission of The Broad Foundations





Investing in the bold and innovative transformation of K–12 urban public education in America so that students of all backgrounds are academically prepared for college, careers and life.

Making significant investments to advance major scientific and medical research.

Fostering public appreciation of contemporary art by increasing access for audiences worldwide.

Leading and contributing to major civic projects in Los Angeles.

The Broad Foundations 2011–12 Report

Letter from the Directors	4	
Education	12	
Scientific Medical Research	76	
Arts	132	
Grants	178	
Financial Statement	183	
Board of Governors	184	
The Broad Team	186	
About the Founders	190	

foundation

\faʊn-'dā-shən\—noun

1. the basis or groundwork upon which something stands or is supported
2. the act of founding, especially the establishment of an institution with provisions for future maintenance
3. an institution supported by an endowment, often one that provides funds for charities, research, etc.

Letter from the Directors

A foundation defines both what we are and what we do. We are driven by the desire to create enduring institutions and to improve existing programs and organizations so that they have a rock-solid foundation for future success.

Our guiding principles are simple: in education, our goal is to give every child in America an education foundation that prepares him or her for success in life. In scientific and medical research, our aim is to improve human health throughout the world. And in the arts, we are working to increase access to and appreciation for the visual and performing arts.

We invest in two critical building blocks: ideas and people. It is our belief that innovative ideas, implemented by smart, talented people, are the foundation for successful programs, organizations and institutions.

We are not satisfied by simply giving money away. We take our charge seriously, to invest each dollar wisely and in a manner that ensures our investment has a public benefit.

We hold ourselves and others to a high standard. In today's tough economic times, there is no shortage of requests for funding. Rather than wait for grant requests, we actively scout for opportunities to make the world better—to improve the education of American students, to help people live healthier lives through scientific and medical research, to enrich and broaden public perspectives through art appreciation.

As our country grapples with unprecedented economic challenges, the need for an educated citizenry and workforce has never been more evident. As parents, we share universal hopes and dreams for our children. We want our sons and daughters to have a better life and opportunities to reach their full potential.

We are convinced that public education forms the foundation that enables our citizens and our nation to enjoy social equality and economic prosperity. As adults, we are responsible for ensuring that our public schools provide every child—*every* child, not just our own—with the skills and knowledge to be successful in whatever vocation they choose.

And we know that it is possible to educate students of all backgrounds. Poverty can be overcome with education.

We are committed to strengthening America's public schools. For our country to have a shot at restoring our education system to greatness, we believe that we must first create very different working conditions—throughout entire school systems—that enable students and teachers to succeed.

We have chosen to focus on recruiting, training and supporting school system leaders because they are the individuals responsible for putting in place working conditions and innovations necessary to empower teachers and students to succeed in the classroom. They also are charged with attracting and retaining top teachers and must ensure that limited resources reach the classroom. The Broad

Superintendents Academy and The Broad Residency continue to provide pathways to enable effective leaders to help school districts and other education organizations make the systemic changes necessary to produce academic gains and achievement gap closures.

We celebrated the 10th year of The Broad Prize for Urban Education in 2011. Across the decade, school districts from Long Beach to Miami, from Brownsville to Boston have succeeded in raising student achievement, despite high-poverty, high-minority populations. They stand as beacons to other districts across the country.

While most students in America attend traditional public schools, we also support the growth of high-performing modern public school models. These public charter schools are freed of bureaucratic restrictions in exchange for being held responsible for student gains. As a result, public charter schools are more easily able to support their teachers, use dollars wisely and recruit top talent into the teaching profession. The very structure of these schools allows them to more easily and more effectively reach every student.

And because transforming America's public schools requires a significant departure from the norm, there is no better investment to propel classrooms forward than to use modern-day technology to empower teachers to individualize instruction and engage all students—while saving money. What a paradox that in a country that has given birth to the greatest innovations on earth, our students tuck their cell phones, Blackberries, iPads and iPods into their backpacks when they enter a classroom and then pull out a tattered textbook. That is beginning to change in school systems that see the effectiveness of smart digital instruction.

Scientific and medical research represents our largest area of financial investment. If we take a step back and assess our areas of grant-making objectively, we believe scientific and medical research may be the area where our philanthropic dollars have the greatest impact.

We have found that scientists are among the most impatient of our grantees. They are driven by a laser focus on disrupting the status quo, refusing to accept the stubbornness of disease and believing—relentlessly—that cures exist; the scientists must simply unlock the mysteries of disease.

2011 marked an important milestone in genomic medicine. It has been 10 years since the human genome was published. And while considerable progress has been made, the universal reaction was one of impatience. Science isn't moving fast enough.

We have been continually amazed at the advances underway at the Broad Institute of Harvard and MIT. Since 2003, it has grown into a world-leading institute of genomic medicine, attracting scientists from multiple disciplines and geographies. These brilliant minds are working feverishly on the most critical problems in biomedicine, including cancer, psychiatric disease, tuberculosis and diabetes.

California is now home to stem cell centers at three of the country's most renowned academic institutions: UCLA, UC San Francisco and USC. By creating the physical centers, filled with state-of-the-art laboratories designed around a collaborative research model, we believe we have helped lay the foundation for innovative and groundbreaking research in stem cells and their application to medical science.

We have been encouraged by the advances in stem cell research, which has the potential to reverse debilitating diseases like Alzheimer's and Parkinson's, restore sight to patients blinded by macular degeneration and mobility to those paralyzed by spinal cord injuries.

Through the Broad Medical Research Program, we continue to invest in innovative research into inflammatory bowel disease. In some ways, it's hard to believe that 2012 marks the 10th year of our work in this area. But researchers around the globe continue to make inroads into the causes and treatments of Crohn's disease and ulcerative colitis.

If education is the foundation for lifelong success and scientific advances are the key to a healthy life, then the arts are what fill our lives with color, inspiration and creativity.

We are embarking on an important transition in our work in the arts. While The Broad Art Foundation has indeed executed on its mission of making contemporary art accessible to museums around the world through a steady lending program—more than 8,000 loans to almost 500 institutions over the past 28 years—the time has come for us to build a permanent home for our art collections.

After years of supporting arts institutions and programs around the country, we are now literally pouring the foundation for a new contemporary art museum in Los Angeles. This facility will serve both as a headquarters and study center for The Broad Art Foundation's lending activity, while establishing a contemporary art museum in the heart of one of the world's contemporary art capitals. We will call our new home The Broad, and it will enable us to have skylight-filled gallery space dedicated to works from the Broad Collections.

We are delighted that our new home on Grand Avenue across the street from the Walt Disney Concert Hall and the Museum of Contemporary Art will be designed by the world-renowned architectural firm of Diller Scofidio + Renfro. Grand Avenue will become not only a cultural corridor, but also a celebration of iconic architecture—in just a two-block stretch, DS+R's innovative design will join works by architectural masters Frank Gehry, Arata Isozaki, Rafael Moneo and Wolf Prix.

Our investments in the arts in Southern California—Los Angeles Opera, The Broad Stage, the Museum of Contemporary Art and the Broad Contemporary Art Museum at the Los Angeles County Museum of Art—continue to flourish as new audiences flock to our region's artistic offerings.

It is a privilege to update you on the work of our grantees. As the years unfold, we expect that the people, programs and institutions in whom we have invested will reach greater heights of accomplishment than we could have ever imagined. We are humbled and hopeful that our work helped lay the foundation.

The Broad Foundations Leaders



Eli Broad
Founder



Edythe L. Broad
Co-Founder



Rebecca Wolf DiBiase
Managing Director – Programs
The Eli and Edythe Broad Foundation – Education



Joanne Heyler
Director/Chief Curator
The Broad Art Foundation



Daniel Hollander, M.D.
Director
The Eli and Edythe Broad Foundation – Scientific | Medical Research Initiatives

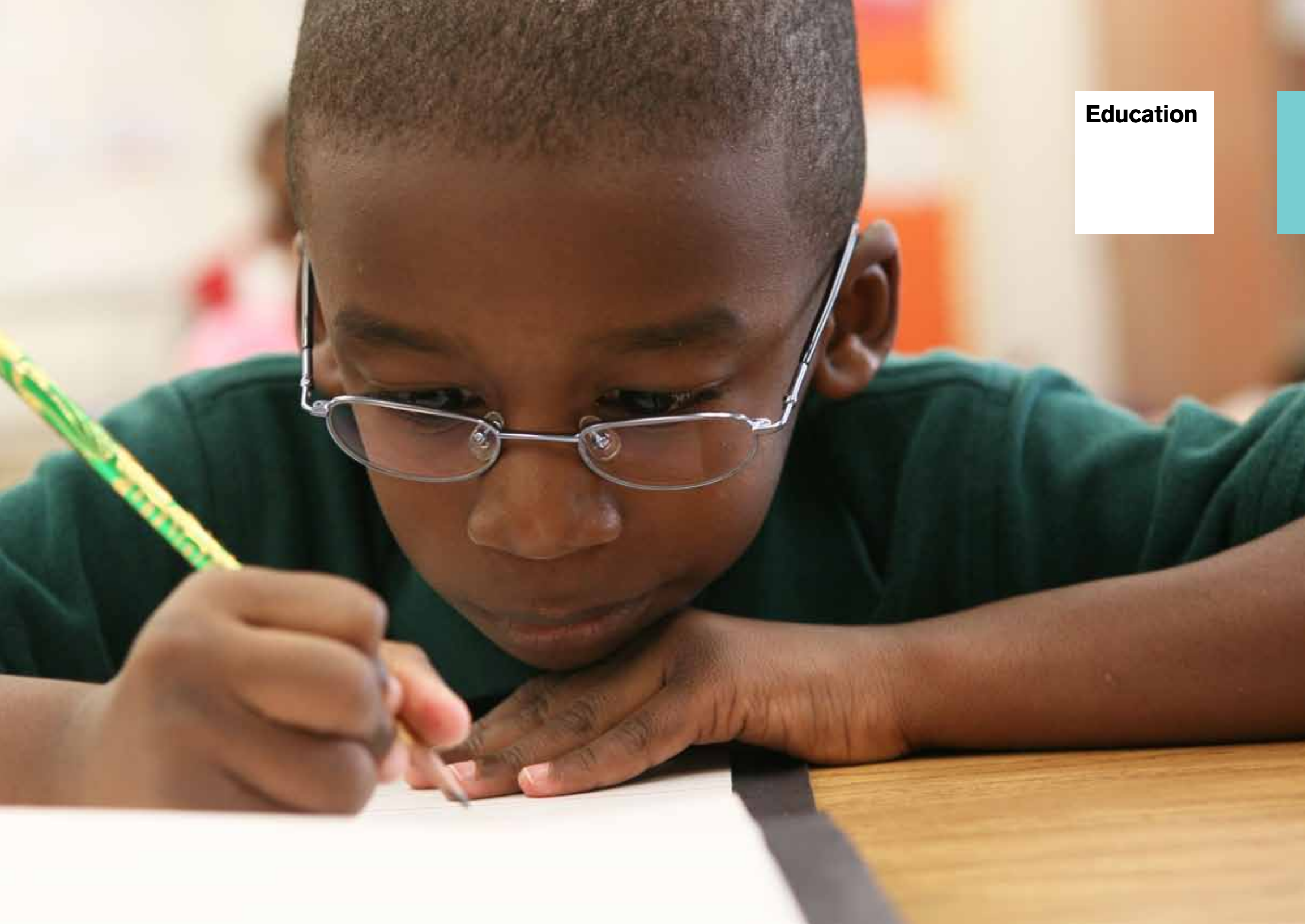


Gregory McGinity
Managing Director – Policy
The Eli and Edythe Broad Foundation – Education



Cindy S. Quane
Senior Financial Advisor
The Broad Foundations

Education



reform

\ri'fɔrm\—verb

to put or change

into an improved form

or condition

Education

America's public schools determine the strength of our democracy, the health of our economy and the ability of our middle class to thrive. Yet with one-third of students dropping out and many of those who graduate from high school unable to succeed in college, our public schools are failing our nation. Addressing our current public school crisis is where The Eli and Edythe Broad Foundation spends the most time and energy.

Even though schools across the country currently face sizeable budget cuts, lack of resources is not the biggest obstacle to improving our schools. In the last few decades, spending on public education has more than doubled, with no associated increase in student achievement. At the same time, nations whose students are competing with American students for jobs spend far less than we do on public education, yet they long ago surpassed us in academic achievement.

While schools and school districts are full of talented and well-intentioned people, it is the *systems* in which they work that form the greatest barrier today to student and teacher success. Archaic policies

and practices result in wasteful spending, disempowered teachers who feel overwhelmed and unsupported, and inequitable learning opportunities for many poor and minority students.

Many people believe their schools are fine—it's "other schools" that are the problem. But data show this is not the case. Research shows that achievement levels of even America's most talented students have stagnated over the past decade.

The theory of action behind our education philanthropy is based on several core beliefs:

Teachers are the most important factor in a child's success. But teachers cannot solve this problem alone. Effective leadership—at the school district and at the school—is critical to create working conditions necessary for students and teachers to succeed.

We also believe that low-income parents—like their wealthier peers—deserve an equal opportunity to send their children to a high-performing public school. That means they must have options and the ability to choose where their children will go to school, rather than be forced to send them to a low-performing neighborhood school.

Innovative solutions to the K–12 crisis and talented leaders may come from inside or outside the education sector. America's best and brightest leaders and entrepreneurs have a role to play in restoring our public schools to greatness. Our children deserve no less.

And where there are pockets of success, however slight, we celebrate them in the hopes that other school districts will replicate what's working.

www.broadeducation.org

70%

of 8th-graders can't read
at grade level.

Source: National Center for Education Statistics, U.S. Department of Education

American students rank:

17th in reading,
23rd in science and
31st in math on the

Program for International
Student Achievement, 2009.

