

These annual awards recognize exceptional Foundation grantees and help ensure their sustainability. They continue MacArthur's tradition of encouraging creativity and building effective institutions to help address some of the world's most challenging problems.

Each year MacArthur makes grants to exceptional organizations that are key contributors to fields that are core to the Foundation's work. These organizations conduct important work, generate provocative ideas, reframe the debate, or provide new ways of looking at persistent problems. The Foundation makes a significant investment in these promising organizations so as to advance progress on some of society's most important problems, and also to help position these organizations for long-term growth and impact.

These grants are made to existing MacArthur grantees that are key to their fields and to the Foundation's goals for those fields, exhibit strong leadership and governance, have demonstrated impact

that is likely to continue into the future, and are ready to implement a plan for expansion or sustainability—not just of the programs but of the organization itself. The Foundation does not seek or accept external nominations for this award. Recipients are awarded one-time institution-building grants of between \$350,000 and \$1 million, depending on their budget size.

Institutional grants are different from two other types of grants commonly awarded by the Foundation: general operating grants, which support all of the program activities of an organization during a specific period of time, and project grants, which support specific programmatic activities. Unlike these types of grants, institutional grants are one-time infusions of capital intended to strengthen

an organization's operating and programmatic foundation so that it can continue its work well into the future.

Grantees use at least 80% of the award for a purpose that will provide the organization with ongoing stability or resources for growth, such as an endowment, an operating reserve, or a venture fund which can provide seed funding for new projects. Organizations can also use these funds for real estate to house office or program space in order to reduce recurring costs and improve or expand their programs. Organizations can use up to 20% of the grant for strategic planning, investments in technological infrastructure, training, or strengthening an internal function like development or communications.



2014 RECIPIENTS

CAMPAIGN LEGAL CENTER

Washington, DC
Using legal expertise to reduce the corrosive influence of money in politics

Public confidence in government is at record lows—due in part to a perception that the political system is distorted by the large amounts of money spent on campaigns. Money influences how elections are conducted, who wins elections, and often how elected officials set their priorities once in office.

The Campaign Legal Center is a nonprofit organization that represents the public interest in reducing the influence of money in the political system, strengthening voting rights, and regulating lobbying. Its work in the courts and before regulatory agencies and Congress strengthens the institutions and practice of American democracy.

Two prominent experienced lawyers—one Republican and one Democrat—lead the Campaign Legal Center and bring deep, nonpartisan legal expertise to questions of money in politics and voting rights. The small, highly influential organization seeks to expand the disclosure of campaign contributions and public financing programs at the state and local

levels to make fundraising less necessary for candidates running for elected office.

The Legal Center monitors and files comments before a variety of federal agencies and litigates when they fail to uphold existing laws related to campaign spending and lobbying. It also trains attorneys to challenge state laws and practices that unfairly prevent eligible citizens from voting, changes that are expected to increase in the wake of the Supreme Court's decision striking down a key provision of the Voting Rights Act.

The Campaign Legal Center has become a leader in public education about campaign finance, elections, political communications, and government ethics - often through innovative media engagement on these topics. It may be best known to the public for Campaign Legal Center President Trevor Potter's role in providing legal advice to political satirist Stephen Colbert. With Potter's assistance, The Colbert Report host established a Super PAC and related 501(c)(4) organizations. His entertaining programs helped educate the public about secret money in campaigns and non-enforcement of existing laws.

The Campaign Legal Center will use its \$750,000 MacArthur Award for Creative and Effective Institutions to build up its reserve fund and redesign its website.

NATIONAL HOUSING TRUST

Washington, DC
Preserving and improving affordable rental housing across America

It is becoming increasingly difficult for low- and moderate-income families to find quality, affordable rental housing in America. More than half of all Americans now pay more than 30 percent of their income for a place to live. Millions more pay as much as half of their earnings for rent. Organizations working to preserve and improve affordable rental housing must be creative to succeed in their mission.

The National Housing Trust plays a unique role as both policy advocate and developer, focused on preserving affordable rental housing. It works to ensure that privately owned rental housing remains part of the nation's affordable housing stock and is sustainable over time.