Source: National Center for Education Statistics, U.S. Department of Education

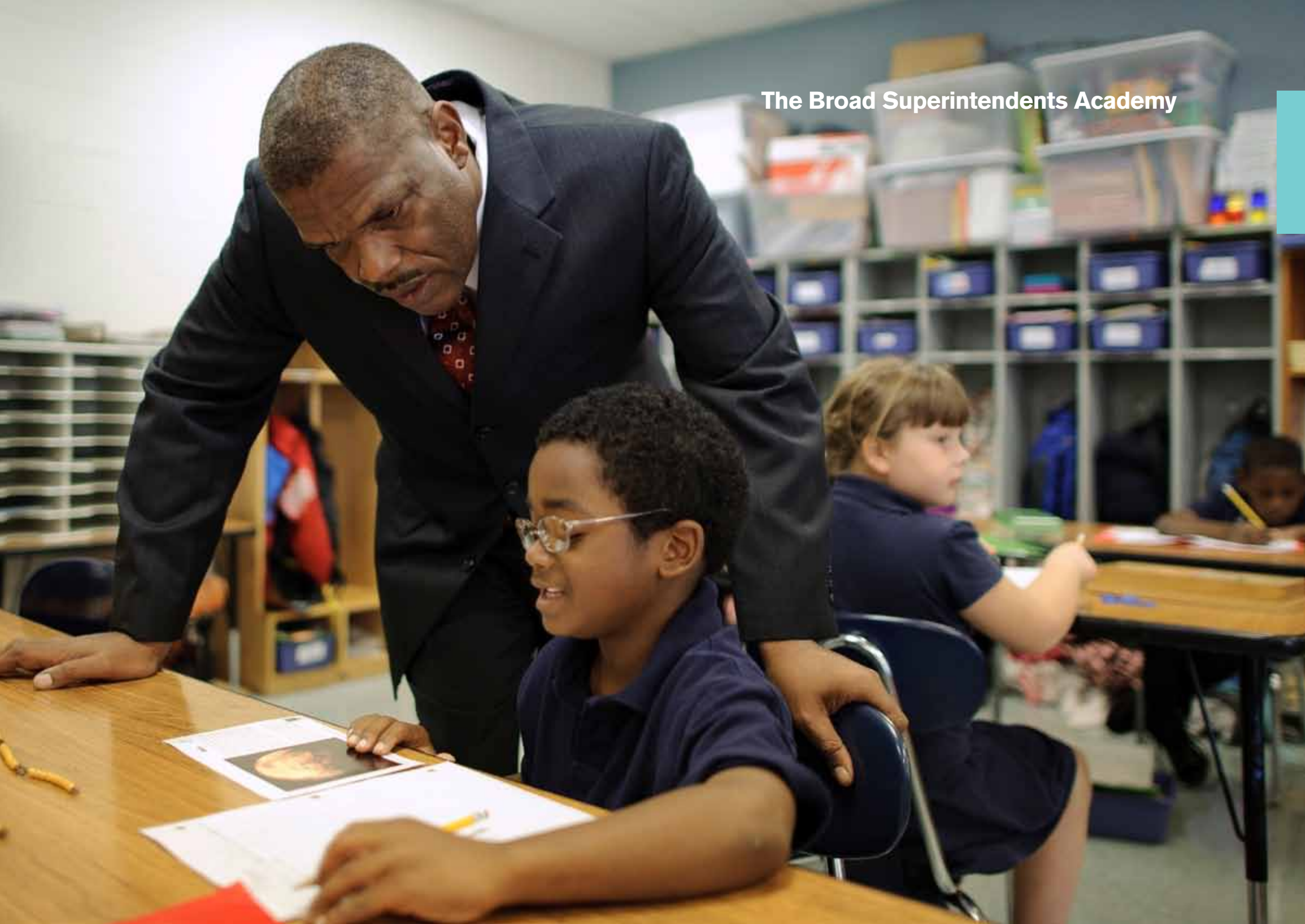
A student drops out of school in America
every 26 seconds.

Source: America's Promise

Just one year of dropouts costs the United
States more than \$335 billion in lost wages
over their working lives.

Source: Alliance for Excellent Education

The Broad Superintendents Academy



leadership

\ 'lē-dər-ˌʃɪp \ –noun

the power or ability

to lead other people

The Broad Superintendents Academy

Strong, dynamic, effective leaders can mobilize people and resources around a common vision.

While teachers are the most important factor in how well a child learns, a superintendent has the responsibility and ability to create an environment where teachers have the resources and support they need to succeed. A superintendent can ensure that dollars go into the classroom where they matter the most. And in an organization filled with hundreds, often thousands of staff, the superintendent can keep everyone focused on the goal of moving all students to academic proficiency and beyond.

Since 2002, The Broad Superintendents Academy has trained executives from public and private sectors, leaders with proven track records in business, the military, government and education. They have filled 88 superintendent positions and 106 senior executive roles in 109 cities across 34 states—more working superintendents in large urban school districts than any other national training program.

www.broadacademy.org



Jose Torres
superintendent,
School District U-46
(Elgin, Illinois)
Broad Superintendents Academy
Class of 2005



Jean-Claude Brizard
chief executive officer,
Chicago Public Schools
Broad Superintendents Academy
Class of 2007

The Broad Superintendents Academy Graduates at Work

Jean-Claude Brizard

With a campaign platform that included boosting graduation rates, more parent choice and safer schools, Chicago Mayor Rahm Emanuel found a kindred spirit in Jean-Claude Brizard, whom he tapped in early 2011 to head the nation's third-largest school district.

A career educator, Brizard had been the superintendent of Rochester Public Schools for three years and attended The Broad Superintendents Academy in 2007.

"Brizard kick-started the revamp of an archaic system," says Robert Duffy,

the lieutenant governor of New York and former mayor of Rochester. "Brizard's leadership improved both the quantity and quality of instruction in Rochester schools."

While in Rochester, Brizard raised science standards, increased the number of students who graduated with rigorous Regents diplomas and pushed for better systems to track student achievement so teachers and principals could help students improve. When he saw that students were losing valuable instruction time due to suspensions, he fought for new policies that cut suspensions from more than 10,000 in 2008 to 5,165 in 2010.

Born in Haiti and raised in poverty in a New York housing project by educator parents, Brizard spent two decades in the New York City Department of Education as a teacher, principal and administrator and a stint teaching teen inmates at Rikers Island jail. "I am a reformer," he says. "I make no excuses for the challenges we face and the resistance that comes when you take the steps necessary to produce dramatic and necessary change. I want to celebrate these successes because ours is a fight to save this generation."



Tony Tata
superintendent,
Wake County Public Schools
Broad Superintendents Academy
Class of 2009

**The Broad Superintendents
Academy Graduates at Work**

Tony Tata

Brig. Gen. Anthony Tata was the second-in-command of U.S.-led forces in Afghanistan when a Taliban rocket killed a teacher and seven students in the latest of a series of attacks on schools.

"I had this crystallizing moment where I realized, 'If the enemy of my enemy is education, then that's a good second calling for me,'" Tata says.

Tata retired from the military, attended The Broad Superintendents Academy, and after serving 19 months as the chief operating officer in the District of Columbia Public Schools, he is now

superintendent of Wake County Public Schools in North Carolina.

"The leadership skills that I learned in the military are very transferable to running a large, complex organization like Wake County Public Schools," says Tata.

Tata launched a listening tour, visiting 60 of the district's 163 schools in his first eight weeks. When state cuts reduced the district's budget, he protected classroom dollars and prevented teacher layoffs. He also restored parental choice, ending the district's practice of using socioeconomic status to determine which

schools students attend, instead allowing children to attend neighborhood schools, magnet schools or other high-performing schools nearby. And Tata is recruiting more teachers who reflect the district's 50 percent minority student population.

"He's open, and he's listening," says Carolyn Morrison, a retired principal and school board member.

"American freedom hinges on the education of our population," Tata says. "It's exciting to be at the eye of the hurricane in education reform."

A photograph of Deborah Gist, the state education commissioner of Rhode Island, leaning over a table. She is smiling warmly at a young child who is also looking at a document on the table. The setting appears to be an educational or professional meeting. The background is softly blurred, showing what might be a classroom or office environment with a chalkboard and some decorations.

Deborah Gist
state education commissioner,
Rhode Island Department
of Education
Broad Superintendents Academy
Class of 2008

The Broad Residency



Class of
2011-2013

The Broad Residency

Superintendents can't effectively lead a school district or state education department alone. They need a core team of top-tier managers who share their vision and can implement the important work that is necessary to modernize and energize entire organizations.

That's where The Broad Residency comes in. Since 2003, the program has recruited and placed early-career executives with private and civic sector experience and advanced degrees into two-year, full-time paid positions in urban school districts, state and federal departments of education and top charter management organizations.

More than 250 Broad Residents have been placed in 39 school districts, 30 public charter school management organizations, seven state departments of education and the U.S. Department of Education.

Their work, focused on improving the student achievement of children nationwide, has included initiatives like developing an after-school program in Chicago for high-risk ninth-graders that resulted in 91 percent of participants advancing to the 10th grade. In Pittsburgh, a Resident developed an online application system that doubled parent applications to magnet schools. And in Boston, a Broad Resident reduced the district's deficit by \$3.2 million by improving the processes for ordering food, putting in place checks to limit equipment purchases and repairs, and convincing local nonprofits to provide free support.

www.broadresidency.org



DeLano Ford
deputy superintendent,
Louisiana Recovery
School District
Broad Residency
Class of 2008–2010

The Broad Residency at Work

DeLano Ford

Hurricane Katrina was the second disaster to hit New Orleans. The first was the city's abysmal school system, which had fallen so short of serving its students that one of its valedictorians failed the Louisiana basic competency exit exam four times.

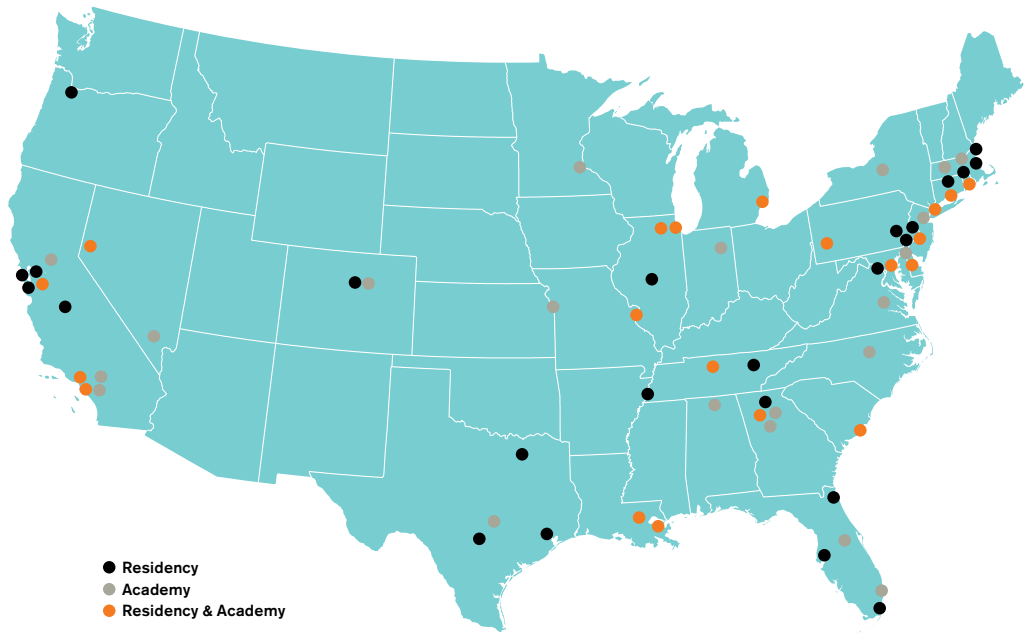
"What compelled me was that children here were disadvantaged by the perfect storm of low expectations and questionable practices long before Katrina," says DeLano Ford, a Broad Resident who was placed as director of

operations for the Knowledge is Power Program (KIPP) New Orleans Schools (KNOS), which runs high-performing public charter schools.

As a consultant for Capgemini and Accenture, Ford had experience helping organizations improve their operations. He quickly set about assessing the needs of existing charter schools. Because each operated independently and inconsistently, they often duplicated roles at the school level and with KNOS's central support center.

Drawing on best management practices, Ford relieved schools of functions that could be performed better, faster and cheaper when consolidated by the KNOS support center. This enabled school leaders to focus solely on student achievement while a team of business managers handled operational issues.

After his two-year Broad Residency, Ford was promoted to chief operating officer of KIPP New Orleans, and he now is a deputy superintendent in the Louisiana Recovery School District.



39%

of all external superintendent openings in large urban districts from 2008–2010 were filled by Broad Superintendents Academy graduates.

9 out of 10

Broad Residency graduates have stayed in the field of urban education.

2/3 of Academy graduates currently serving as superintendents for 3+ years are outperforming comparison groups in raising student achievement on state reading and math exams, closing achievement gaps and raising graduation rates.

The Broad Center for the Management of School Systems Board of Directors

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*Executive Vice President, Office of the Chairman, News Corporation
Former Chancellor, New York City Department of Education*

Barry Munitz, Vice Chair

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Dan Katzir, Secretary/Treasurer

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Jean-Claude Brizard*

Chief Executive Officer, Chicago Public Schools

The Honorable Henry Cisneros

*Executive Chairman, CityView America
Former U.S. Secretary of Housing and Urban Development*

The Honorable Harold Ford, Jr.*

*Managing Director, Morgan Stanley
Former U.S. Representative, State of Tennessee*

Louis Gerstner, Jr.

Retired Chairman and CEO, IBM Corporation

Wendy Kopp

Chief Executive Officer and Founder, Teach For America

Michelle Rhee

*Founder and CEO, StudentsFirst
Former Chancellor, District of Columbia Public Schools*

The Honorable Margaret Spellings

*President and Chief Executive Officer, Margaret Spellings & Company
Former U.S. Secretary of Education*

Kenneth Zeff*

Chief Operating Officer, Green Dot Public Schools

Mortimer Zuckerman

*Chairman and Editor-in-Chief, U.S. News & World Report
Publisher, New York Daily News*

*Not pictured



The Broad Prize



BROAD PRIZE
for
URBAN EDUCATION

achievement

\ə-'chēv-mənt\—noun

a thing done successfully,
typically by effort,
courage or skill

The Broad Prize

It's hard to believe that 2011 marked the 10th year of The Broad Prize for Urban Education.

The annual award started as a way for The Broad Foundation to recognize success in school districts with high-minority, high-poverty student populations. But it further aimed to spark competition among school districts and to spread the practices that were working to raise overall student academics and close persistent achievement gaps.

The Broad Prize, which has ranged from \$1 million to \$2 million in total annual prize winnings over the course of its history, is the largest education prize in the country given to school districts. The money is awarded as college scholarships to students in the winning and finalist districts.

On the 10th anniversary of The Broad Prize, we decided to endow the award with \$40 million to ensure that the most improved urban school districts in America are recognized for the foreseeable future and thousands more students will receive Broad Prize scholarships. The endowment sets aside funds to cover not only future prize awards, but also the rigorous data analysis of the 75 eligible districts, plus

comprehensive site visits to the finalists. It also includes funding for national showcasing and sharing of the best practices in the finalist and winning districts so that others can learn from and replicate their success in advancing student academic progress and narrowing achievement gaps.

Over the past decade, the winning and finalist districts have ranged from the country's largest to those whose work to educate their students is far removed from the national spotlight. Their approaches have varied, but the common element of all these districts is a laser-like focus on student achievement. They give teachers the resources and support they need to be successful in the classroom. They plan and teach and re-teach based on a frequent review of real-time data so that they can continuously improve. And they believe that every child—regardless of family income or background—can learn at high levels.

Despite their progress, even these districts would agree that they have much work left to do ... until every student graduates with the skills and knowledge to succeed in life ... until there is no difference in the academic achievement between white and minority students and between poor children and their higher-income peers. Until then, their work isn't done. But we salute them as they make gains toward these goals and inspire others to do the same.

www.broadprize.org

2002

Winner

Houston Independent School District

Finalists

Atlanta Public Schools
Boston Public Schools
Garden Grove Unified
School District, Calif.
Long Beach Unified
School District, Calif.



“Until we as a nation and as a people join with the Eli Broads across the country to make sure that no child is going to be left behind, the business of America is unfinished. Today we’re reminded of both the opportunities for success and the challenges that are ahead.”

—U.S. Sen. Edward Kennedy, 2002 Broad Prize

2003

Winner

Long Beach Unified School
District, Calif.

Finalists

Boston Public Schools
Garden Grove Unified
School District, Calif.
Jefferson County Public
Schools, Louisville, Ky.
Norfolk Public Schools, Va.

2004

Winner

Garden Grove Unified School
District, Calif.

Finalists

Aldine Independent School
District, Texas
Boston Public Schools
Charlotte-Mecklenburg
Schools, N.C.
Norfolk Public Schools, Va.

2005

Winner

Norfolk Public Schools, Va.

Finalists

Aldine Independent
School District, Texas
Boston Public Schools
New York City Department
of Education
San Francisco Unified
School District

“A teacher recently asked me whether I thought it was possible to keep the magic of teaching alive while focusing on results. And, of course, I told her I thought absolutely, and that I thought magic without results was really not very magical.”

—U.S. Secretary of Education Margaret Spellings, 2005 Broad Prize

2006

Winner

Boston Public Schools

Finalists

Bridgeport Public Schools,
Conn.

Jersey City Public Schools,
N.J.

Miami-Dade County
Public Schools

New York City Department
of Education



“Every school district here is a winner because you proved that you could do better, that all children can learn, and because you set a standard for others to follow. And maybe the most important thing that this prize has done is to ensure that you will actually get credit for having done what you were doing, and in the same process, inspire others to do the same.”

—Former President William J. Clinton, 2006 Broad Prize

2007

Winner

New York City Department
of Education

Finalists

Bridgeport Public Schools,
Conn.

Long Beach Unified School
District, Calif.

Miami-Dade County Public
Schools

Northside Independent
School District, Texas



“The Broad Prize is one way to move us along, one way to set the example to all 100 districts and other districts around the country that we have no greater obligation to the future of our nation than to make sure that every single child gets the opportunity to live their dreams, the opportunity to reach out and touch the stars, to make sure that the next generation of Americans keeps moving this nation forward.”

—Former U.S. Secretary of State Colin Powell, 2007 Broad Prize

2008

Winner

Brownsville Independent School District, Texas

Finalists

- Aldine Independent School District, Texas
- Long Beach Unified School District, Calif.
- Miami-Dade County Public Schools
- Broward County Public Schools, Fla.



“This is a humbling time for all of us. It is also a time that will force us to think anew about priorities and obligations and our families and our communities in our national society. We have a rebuilding job before us in America.”

—Tom Brokaw, 2008 Broad Prize

2009

Winner

Aldine Independent School District, Texas

Finalists

- Broward County Public Schools, Fla.
- Gwinnett County Public Schools, Ga.
- Long Beach Unified School District, Calif.
- Socorro Independent School District, Texas



“Above all, I want to recognize education leaders at the local level who are proving both that all children can learn and that success at scale is not just possible, it’s happening every single day.”

—U.S. Secretary of Education Arne Duncan

2010

Winner

Gwinnett County Public Schools, Ga.

Finalists

Charlotte-Mecklenburg Schools, N.C.

Montgomery County Public Schools, Md.

Socorro Independent School District, Texas

Ysleta Independent School District, Texas



“Vote like your children’s education depends on it, because it does. Hold politicians accountable. When they call something No Child Left Behind, make sure they don’t mean some children. When they call something Race to the Top, make sure they don’t mean anywhere near the middle. Hold them to the word ‘top’.”

—Brian Williams, anchor, NBC Nightly News, 2010 Broad Prize

2011

Winner

Charlotte-Mecklenburg Schools, N.C.

Finalists

Broward County Public Schools, Fla.

Miami-Dade County Public Schools

Ysleta Independent School District, Texas



“We live in one of the wealthiest and most powerful nations on earth, yet a good education remains a privilege for some when it should be a right for all. The calendar may say 2011, but it often seems like we’re in a different era when we examine who does and who doesn’t receive a quality education in America.”

—John Legend, GRAMMY® award winner and education reform activist, 2011 Broad Prize

The Broad Prize Selection Jury

The Broad Prize selection jury is comprised of nationally prominent individuals from business and industry, government and public service. The jury reviews the statistical data and site visit reports for each finalist district and chooses the winner of The Broad Prize.

The Honorable Henry Cisneros

*Executive Chairman, CityView America
Former U.S. Secretary of Housing and
Urban Development*

The Honorable Christopher Dodd

*Chairman and Chief Executive Officer,
Motion Picture Association of America, Inc.
Former U.S. Senator, State of Connecticut*

Donald Graham

*Chairman and Chief Executive Officer,
The Washington Post Company*

Susan Hockfield

President, Massachusetts Institute of Technology

The Honorable James B. Hunt, Jr.

*Chairman of the Board, James B. Hunt, Jr. Institute
for Educational Leadership and Policy
Former Governor, State of North Carolina*

Shirley Ann Jackson

*President, Rensselaer Polytechnic Institute
Former Chairwoman, U.S. Nuclear
Regulatory Commission*

Michael Lomax

*President and Chief Executive Officer,
United Negro College Fund*

The Honorable Roderick Paige

Former U.S. Secretary of Education

The Honorable Edward G. Rendell

Former Governor, State of Pennsylvania

The Honorable Condoleezza Rice

*Thomas and Barbara Stephenson Senior Fellow,
The Hoover Institution of Stanford University
Former U.S. Secretary of State*

The Honorable Richard Riley

*Partner, Nelson Mullins Riley & Scarborough LLP
Former U.S. Secretary of Education*

The Honorable Donna E. Shalala, Ph.D.

*President, University of Miami
Former U.S. Secretary of Health and Human Services*

The Honorable Margaret Spellings

*President and Chief Executive Officer,
Margaret Spellings & Company
Former U.S. Secretary of Education*

Andrew Stern

*Senior Research Fellow,
Georgetown Public Policy Institute
President Emeritus, Service Employees
International Union*

Mortimer Zuckerman

*Chairman and Editor-in-Chief,
U.S. News & World Report
Publisher, New York Daily News*

The Broad Prize Review Board

A distinguished group of the country's top education leaders serves as the review board for The Broad Prize. Review board members examine performance indicators, demographic statistics and other information about the urban school districts that are eligible for The Broad Prize. Based on their examination, the review board narrows the list of 75 eligible school districts to the four finalists.

Anne L. Bryant

*Executive Director, National School
Boards Association*

Carl A. Cohn

*Clinical Professor of Urban School Leadership,
Claremont Graduate University
Former Superintendent, San Diego Unified
School District
Former Superintendent, Long Beach Unified
School District, Calif.*

Christopher Cross

*Chairman, Cross & Joftus
Former U.S. Assistant Secretary of Education*

Jo Lynne DeMary

*Director, Virginia Commonwealth University
School of Education Center for School Improvement
Former Superintendent of Public Instruction,
State of Virginia*

Charles Desmond

Chairman, Massachusetts Board of Higher Education

Dan Goldhaber

*Research Professor, Center on Reinventing Public
Education, University of Washington*

Peter Groff

*President and CEO, National Alliance for Public
Charter Schools*

Jane Hannaway

*Founding Director, Education Policy Center,
Urban Institute
Director, Center for Analysis of Longitudinal Data*

Eric Hanushek

*Paul and Jean Hanna Senior Fellow,
Hoover Institution of Stanford University*

Karen Hawley Miles

*Executive Director and Founder,
Education Resource Strategies*

Frederick Hess

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Wendy Puriefoy

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Andrew Rotherham

Co-Founder and Partner, Bellwether Education Partners

Roger Sampson

President, Education Commission of the States

John Simpson

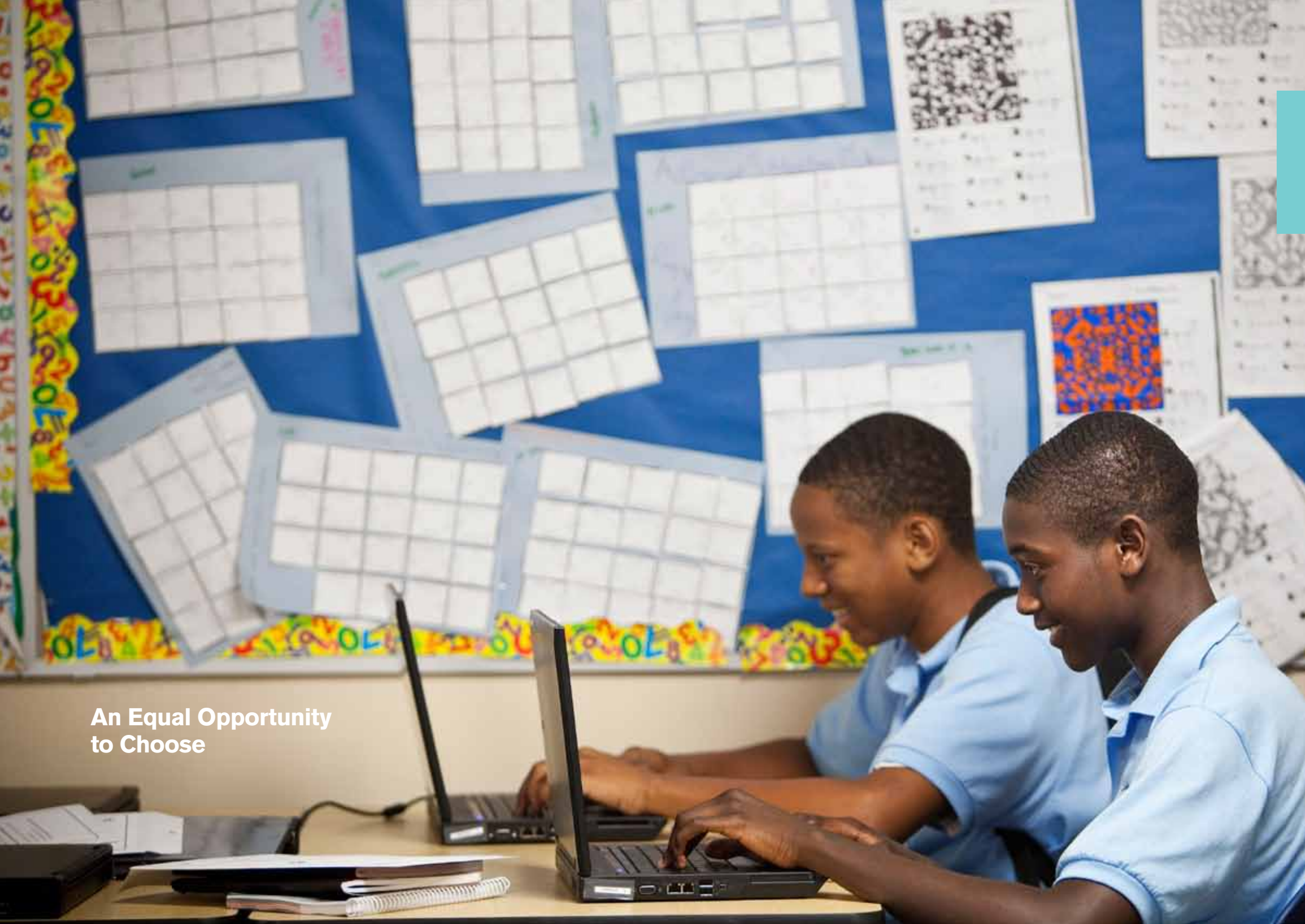
*Education Consultant, JOS Simpson and Associates
Former Superintendent, Norfolk Public Schools, Va.*

Elisa Villanueva Beard

Chief Operating Officer, Teach For America

Gene Wilhoit

Executive Director, Council of Chief State School Officers



**An Equal Opportunity
to Choose**

choice

\ˈchɔɪs\—noun

the right, power or
opportunity to select
an option

An Equal Opportunity to Choose

No parent would willingly send his or her child to a failing school. But all too often, poor and minority parents, unlike their wealthier peers, have no choice but to enroll their children in an underperforming neighborhood school.