The Trust accomplishes its mission by both "thinking and doing." Unlike other organizations that focus exclusively on housing policy, the Trust also finances and develops affordable housing. So far, the Trust has acquired, renovated, and preserved more than 25,000 affordable rental homes throughout 41 states and the District of Columbia, thereby leveraging more than \$1 billion in project financing.

This practical experience gained from the Trust's development work informs its federal, state, and local policy initiatives,



making its policy actions more meaningful and practical to Congress and state housing finance agencies. In turn, the Trust's policy work helps ensure that real estate professionals continue to benefit from improved coordination of funding sources to support housing preservation transactions.

The National Housing Trust has significantly changed the way preservation deals get done. In Chicago, for example, The Trust partnered with local nonprofit Mercy Housing Lakefront to preserve 200 affordable rental homes. To complete the complicated transaction, National Housing Trust used its strong relationship with U.S. Housing and Urban Development (HUD) to develop an innovative finance solution that has since created a new means for affordable housing developers to engage with HUD on similar deals.

Recently, the National Housing Trust has become a leader in "green preservation," advocating for energy efficiency retrofitting of affordable housing throughout the United States. In leading a state-by-state campaign, it is convincing private utilities to provide funds to affordable housing developers to retrofit existing homes.

The National Housing Trust will use its \$1 million MacArthur Award for Creative and Effective Institutions to create an innovation fund, allowing it to invest in new business ventures that will generate additional revenue to support their policy work.

NATURESERVE

Arlington, VA
Providing the science for effective conservation of our environment

Conservation and protection of the Earth's land, natural resources, and biodiversity is a messy, complex business. Political boundaries and ecosystems don't easily align with the interests of conservationists, governments, businesses, and communities. As a result, measuring conservation progress can be difficult and collaborating on common goals can be hard to sustain without a network.



NatureServe is that network—a leader in guiding resources towards the places, species, and ecosystems in greatest need of protection and measuring the effectiveness of conservation actions. Its more than 1,000 scientists, information technology experts, and other professionals manage, synthesize, and analyze species and habitat data; create reliable scientific knowledge about biodiversity for use by experts and policymakers; and provide conservation and resource managers with useful data, tools, and expertise.

The organization serves as the hub of an international, public-private network of biological inventories that operate across much of Central and South America, and throughout North America. It also lends its expertise in Asia and Africa through growing networks of scientific agencies, universities, and nongovernmental organizations.

In one innovative example of its work, NatureServe is developing a user-friendly web application—or "dashboard"—for conservation monitoring in the Asian Mekong Basin, the African Great Lakes, and the Tropical Andes. This online tool visualizes key biodiversity indicators and tracks their change over time, showing which on-the-ground activities have the greatest impact toward achieving conservation and development targets in each region.

NatureServe's work helps civil society, governments, and private companies establish benchmarks and make effective decisions about environmental stewardship. By responding to more than six million data queries each year, the

NatureServe network informs land use and natural resource management decisions that guide conservation to the most important places and diminish harmful impacts on biodiversity.

NatureServe will use its \$1 million MacArthur Award for Creative and Effective Institutions to accelerate and implement a new, five-year strategic plan that includes expanded monitoring and evaluation to increase the effectiveness of conservation action.

PROPUBLICA

New York, NY Investigative journalism with real impact

Investigative reporting is one of the most expensive and time-consuming forms of journalism, yet it is a vitally important function of the press in a democratic society. As news organizations have undergone tremendous financial upheaval in recent years, many have lost the resources required to fulfill the traditional role of investigative journalism, an important way of rooting out corruption in society and maintaining an informed citizenry.

ProPublica creates high quality, in-depth investigative journalism with a team of 40 working journalists. It has kept what is important about traditional journalism—accuracy, fairness, verification—and applied new technologies and tools to amplify and disseminate its reporting.