The Eli and Edythe Broad Foundation is working to change that. By investing in high-performing public charter schools—and by working with school districts to improve schools in underserved neighborhoods—our goal is to give all families equal access to great public schools.

But not all charter schools are created equal. We invest only in charter management organizations (CMOs) that data show are outperforming their peers in preparing their students for college—charter management organizations like KIPP, Green Dot, Uncommon Schools and the Alliance for College-Ready Public Schools.

The reason high-performing charter schools have produced some of the strongest gains, particularly for low-income and minority students, is simple. Because of the flexibility-with-accountability these public school models are afforded, they are able to minimize overhead, pay and support their teachers more and therefore attract top talent, and challenge their students to achieve at high levels with rigorous curriculum, instruction and longer school days and school years. There is no good reason why all public schools can't do the same.

In cities like Los Angeles and New Orleans, CMOs are outpacing their district school counterparts in academic achievement. The hope is that these gains will also inspire neighboring public school systems to dramatically innovate. Today, all too often the wait lists to get into these modernized public schools are long, and demand outpaces supply. We seek to expand the number of charter seats so that more parents, regardless of how much they make or where they live, have an equal opportunity to send their students to a great school.



What's Working at

Alliance for College-Ready Public Schools

The Alliance for College-Ready Public Schools lives up to its name. In 2011, 97 percent of Alliance high school graduates were college-bound.

The Alliance started the 2011–12 school year with 20 public charter schools—the most of any charter management organization (CMO) in Los Angeles, home to the highest number of charter schools in the nation.

Since 2004, and with support from The Eli and Edythe Broad Foundation, the Alliance has steadily grown into one of the highest-performing CMOs in the country.

The rigor starts with time. Alliance schools run from 7:45 a.m. to 3:30 p.m., plus after-school tutoring, which means students receive nearly 400 more academic hours each year than students attending the Los Angeles Unified School District.

Alliance recently piloted a “blended learning” approach in two of its high schools, integrating software and online learning that personalizes a student’s classroom experience and enables teachers to track each student’s progress daily.

Each student receives a laptop, and self-guided, self-paced animations, videos and tutorials are delivered at a pace and in a form that meets each student’s specific needs, keeping them focused and engaged. Level-set tests determine each student’s current skill level, and the program then generates a lesson that brings the student up to speed every day.

School leaders report that some students can advance two and a half years of reading progress in just one year.

Digital Learning



innovation

\i-nə-'vā-shən\—noun

the introduction of

something new

Digital Learning

Classrooms today look much the same as classrooms of the 1920s: students seated in rows, facing a blackboard, with a teacher instructing in the front of the room. Only today, the blackboard is often a whiteboard, and chalk has been replaced with markers.

Classrooms must reflect the times; teachers and students cannot make dramatic gains without modern, sophisticated tools. Fortunately, smart, digitalized technology in classrooms today is starting to fill this gap. Personalized digital learning—where

students learn on computers at their own pace and according to their own needs—makes it far easier for teachers to engage students, track student progress and keep all students at grade level or higher. This new trend is beginning to make the difference in empowering educators and students to produce starkly better results.

The most successful schools recognize that students learn in different ways. Some learn better working individually with a teacher or tutor; others grasp concepts most effectively when they work on a computer program; some might pick up information best when they work in small groups with their peers.

Digitalized learning that helps teachers make dramatic gains with their students is the newest area of The Broad Foundation's education investments.

At a time of budget cutbacks and teacher layoffs, schools are recognizing that personalized, digital instruction is not only a smart way to engage students and keep them all up to speed, but also a cost-effective way to ensure that students have access to the best teachers.

empowerment

\im-'paū(-ə)r-mənt\—noun

a management practice of sharing information, rewards and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance



**What's Working at
Rocketship Education**

Fourth-graders at a Rocketship charter school in San Jose, Calif., have a schedule more like high school freshmen. With a challenging, college prep curriculum and a school day that runs from 8 a.m. to 4 p.m., students learn subjects from different teachers and spend part of the day working online with a program customized to their achievement level.

Rocketship Education is an elementary charter school network based in San Jose, Calif. The organization's "hybrid school" model combines classroom instruction with online learning, allowing

students to learn through a combination of working with highly effective teachers in the classroom and working individually on computers in a "learning lab" or with tutors for additional support.

By the end of 2011, the organization ran five public charter schools and served more than 1,300 students, nearly 90 percent low-income and 75 percent English language learners. Boosted by a grant from The Eli and Edythe Broad Foundation, they plan to open 30 new hybrid charter schools across the country by 2015.

Frequent assessments allow Rocketship teachers to monitor student progress and empower them to tailor individual learning plans to each student's specific needs, strengths and areas for improvement.

Ninety percent of Rocketship students are proficient in math, and 80 percent are proficient in English language arts, compared to 54 and 36 percent, respectively, in surrounding schools.



**Scientific |
Medical
Research**

Scientific | Medical Research

Just as cells are the fundamental building blocks of the human body, talented scientists are the common denominator of the medical research that will lead to the cure of disease.

The Broad Foundation invests in three areas of scientific and medical research: genomic medicine, stem cell research and inflammatory bowel disease. We help create the institutions and provide the seed capital for the researchers to propel their work forward with the hope of ultimately improving human health.

Each investment started with an idea: how could we help scientists test their hypotheses and advance their innovative research? How could we partner with the world's leading universities to create an institute that would redefine how science is conducted? How could we leverage government dollars to build laboratories that would develop the most promising stem cell discoveries?

A decade and \$825 million later, cancer has not been cured, but the progress that has been made in treating and determining the cause of disease has been profound. Is it fast enough? Not for us, nor for patients, and certainly not for the scientists we fund. But the exponential progress they have made over the last few years—as the price and speed of genome sequencing has dropped, and as advances in one area of research cascade to numerous others—convinces us that there is intrinsic value in their work.

www.broadmedical.org

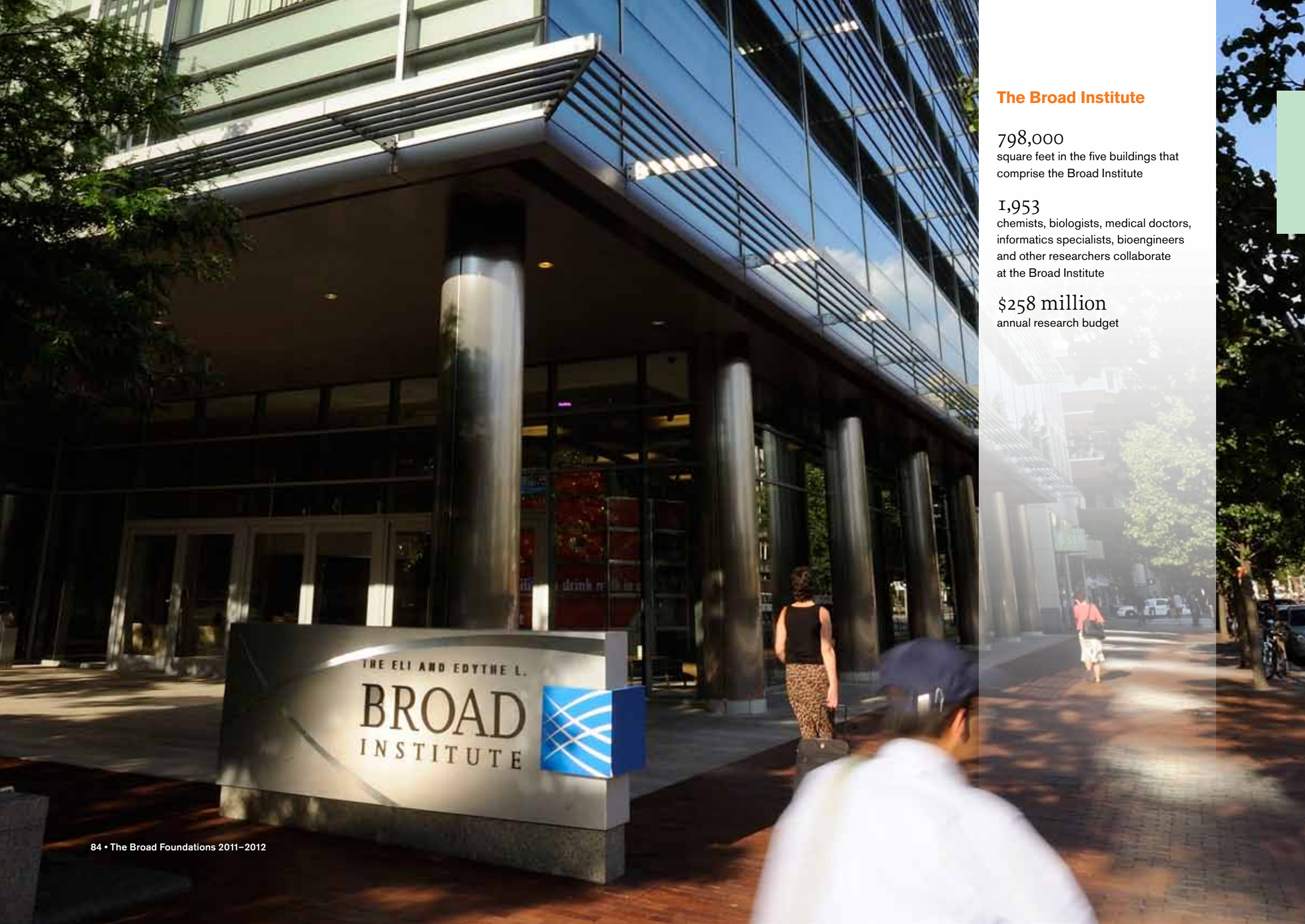
The Broad Institute / Genomics



genome

\ˈjē-nōm\—noun

a full set of chromosomes;
all the inheritable traits of
an organism



The Broad Institute

798,000
square feet in the five buildings that
comprise the Broad Institute

1,953
chemists, biologists, medical doctors,
informatics specialists, bioengineers
and other researchers collaborate
at the Broad Institute

\$258 million
annual research budget

The Broad Institute

It's been 10 years since the human genome was decoded. Eric Lander's vision at the time was to take those genomic building blocks and use them to figure out what genes cause disease—and then treat the disease or prevent it entirely.

He wanted to create an institute that would bring together scientists, biologists, engineers and computer programmers from across disciplines and institutions to work collaboratively on the cause, cure and prevention of disease and then make their discoveries and the tools they developed available for free to other researchers around the globe.

“Our mission is to accelerate science through a new research model and to tackle the most important challenges in biomedicine.”

—Eric Lander, president and director,
the Broad Institute

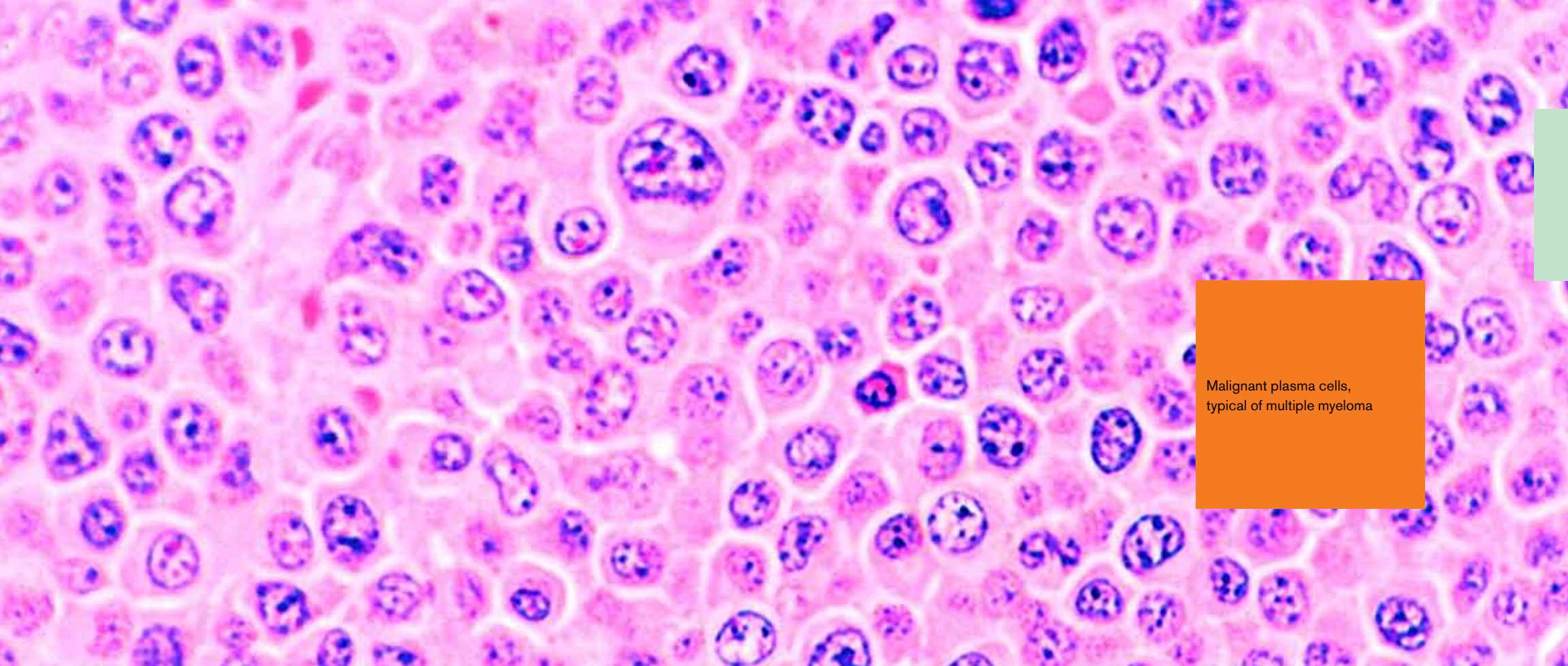
The Broad Institute in Cambridge, Mass. has done just that. With the resources of Harvard, MIT and \$600 million from The Broad Foundation, it has become the world's leading genomic medicine research institute.