The five-year-old nonprofit investigative reporting group has become a leading collaborator with other news organizations in an industry once famous for its

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competiveness. It regularly collaborates with and contributes reporting to dozens of news partners, including *The New York Times*, *The Guardian*, NPR, This American Life, and a variety of broadcast outlets and regional and local newspapers.

ProPublica's early reports on the dangers of natural gas drilling, or fracking, helped spark more critical attention and widespread debate on the issue. Its reporting on fraudulent financial activities that exacerbated the effects of the 2008 economic crisis has helped inform government investigations. In 2013, its reporting with PBS FRONTLINE on assisted living revealed an industry subject to minimal state regulations and no involvement by federal officials.

ProPublica has developed a reputation for expertise in key areas such as health, the environment, and financial issues. It has plans to expand its capacity to report on additional issues such as cyber security, immigration, child welfare, and the business of sports.

ProPublica will use its \$1 million MacArthur Award for Creative and Effective Institutions to build its cash reserve, laying the groundwork for reporting on more issues.

THE CITIZEN LAB

Toronto, Canada Pioneering new ways to expose and reduce human rights abuses in cyberspace

The battle for freedom of expression and access to information has moved online, even while it continues offline. Although the pushback against human rights organizations and journalists by repressive governments is well documented, the use of powerful new technologies by some governments to track online activities of journalists and activists in order to stifle their voices is just beginning to come to light.

The Citizen Lab, which is based at the Munk School of Global Affairs at the University of Toronto, is an interdisciplinary laboratory that operates at the intersection of human rights, global security, and the digital world. The Lab develops new approaches for researching and documenting information controls—such as network surveillance and censorship—that impact the openness and security of the Internet and that pose threats to human rights.

Through its evidence-based, policyrelevant research, The Citizen Lab helps human rights and other nonprofit organizations monitor the exercise of political power by governments in cyberspace and the human rights abuses that can result. Its research combines technical investigations, such as digital forensics, reverse engineering, and network measurement, with field research, legal policy analysis, and advanced data analysis and visualization to better understand digital information controls.

The power and relevance of The Citizen Lab's work has been illustrated in ground-breaking reports that exposed monitoring activities and privacy breaches by governments and other entities, including a report exposing Chinese malware, or malicious software, that infiltrated high-profile political, economic, and media organizations in 103 countries.

The Lab's work is impacting Internet policymaking in countries including the U.S., Canada, and Mexico, and in the European Union. For example, after the Lab published a 2011 report documenting Syria's use of Internet filtering and surveillance devices made by Silicon Valley-based Blue Coat Systems, the company announced it would no longer "provide support, updates, or other services" to its devices in Syria. The U.S. government subsequently fined a company based in the United Arab Emirates \$2.8 million for purchasing Blue Coat products and exporting them to Syria without a license. The Lab also has published reports about the use of European-made surveillance software in countries with poor human rights records such as Turkmenistan, Egypt, and





Bahrain. These reports are being used to advance legal and policy inquiries in the United Kingdom about whether export laws were violated.

The Citizen Lab will use its \$1 million MacArthur Award for Creative and Effective Institutions to create an endowment and extend its communications and outreach activities.

UNIVERSITY OF CHICAGO CRIME LAB

Chicago, IL
Using evidence to reduce crime and violence

Scientific research has dramatically changed our understanding of what drives human behavior, and of the social conditions that represent a risk for or protection against crime and violence involvement. These insights can inform policy innovations that reduce crime and violence and yield long-term social progress.

The University of Chicago Crime Lab provides scientific evidence about the effectiveness and impact of strategies to reduce violence and crime, with a particular focus on programs informed by research into human behavior. At a time when public sector resources are scarce, Crime Lab's ultimate goal is to provide the highest quality evidence to inform policymakers about which strategies do the most social good per dollar spent.

Crime Lab's empirical approach to evaluation combines cost-benefit analysis with randomized control trials to assess program efficacy and cost. Such trials are the standard for testing innovations in medicine, yet Crime Lab is a leader in expanding the use of this scientific approach to the crime and social policy fields. Crime Lab has used these trials to evaluate programs ranging from Wisconsin's efforts to improve the success of ex-offenders re-entering normal life to New York City's use of behavioral economics research to design environments that encourage pro-social behavior among people on probation.