Today nearly 2,000 scientists are working together at the Broad Institute to solve the most critical problems in biomedicine.

They are using the decoded human genome to identify the function of each gene. By studying genetic variations in populations around the world, they are working to identify the biological factors that make someone susceptible to disease. They aim to catalog the mutations in cells that cause cancer, and by systemically tracking these mutations in specific cancers, the hope is to develop new treatments and earlier diagnosis.

Their ambition is bold; their tolerance for risk is high. But the commitment by those who work at the Broad Institute to transform human health is extraordinary.

www.broadinstitute.org



Malignant plasma cells,
typical of multiple myeloma

What's Working at the Broad Institute

Multiple Myeloma Sequencing

It's painstaking sleuthing, trying to figure out what genetic mutations trigger changes in a cell that cause cancer.

But for scientists at the Broad Institute, a comprehensive study of the genomes of patients with multiple myeloma—the second most common blood cancer in the United States—led to the discovery of specific genes that caused mutations.

“We've uncovered genes that had not been suspected in cancer in any way,” says Michael Chapman, a hematologist and one of the researchers at the Broad Institute who led the study.

The hope is that the research will help drug companies focus on specific genes to treat the cancer, which has a five-year survival rate of less than 40 percent. With no known cause, multiple myeloma begins in the bone marrow, where plasma cells become malignant, crowding out normal cells and attacking solid bone.

The discovery underscored the collaborative nature of scientific research at the Broad Institute, requiring teams of researchers to collect, store, sequence and analyze the genomes of 38 multiple myeloma patients, comparing the normal

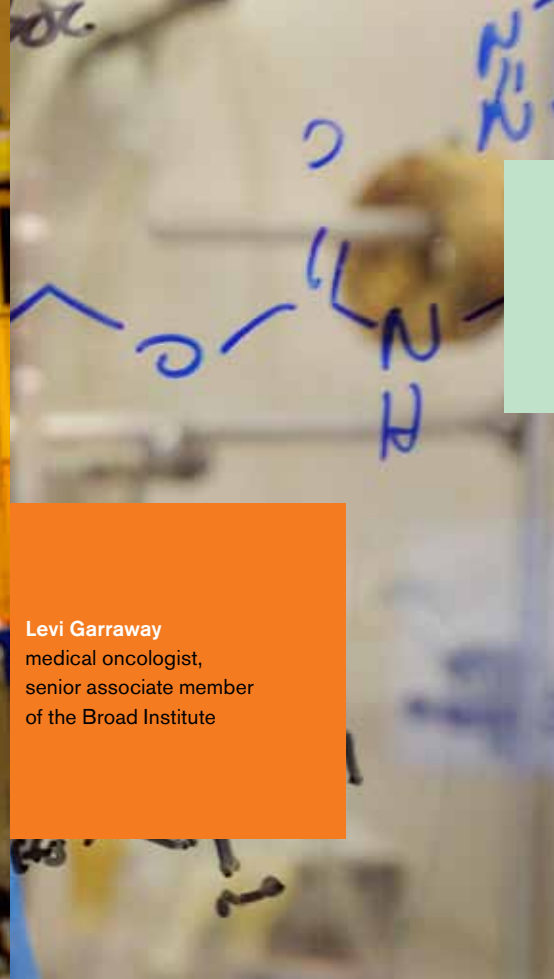
genomes to the genomes from their malignant cells. While sequencing the full genome of a tumor in one patient is an extraordinary undertaking, expanding that effort to 38 patients yielded the most comprehensive look yet at the disease.

“This kind of genomic approach enables us to discover the completely unexpected,” says Chapman. “We can find things that would never have been discovered by traditional means or by sequencing single genomes.”

“This is a special moment. Now there is really an international effort to write this ‘book’ of the cancer genome. The Broad has taken a leadership role in developing experimental and analytical methodologies to make it possible.”

– Todd Golub, a founding core member of the Broad Institute and director of the Broad’s Cancer Program





Levi Garraway
medical oncologist,
senior associate member
of the Broad Institute

What's Working at the Broad Institute

Whole Genome Sequencing

For the 200,000 men each year diagnosed with prostate cancer, research conducted at the Broad Institute may lead to more successful treatment of the disease.

By conducting whole genome sequencing and analysis, researchers from the Broad Institute, Dana-Farber Cancer Institute and Weill Cornell Medical College identified several new prostate cancer genes and a critical category of genomic changes that lead to prostate cancer growth.

The whole genome sequencing of prostate tumors in seven patients uncovered genomic rearrangements, which occur when pieces of chromosomes break off and reattach in the wrong places. These rearrangements can create new genes or prevent a gene from working—changes that can set a cell on a path toward cancer.

“Whole genome sequencing gives us fascinating new insights into a category of alterations that may be especially important

in prostate cancer,” says Levi Garraway, a medical oncologist, senior associate member of the Broad Institute and senior author of the prostate cancer study. “This first whole genome view shows us tantalizing evidence for several new prostate cancer genes that likely would have remained undiscovered had we not been taking a genome-wide approach.”

Stem Cell Research



stem cell

\ˈstem ˈsel\—noun

one of the body's master cells,
with the ability to grow into any
one of the body's more than
200 cell types

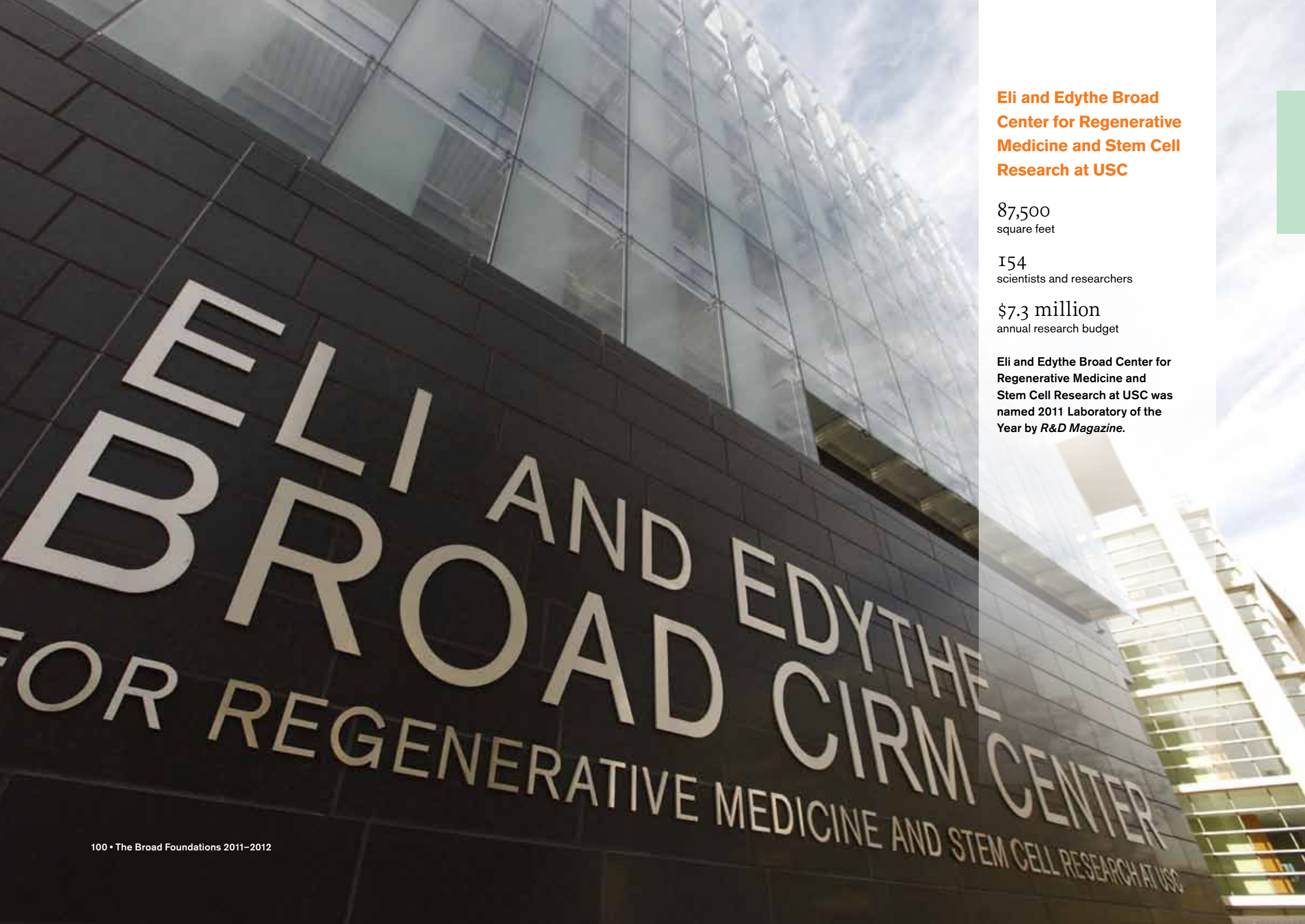
Stem Cell Research

California is home to three of the world's leading stem cell research centers. When voters approved \$3 billion in state funding in 2004 for stem cell research, there was an opportunity for philanthropic dollars to leverage government spending.

With a combined \$75 million from The Eli and Edythe Broad Foundation, the resulting regenerative medicine and stem cell research centers at UCLA, USC and UCSF have drawn top scientists from around the world. The centers at these three leading research universities boast state-of-the-art laboratories where research is conducted across disciplines by investigators who are united in a determination to unravel the mysteries of disease.

They are conducting pioneering studies that have the promise to help treat, cure and prevent such debilitating diseases as Alzheimer's, Parkinson's, diabetes, congestive heart failure, and even reverse paralysis from spinal cord injuries. Already, their work has attracted international recognition and funding to further their theories and propel their work forward.

www.broadfoundation.org/stemcell



**Eli and Edythe Broad
Center for Regenerative
Medicine and Stem Cell
Research at USC**

87,500
square feet

154
scientists and researchers

\$7.3 million
annual research budget

Eli and Edythe Broad Center for
Regenerative Medicine and
Stem Cell Research at USC was
named 2011 Laboratory of the
Year by *R&D Magazine*.

“The potential
for stem cell
research is
limitless.”

– Eli Broad

Ribbon-cutting ceremony, Oct. 29, 2010
left to right: **Carmen Puliafito**,
dean, Keck School of Medicine, USC,
Calif. Gov. **Arnold Schwarzenegger**,
Edythe Broad, **Eli Broad**, **Robert Klein**,
chair, California Institute of Regenerative
Medicine, **C.L. Max Nikias**, president, USC





Qi-Long Ying
USC stem cell scientist



**What's Working at the
Eli and Edythe Broad Center
for Regenerative Medicine
and Stem Cell Research at USC**

Knockout Rats

They sound like combat rodents.

"Knockout rats," which have been genetically modified to lack one or more genes, are indeed intended to advance the study of eliminating human disease.

USC stem cell scientist Qi-Long Ying's use of embryonic stem cell-based gene targeting to create knockout rats earned his work the distinction as one of *Science* magazine's top 10 breakthroughs of 2010.

The hope is that knockout rats will impact biomedical research because rat physiology is more closely related to humans than mice, and disease in rats is more similar to human diseases such as cardiovascular disease, neurodegenerative disease, obesity and breast cancer.

"People have been trying to develop 'knockout rats' for years," says Robert Coontz, deputy news editor for physical sciences at *Science* magazine. "This is

something that the scientific community wanted very much and will affect scientific research in a big way."



BIOMEDICAL SCIENCES RESEARCH BUILDING
Broad Stem Cell Research Center

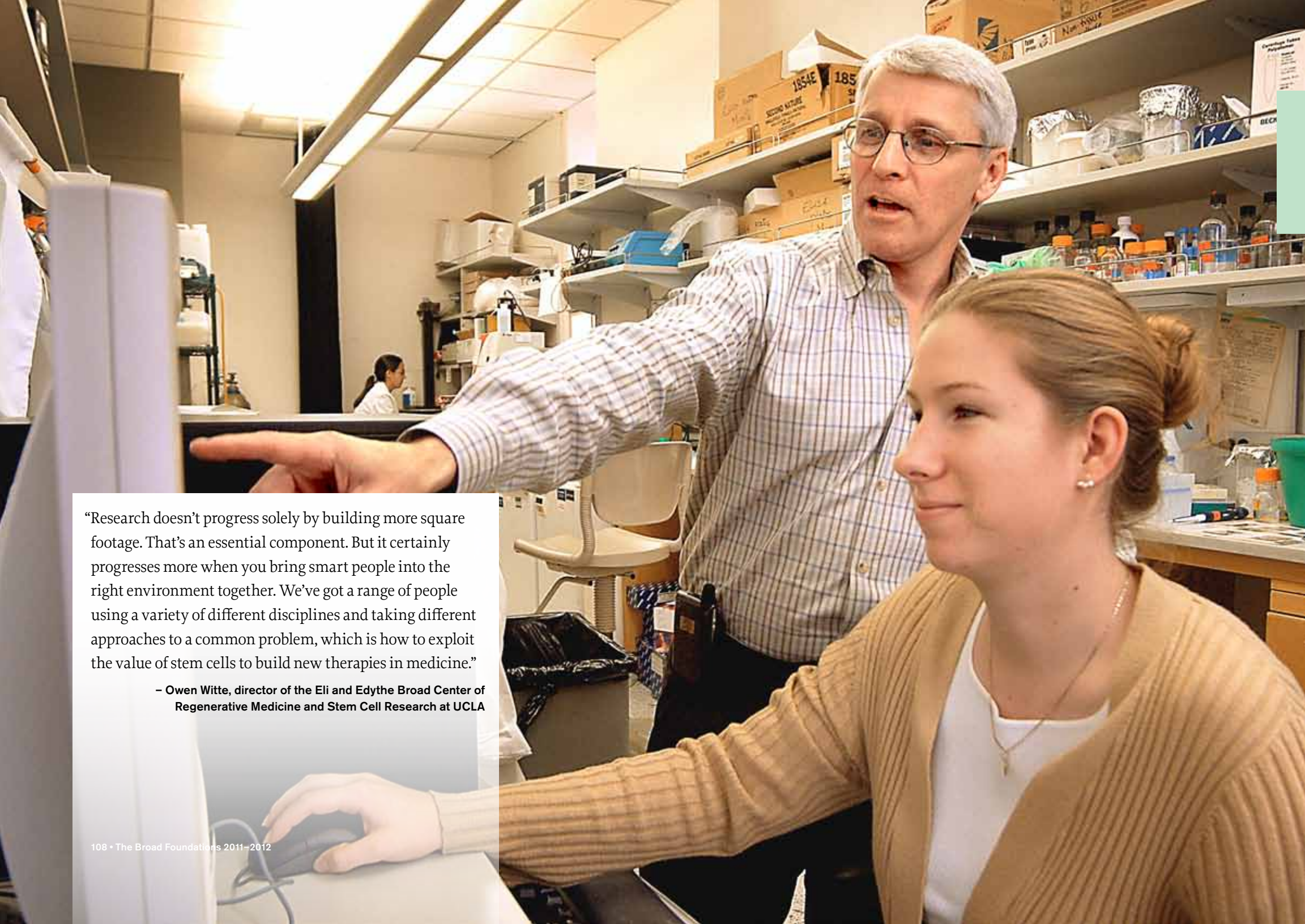
**Eli and Edythe Broad
Center of Regenerative
Medicine and Stem Cell
Research at UCLA**

25,700
square feet

200+
scientists and researchers

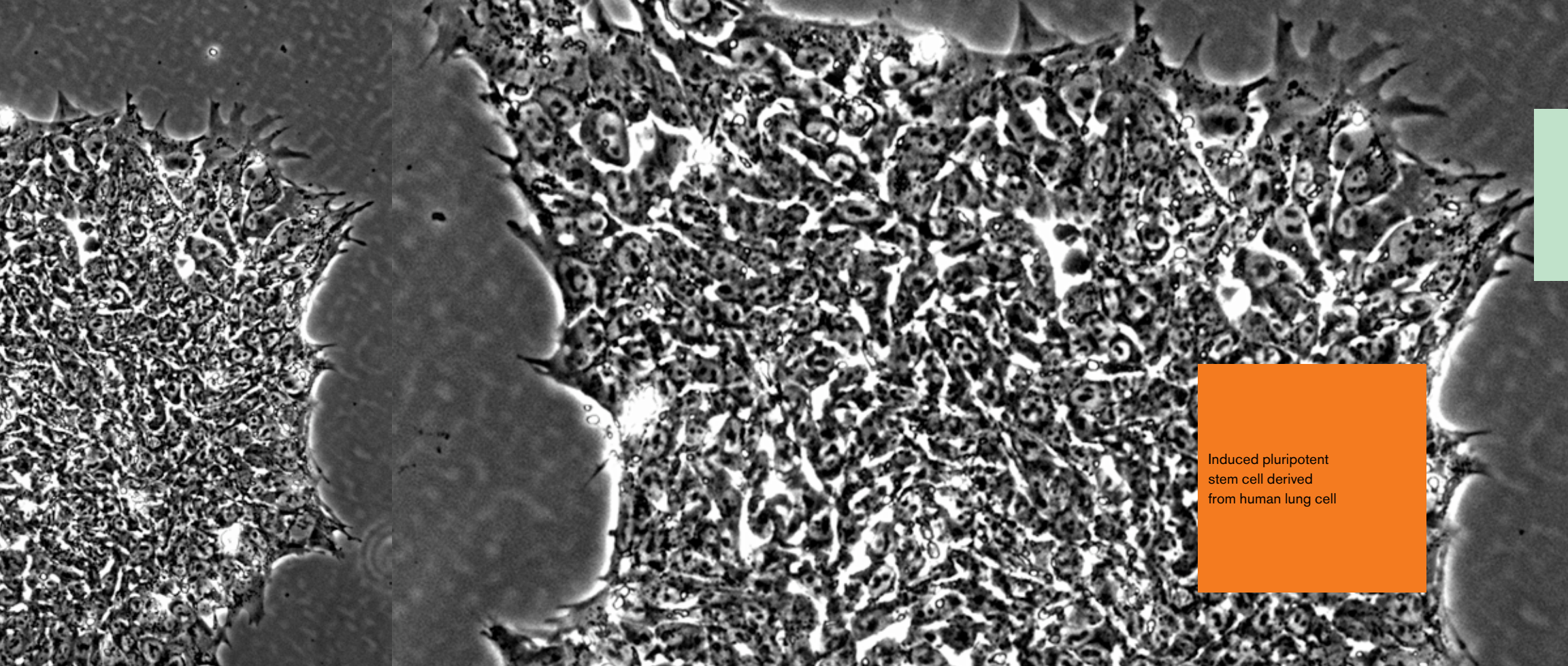
\$31 million
annual research budget

UCLA is one of only nine
institutions in the world
with stem cell lines admitted
to the National Institutes
of Health registry.



“Research doesn’t progress solely by building more square footage. That’s an essential component. But it certainly progresses more when you bring smart people into the right environment together. We’ve got a range of people using a variety of different disciplines and taking different approaches to a common problem, which is how to exploit the value of stem cells to build new therapies in medicine.”

– Owen Witte, director of the Eli and Edythe Broad Center of Regenerative Medicine and Stem Cell Research at UCLA



Induced pluripotent
stem cell derived
from human lung cell

**What's Working at the
Eli and Edythe Broad Center
of Regenerative Medicine and
Stem Cell Research at UCLA**

Lung Stem Cells

For patients suffering from cystic fibrosis, asthma and chronic obstructive pulmonary disease, the discovery by UCLA researchers of a new lung stem cell may help them breathe again.

Scientists at the Eli and Edythe Broad Center of Regenerative Medicine and Stem Cell Research at UCLA found the stem cell that leads to the growth of mucus gland cells and those that repair the lung's tissue surface. That discovery is of major importance to the field of lung regeneration.

"We're very excited that we found this population of cells because it will allow us to study mechanisms of diseases of the upper airway," says Brigitte Gomperts, an assistant professor of pediatrics and hematology/oncology at UCLA and senior author of the study.

"There are currently no treatments for excess mucus production, which we see in cystic fibrosis, asthma and chronic obstructive pulmonary disease," Gomperts says. "But if we can understand

the mechanism of how these stem cells repair the mucus glands, then we may be able to find a way to put the brakes on the system and prevent mucus over-production."

**Eli and Edythe Broad
Center of Regeneration
Medicine and Stem Cell
Research at UCSF**

44,878
square feet

164
scientists and researchers

\$15.23 million
annual research budget



“Our efforts here at UCSF are focused on building a complete pipeline, from explorations of the mechanisms of cell biology and of stem cell biology, to clinical applications of our discoveries.”

– **Arnold Kriegstein, director of the Eli and Edythe Broad Center of Regeneration Medicine and Stem Cell Research at UCSF**

The Broad Center of Regeneration Medicine and Stem Cell Research at UCSF is a serpentine structure, built on a 60-degree slope. To withstand earthquakes, the 1,270-ton building was fitted with steel braces and seismic isolators 90 feet above ground level.





Robert Blelloch
UCSF stem cell researcher

**What's Working at the
Eli and Edythe Broad Center
of Regeneration Medicine and
Stem Cell Research at UCSF**

Micro RNAs

For the past several years, Robert Blelloch has been fascinated by the role of microRNAs, which play a subtle but key role in regulating the production of protein in every cell.

His fixation on microRNAs led to the discovery that they are part of the molecular framework that determines whether an embryonic stem cell will duplicate its genetic material and divide or whether it will differentiate into a specific adult cell, like a heart muscle cell.

"People have come to realize microRNAs are remarkably powerful," says Blelloch, a member of the Eli and Edythe Broad Center of Regeneration Medicine and Stem Cell Research at UCSF, whose pioneering research into microRNAs earned him the 2011 Outstanding Young Investigator Award from the International Society for Stem Cell Research.

The implication of Blelloch's discovery is that microRNAs could be used to create specialized or "adult" cells to treat

diseases. They could induce embryonic stem cells to differentiate into heart muscle cells, liver cells or neurons that could then be introduced into the body to treat damaged tissue. Alternatively, they could induce adult cells in the culture dish to return to the embryonic state where they could then be prompted to specialize as one of the adult cell types.



Inflammatory Bowel Disease

inflammatory bowel disease

chronic inflammation of the large or small intestine that causes abdominal pain, diarrhea and bleeding; The most common types of IBD are ulcerative colitis and Crohn's disease.

IBD Research

While genomics and stem cell research play an important role in the study of inflammatory bowel disease, IBD actually was The Broad Foundation's first entry into scientific and medical research.

When a Broad family member was diagnosed with Crohn's disease—one of two IBD disorders, along with ulcerative colitis—Eli and Edythe Broad were frustrated that there was no effective treatment or cure. So they started the Broad Medical Research Program to invest in early-stage scientific research ideas that were promising yet preliminary and did not yet qualify for funding from sources like the National Institutes of Health (NIH).

A decade after the start of the program in 2002, we have awarded nearly \$38 million to 220 researchers in 18 countries. Our grantees have gone on to receive 198 new grants totaling \$101 million from other funding agencies, including 62 NIH grants and 26 awards from the Crohn's and Colitis Foundations of America and Canada.


Their research has been as varied as investigating whether the pineapple-producing enzyme bromelain is an effective treatment for IBD, to evaluating the low incidence of the disease in developing countries with untreated water supplies or the use of parasite eggs to treat patients in western nations.

www.broadmedical.org

1,337 letters of interest received from researchers in 38 countries

2,300 expert reviewers in 42 countries have peer-reviewed letters of interest and grant applications

\$37.7 million awarded for 220 first-year grants and 113 continuation proposals



Pig whipworms living in the human gastrointestinal tract

What's Working at the Broad Medical Research Program

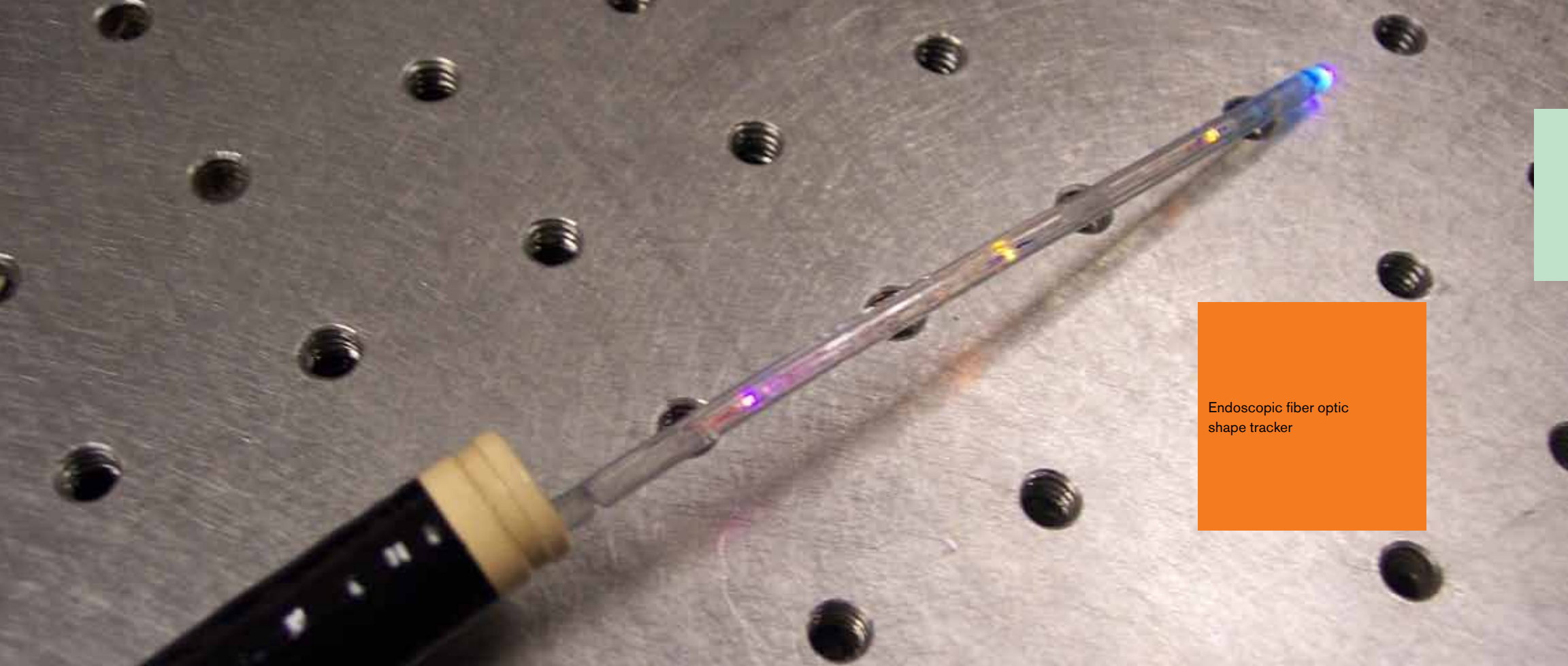
Whipworm Therapy

While untreated water may sound downright unhealthy, the overly clean conditions in developed countries might be hazardous to your health.

Immune disorders like inflammatory bowel disease are rare in less developed countries, which led researchers to consider whether treated water might cause an immune imbalance and related diseases.

Boosted by a Broad Foundation grant, Joel Weinstock, a gastroenterologist, parasitologist and immunologist at Tufts University, pioneered research on helminthic therapy—treating IBD by having patients ingest capsules with microscopic whipworm eggs. Helminths are tiny worm-like parasitic organisms that live in the gastrointestinal tracts of their hosts.

Weinstock had 29 patients with Crohn's disease ingest 2,500 pig whipworm eggs every three weeks for six months. (Pig whipworm has been approved as an investigational new drug by the FDA since it cannot survive in the human gut for long.) The result was a significant improvement of 23 patients, 21 of whom went into remission.



Endoscopic fiber optic shape tracker

**What's Working at the
Broad Medical Research Program**

**New Colonoscopy
Technology**

Anyone over the age of 50 has likely had a colonoscopy to screen for colon cancer. While the procedure is an effective diagnostic tool, it is not a pleasant experience for the patient.

But researchers at Tufts University's School of Engineering, supported by a Broad Foundation grant, have developed

a device that could minimize patient discomfort while providing doctors an accurate view of the colon.

When doctors perform a colonoscopy, they insert an endoscope into the colon, and the images are displayed on a video monitor. But as they navigate through the

bends in the colon, the scope can bump against the colon wall, causing pain. The Tufts researchers developed "endoscopic fiber optic shape tracker" technology, which equips the scope with sensors and digital electronics to detect each curvature, enabling doctors to navigate the colon more accurately. A patent is pending.

Scientific / Medical Research Boards

The Eli and Edythe L. Broad Institute Board of Directors

The key responsibility of the board of directors is to be a wise and effective steward for the Broad Institute—guiding it and helping it fulfill its ambitious mission to accelerate progress in biomedicine through new approaches to science and the scientific community.

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California Institute of Technology
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Working closely with The Broad Foundations board of governors, the Broad Institute board of scientific counselors provides an external evaluation of the effectiveness of the Broad Institute.

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Although members of the Broad Institute community are formally affiliated with many different institutions, they come together at the Broad Institute around the singular goal of transforming medicine. Within this open but tightly integrated community, creative scientists at all career stages gain access to the resources and collaborators needed to test new ideas and to build and apply the critical tools that empower the worldwide biomedical community.

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Founding Member, The Broad Institute
Director, Program in Medical and Population Genetics, The Broad Institute
Chief Academic Officer/Deputy Director, The Broad Institute

Todd Golub, M.D.

Founding Member, The Broad Institute
Director, Cancer Program, The Broad Institute

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Assistant Professor, Department of Brain and Cognitive Sciences, Massachusetts Institute of Technology
Member, Picower Institute of Learning and Memory

Deborah Hung, M.D.

Core Faculty Member, The Broad Institute
Physician, Brigham and Women's Hospital and Massachusetts General Hospital

Eric Lander, Ph.D.

Founding Director, The Broad Institute
Chairman, President's Council of Advisors on Science and Technology
Professor of Biology, Massachusetts Institute of Technology
Professor of Systems Biology, Harvard Medical School

Aviv Regev, M.Sc., Ph.D.

Core Faculty Member, The Broad Institute
Assistant Professor, Department of Biology, Massachusetts Institute of Technology

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Founding Member, The Broad Institute
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Investigator, Howard Hughes Medical Institute
Morris Loeb Professor of the Department of Chemistry and Chemical Biology, Harvard University

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Director, Psychiatric Disease Program and the Stanley Center for Psychiatric Research, The Broad Institute

Feng Zhang, Ph.D.

Assistant Professor, Massachusetts Institute of Technology
Investigator, McGovern Institute for Brain Research, Massachusetts Institute of Technology

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The Advisory Board, together with the director of the Broad Medical Research Program, provides guidance, feedback and direction to help scientists advance the most successful and innovative research in inflammatory bowel disease.

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Harry Pothoulakis, M.D.

Professor of Medicine, David Geffen School of Medicine, University of California, Los Angeles

Installation view of *Cy Twombly Tribute: A Scattering of Blossoms & Other Things* at MOCA Grand Avenue, Los Angeles

The Arts



art

\'ärt\–noun

the expression or application of human creative skill and imagination, typically in a visual form such as painting or sculpture, producing works to be appreciated primarily for their beauty or emotional power

The Arts

The arts are the third pillar of The Broad Foundations philanthropy. But our approach goes beyond merely supporting the arts. In keeping with our overarching strategy of creating the building blocks for sustainable institutions, we look for ways to preserve the arts, extending their reach and access to the public for current and future generations.

The cornerstone of our arts philanthropy is the work of The Broad Art Foundation, which has spent the last 28 years building a public art collection and lending works to museums and galleries around the world. With some 2,000 works by more than 200 artists, The Broad Art Foundation now becomes even more sustainable, with plans underway for a permanent headquarters and art museum in the heart of downtown Los Angeles.

Halfway across the country, on the campus of Eli Broad's alma mater Michigan State University, another museum is opening, bringing contemporary art and innovative design to the campus and surrounding central Michigan region.

But while iconic architecture forms the physical foundation for arts institutions, the buildings require art and performances and creative inspiration to come to life. Our programming funding at the Museum of Contemporary Art has supported groundbreaking exhibitions that have drawn record attendance, and our support of The Broad Stage brings legendary performers to sell-out crowds at the contemporary venue in Santa Monica, Calif.

Quite simply, the arts inspire. Varied perspectives and artistic interpretation give rise to creative thinking and innovative ideas. Our goal is just to make the arts accessible to as many people as possible. They will take it from there.



The Broad Art Foundation loaned two major works by El Anatsui for *El Anatsui at the Clark* at The Sterling and Francine Clark Art Institute in Williamstown, Mass.

“Art grows out of each particular situation, and I believe that artists are better off working with whatever their environment throws up.”

—El Anatsui

The Broad Art Foundation

The Broad Art Foundation's commitment to making contemporary art accessible to the broadest public has deepened over the past two decades by steadily growing its collection. Most recently, the foundation added pivotal works by Takashi Murakami, Anselm Kiefer, Jasper Johns, Neo Rauch, Marlene Dumas and Cy Twombly.

The Broad Art Foundation continued its worldwide lending program with notable loans to museums around the globe, including *David Smith* at the Los Angeles County Museum of Art, *Alexander Calder and Contemporary Art: Form, Balance, Joy* at the Museum of Contemporary Art Chicago, Nasher Sculpture Center in Dallas, and the Orange County Museum of Art in Southern California. For the exhibition *Monet/Lichtenstein* at the Museum of Fine Arts, Boston and LACMA, as well as the landmark exhibition *Claude Monet* at the Grand Palais in Paris, viewed by 930,397 people, our loan of Lichtenstein's *Rouen Cathedrals* was the only contemporary artwork included in the shows.

Works by Lichtenstein will continue to be seen by audiences worldwide with loans in 2012 to the Tate Modern in London, Art Institute of Chicago and National Gallery of Art in Washington, D.C. Cindy Sherman's works will travel to the Museum of Modern Art in New York, the Frist Center for the Visual Arts in Nashville, Tenn., and the San Francisco Museum of Modern Art.

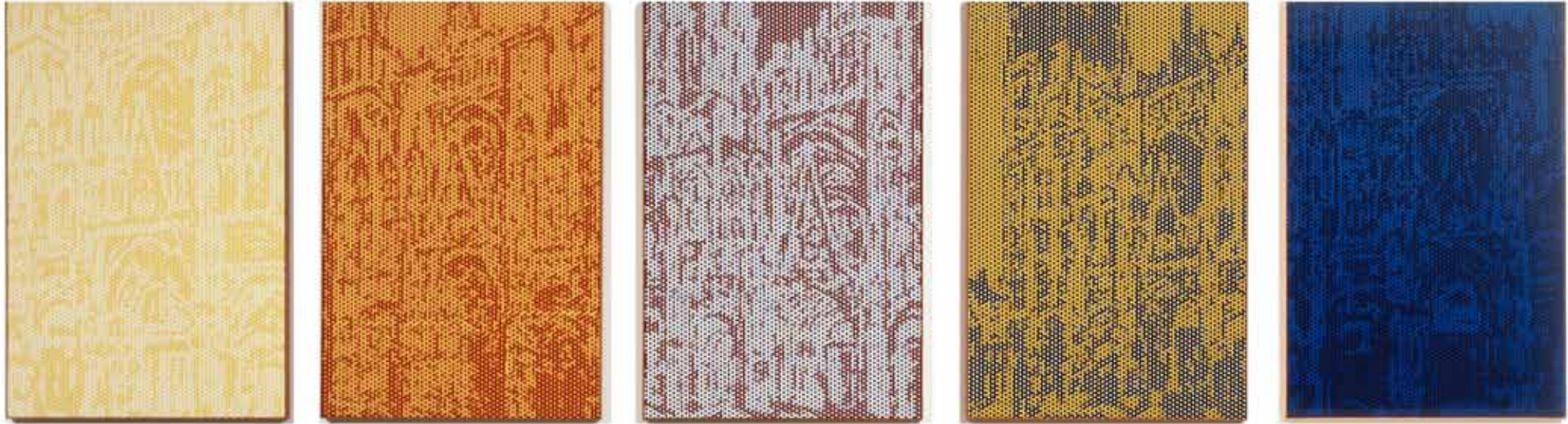
www.broadartfoundation.org

“Civilizations are remembered not for their bankers or lawyers or businessmen, but for their artists and architects.”

–Eli Broad



Elliott Hundley, *the high house low!*, 2011



Above
 Roy Lichtenstein, *Rouen Cathedral (Seen at Five Different Times of Day), Set III*, 1968–69

Below
 Lari Pittman, *Like You*, 1995





Above
Robert Rauschenberg, *Untitled*, 1963



Right Above
Keith Haring, *Red Room*, 1988



Right Below
Jeff Koons, *Tulips*, 1995-2004

“By focusing exclusively on conventionalized, almost stereotypical forms of representation, Cindy Sherman seems to question our assumptions about originality in art. By borrowing from popular culture rather than high culture, she questions the vitality of the fine-art tradition. By fragmenting her own identity into a series of performing personae, she deflates our image of the artist as a glamorized, Nietzschean superhero. And, in photographic terms, she moves past the investigation of formal syntax to take up questions of content.”

—1981 New York Times review of Cindy Sherman’s art, a year before Eli and Edythe Broad’s first acquisition of her work

**The Broad Collections
have the largest
collection of Cindy
Sherman’s works,
with 120 pieces.**



Cindy Sherman, *Untitled Film Still*, 1977

Installation view of *Cy Twombly Tribute: A Scattering of Blossoms & Other Things* at MOCA Grand Avenue, Los Angeles



Cy Twombly

Born in a hospital in Virginia on the site where Stonewall Jackson once lived, Edwin Parker Twombly, Jr. was nicknamed after his father, a Chicago White Sox pitcher, who had taken the moniker of baseball star Cy Young. When teachers dismissed the work of the young artist, Cy Twombly became a cryptographer for the U.S. Army but returned to art later, becoming one of history's most pivotal and important painters.

Twombly studied at the School of the Museum of Fine Arts in Boston and the

Art Students League in New York, where he befriended Robert Rauschenberg. Together with Jasper Johns, the three artists would set a new tone and standard for art-making in New York, one that critiqued and extended the goals and aesthetics of Abstract Expressionists like Mark Rothko and Willem de Kooning.

Twombly's distinct pencil and crayon lines and his swirls and loops of graffiti marks eventually earned him worldwide acclaim. The Museum of Modern Art in New York staged a major retrospective show in

1994, and in 2001, he received the Golden Lion for lifetime achievement at the Venice Biennale.

The Broad Collections own 14 works by Twombly. The foundation loaned eight works to the Museum of Contemporary Art for a special exhibition *Cy Twombly Tribute: A Scattering of Blossoms & Other Things* following the artist's death in Rome on July 5, 2011 at the age of 83.



Cy Twombly, *Untitled*, 1969



Cy Twombly, *Untitled*, 1972

“I think of myself as a Romantic symbolist. My painting is not fixed. It is in flux: I respond to the Greek love of metamorphosis. The Greeks had a very strong love of nature and a religion based on the change of seasons.”

—Cy Twombly

“Uniquely, he marshaled his love of antiquity and the classical world to create radically modern painting. For a full six decades, Twombly created works of art of great beauty and sensitivity that did not fit into any ‘ism or school, and our understanding of his immense contribution grows only richer as time goes on.”

— Ann Temkin, chief curator, Museum of Modern Art, New York, N.Y.

“Architecture
is the mother
of all of
the arts.”

– Ancient Greeks



architecture

\ˈär-kə-ˌtek-cher\—noun

the art or science of building;
specifically: the art or practice
of designing and building
structures and especially
habitable ones

The Broad

It was finally time, Eli and Edythe Broad decided, to build their own museum.

The Broad Collections, swelling over time to 2,000 works, needed a permanent home when they weren't out on loan to museums around the world. The Broad Art Foundation needed a larger headquarters for its lending program. And Los Angeles, long championed by the Broads as the contemporary art capital, needed more gallery space.

The first decision was where to build it. After considering Beverly Hills and Santa Monica, downtown Los Angeles was the compelling choice. And Grand Avenue, a nexus of arts institutions and iconic architecture with MOCA by Arata Isozaki, Walt Disney Concert Hall by Frank Gehry, the Our Lady of the Angels Cathedral by Rafael Moneo, and the High School for the Visual and Performing Arts by Wolf Prix, was the perfect location.

The next decision was who would design it. Following an architectural competition with six world-renowned architects, a jury recommended Diller Scofidio + Renfro, the New York team

that had designed and renovated the expansion of Lincoln Center in New York, the new Institute of Contemporary Art on Boston Harbor, the innovative High Line park in lower Manhattan, the Creative Arts Center at Brown University, and the Berkeley Art Museum and Pacific Archive, in progress.

And finally, what to call the museum. Quite simply, The Broad.

Dubbed “the veil and the vault,” the museum’s design merges the two key components of the building: public exhibition space and the archive/storage that will support the foundation’s lending activities.

Rather than relegate the archive/storage to secondary status, the “vault” plays a key role in shaping the museum experience from entry to exit. Its heavy opaque mass will be in constant view, hovering midway in the building. Its carved underside will shape the lobby below, while its top surface will provide the floor of the exhibition space. The vault will be enveloped on all sides by the “veil,” a cellular structure made of composite concrete that will span across the block-long gallery and provide diffuse natural daylight.

Construction is underway, with the museum opening anticipated for 2013.

www.thebroad.org

The Broad

3
stories

120,000
square feet

50,000
square feet of gallery space
on two floors

200
seat lecture hall

**Public lobby with display space
and museum shop**





“As a museum, we want to collect light and channel it into the core of the building. The technology of the building, the way it filters its light, is the way it makes its structure, the way it makes its wall, the way it connects to the street.”

—Architect Liz Diller

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The Broad Art Museum at MSU

Nestled among the traditional brick buildings of the era when Michigan State University was established in 1855 as a land grant college, it rises as a symbol of the future and the blending of the old and the new.

The Eli and Edythe Broad Art Museum at MSU, designed by Pritzker Prize-winning architect Zaha Hadid, certainly stands out on campus. When it opens in April 2012, the museum will be home to modern and contemporary art and robust educational and artistic programming.

With their gift of \$28 million, Eli and Edythe Broad saw the potential of bringing innovative architecture and inspirational art not only to the university population but also to the greater Lansing community.

www.broadmuseum.msu.edu



“Most museums, even wonderful places like the Metropolitan in New York or even the Guggenheim, you feel a certain reverence, silence, a sense of importance. Here, you feel the architectural wonder of it, but you don’t feel silence. You feel movement.”

—Michael Rush, founding director,
the Eli and Edythe Broad Art Museum at MSU



The Broad Art Museum at MSU

Longitudinal in form and oriented
on an east-west axis with a unique
building footprint ranging from
80 to 100 feet wide and from 200
to 320 feet long

46,000
square feet

Constructed of steel and concrete
with a pleated stainless steel and
glass exterior

More than 70 percent gallery and
art display space

Adjoined by an outdoor sculpture
garden and large pedestrian plaza



It's a new day at the Museum of Contemporary Art.

Three years after coming back from the brink of financial collapse, aided by a \$30 million challenge grant from The Broad Foundation, MOCA is back in a big way.

In just three years, MOCA has hired a new director, New York gallerist Jeffrey Deitch, recruited 25 new and returning trustees, tripled the value of its endowment and doubled its annual attendance.

MOCA mounted the first comprehensive U.S. museum survey exhibition of graffiti and street art, tracing the development of the art forms from the 1970s to today with an emphasis on the unique visual language in Los Angeles and New York. With installations by Banksy, Shepard Fairey, Fab 5 Freddy, Lee Quinones and Swoon, the show also included works by photographers and filmmakers who documented graffiti and street art culture.

Art in the Streets set an exhibition record for the museum, eclipsing *Andy Warhol Retrospective* (2002) and *© Murakami* (2007), with records also set for daily attendance and the final week of the show.

www.moca.org



Patti Astor at Keith Haring's Fun Gallery Show, 1983



Wild Style mural by Zephyr, Revolt, Sharp, 1983
 front: Doze, Frosty Freeze, Ken Swift; second row: Patti Astor, Fred Brathwaite, Lady Pink;
 back: Lil Crazy Legs, Revolt and Sharp; Directed by Charlie Ahearn, photo by Martha Cooper



“I’m very interested in seeing that art remains connected to emotion. It’s important that the museum conveys optimism to people, that the art we show stays connected to life.”

– Jeffrey Deitch, director of MOCA



Top
 LEE, *Lion's Den*, Lower East Side, New York City, 1980, photo by Martha Cooper

Bottom
 Chaz Bojorquez, *Señor Suerte tag with 'veterano/veterana' roll calls*, Arroyo Seco River, Los Angeles, 1975
 photo by Blades Bojorquez

The Broad Stage

Since it opened in 2008, The Broad Stage has become the little neighborhood performing arts center that has attracted top-name artists such as Mikhail Baryshnikov, Judy Collins, Joshua Bell, Esperanza Spalding and Anna Deavere Smith, who have played to full-house capacity night after night.

The 499-seat theater in Santa Monica, Calif., touts its ocean breezes, easy Westside access and, with a \$10 million programming endowment from The Eli and Edythe Broad Foundation, world-class performances ranging from dance to drama to classical and contemporary music.

The 2011–12 season will be The Broad Stage's fourth, featuring Thornton Wilder's "Our Town" with Helen Hunt and "The Comedy of Errors" from Shakespeare's Globe Theatre on its annual tour to the venue.

www.thebroadstage.com

"I couldn't believe in my neighborhood was such an exquisite place to work."

—Actress Helen Hunt



“We consider this venue an artist’s sandbox. It’s not just putting on shows. It’s about being part of our community.”

—Dale Franzen, artistic director,
The Broad Stage



2010/11 Grants: \$100,000–\$300 million

K–12 PUBLIC EDUCATION REFORM

Achievement First
After-School All-Stars
Alliance for College-Ready Public Schools
American Youth Policy Forum
Aspire Public Schools
California Charter Schools Association
Center for American Progress
Center on Reinventing Public Education
Central Michigan University Foundation
Charlotte-Mecklenburg Public Schools
Charter School Growth Fund
Chicago Public Schools
Children First Fund
Computers for Youth
Council of Chief State School Officers
D.C. Public Education Fund
District of Columbia College Access Program (DC-CAP)
Detroit Public Schools
Education Pioneers
Education Reform Now
Education Trust
EdVoice Institute for Research and Education
EXED, LLC
Foundation for Excellence in Education
Foundation for Newark's Future
Fund for Public Schools

Green Dot New York Charter School
Green Dot Public Schools
Harvard Graduate School of Education
Harvard University
Hope Street Group
Houston Independent School District
Inner City Education Foundation (ICEF)
James B. Hunt, Jr. Institute for Educational Leadership and Policy
Knowledge is Power Program (KIPP)
Los Angeles Unified School District
Michigan Education Excellence Foundation
Michigan State University, College of Education
Michigan State University, Broad College of Business
National Bureau of Economic Research, Inc.
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NBC/Universal Education Nation
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New Schools for New Orleans
New York City Department of Education
NewSchools Venture Fund
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Parent Revolution
Participant Foundation
Partnership for Public Service
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Rocketship Education
Scholarship Management Services

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Southern California Children's Scholarship Fund
Students First Foundation
Success Charter Network
Teach For America
Tennessee State Collaborative on Reforming Education (SCORE)
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University of California, Santa Barbara
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University of Michigan
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University of New South Wales
University of Nottingham
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THE ARTS

American Friends of Israel Philharmonic Orchestra
American Friends of the Israel Museum
Americans for the Arts
The Broad
The Broad Stage
California Museum for History, Women and the Arts
Cornell University
Detroit Institute of Arts
The Eli and Edythe Broad Art Museum at MSU
The J. Paul Getty Trust
The Juilliard School
Los Angeles Opera
Los Angeles County Museum of Art
The Museum of Contemporary Art, Los Angeles
The Museum of Modern Art
National Museum of American Jewish History
Sterling and Francine Clark Art Institute

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American Committee for the Tel Aviv Foundation
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Center for the Study of the Presidency and Congress
City Year, Inc.
The Jewish Federation of Greater Los Angeles
Los Angeles Police Foundation
Planned Parenthood Los Angeles
ProPublica Inc.
United Against Illegal Guns Support Fund
University of California, Berkeley
University Synagogue
William J. Clinton Foundation

The Broad Foundations Statement of Financial Position (unaudited)

as of September 30, 2011 (at fair value)

Assets	
Cash	\$ 163,000,000
Investments	1,736,000,000
Fixed Assets	2,000,000
Art Collection	592,000,000
Program Related Investments	7,000,000
Other Assets	8,000,000
Total Assets	\$2,508,000,000

Liabilities and Unrestricted Net Assets	
Grants Payable	\$ 578,000,000
Other Liabilities	4,000,000
Unrestricted Net Assets	1,926,000,000
Total Liabilities and Unrestricted Net Assets	\$2,508,000,000

The most recent financial statements audited by PricewaterhouseCoopers may be found at www.broadfoundation.org.

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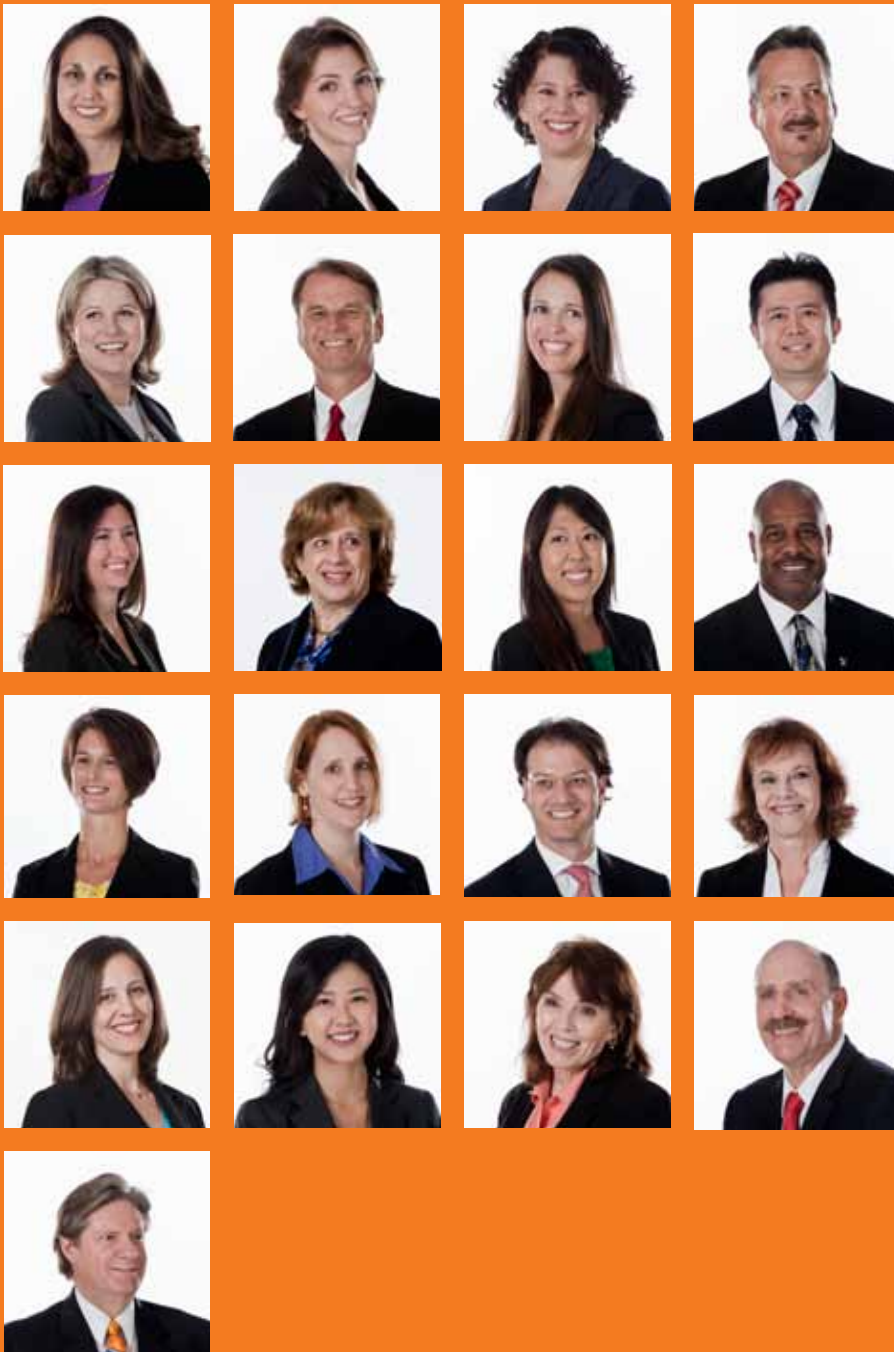
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*Not pictured



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The Broad Team

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Les Zoeller, Founder's Staff

*Not pictured

In 2011, Eli and Edythe Broad formalized their longtime intent to give away 75 percent of their net worth during or after their lifetimes.

The Broads were two of the first signatories of the Giving Pledge, an effort by Bill and Melinda Gates and Warren Buffett to encourage wealthy families to commit the majority of their wealth to philanthropic causes and charitable organizations.

Eli and Edythe Broad's commitment, in their own words, illustrates the generous spirit and disciplined thinking that guides their approach to philanthropy:

“Those of us who have been blessed with extraordinary wealth have an opportunity, some would say a responsibility—we consider it a privilege—to give back to our communities, be they local, national or global. Though neither of us was raised in an affluent family, our parents taught both of us the importance of giving back and helping others less fortunate.

We view charity and philanthropy as two very different endeavors. For many years, we practiced charity, simply writing checks to worthy

causes and organizations. Since leaving the world of commerce, we have engaged in what we term ‘venture philanthropy.’ We approach our grant-making activity with much the same vigor, energy and expectation as we did in business. We view our grants as investments, and we expect a return—in the form of improved student achievement for our education reform work, treatments or cures for disease in our scientific and medical research, and increased access to the arts.

Before we invest in something, we ask ourselves three questions that guide our decision:

- **Will this happen without us? If so, we don't invest.**
- **Will it make a difference 20 or 30 years from now?**
- **Is the leadership in place to make it happen?**

Philanthropy is hard work. Many people think it's easy to give money away. But we are not giving money away. We want our wealth to make a measurable impact. And after running two Fortune 500 companies, we're having more fun now—and working harder—than ever.”

“Philanthropy is hard work.”

—Eli Broad

“Philanthropy is fun.”

—Edythe Broad



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