Crime Lab has applied its approach to a range of social challenges in Chicago, including gun crime, school dropout rates, and programs to reduce violence involvement. Crime Lab's evaluation of Chicago's "Becoming a Man" mentoring program, developed by Youth Guidance and World Sport Chicago, found that it decreased violent crime arrests of participants by 44 percent. Crime Lab is collaborating with criminal justice agencies including the Chicago Police Department to identify and interrupt sources of crime guns, and the U.S. Department of Justice to study the effects of placing more police on city streets.

As the push for evidence-based policy decision-making strengthens and the appetite for concrete program evaluations grows, Crime Lab is expanding its reach, working with agencies from Chicago to New Orleans to New York, and has been contacted by international partners to engage in new work beyond the United States.

Crime Lab will use its \$1 million MacArthur Award for Creative and Effective Institutions to establish an innovation fund, develop new research methods, and seed new research projects.

WOMEN'S RIGHTS ADVANCEMENT AND PROTECTION ALTERNATIVE

Abuja, Nigeria
Promoting and protecting the rights of
Nigerian women

Nigerian women face myriad threats to and violations of their fundamental human rights, including unequal access to education and employment; yet, access to justice is hampered by poverty, ignorance, cultural- and faith-based inhibitions, cost, and corruption in the administration of justice.

Women's Rights Advancement and Protection Alternative (WRAPA) works to promote and protect the rights of Nigerian women within the three legal systems that govern their lives: customary, common, and Sharia law. Its work betters the lives of individual women and seeks systemic changes to help all Nigerian women now and in the future.

Helping 15-30 women every day at the national and state levels, WRAPA takes a holistic approach that combines the provision of legal defense, public education, shelter, and skills and literacy training. Its membership of more than 15,000 men and women provides a powerful network of actors that can be mobilized to support the organization's efforts within government and local



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communities. WRAPA's deep knowledge of and involvement in the Nigerian legal systems enables it to confront discriminatory cultural practices and processes that have become embedded in Nigerian law.

WRAPA has shown effective leadership in advocating for women's rights on some of the most controversial and critical issues affecting the lives of Nigerian women, including consent to marriage and a woman's right to custody after divorce, which is not guaranteed to women in the country. It has successfully represented women in high-profile cases that involved invoking due process in appealing harsh punishments under Sharia law.

Research by WRAPA informed the development of a set of resolutions by 84 government and Muslim leaders in Northwestern Nigeria that seek to advance women's rights under Sharia law, with a particular focus on support for a woman's consent to marriage and the financial responsibilities of divorced men toward their children and former wives. Uptake of the resolutions is gaining traction, with important policy changes recently enacted in the states of Kano and Kaduna that serve to protect women's rights in divorce and marriage. In both situations, WRAPA is working closely with state governments to ensure effective policy change and implementation.

WRAPA will use its \$750,000 MacArthur Award for Creative and Effective Institutions to complete development of a resource center that will house a hostel and transit shelter for abused women and girls, as well as an office, library, and auditorium.

PAST RECIPIENTS

ACCESS TO JUSTICE *Lagos, Nigeria*Defending the rule of law in Nigeria (2009)

ACTION HEALTH INCORPORATED Lagos, Nigeria
Protecting the sexual and reproductive health of young Nigerians (2007) ACTION RESEARCH & TRAINING FOR HEALTH

Rajasthan, India

Improving maternal, neonatal, and child health among India's marginalized (2010)

ALBERTINE RIFT CONSERVATION SOCIETY Kampala, Uganda

Championing collaborative conservation in the heart of East Africa (2012)

AMERICAN DOCUMENTARY (POV) Brooklyn, NY

Sparking conversation and engagement beyond the screen (2013)

ARMS CONTROL ASSOCIATION Washington, DC

A watchdog and advocate for preventing nuclear proliferation and nuclear terrorism (2010)

BAY AREA VIDEO COALITION San Francisco, CA

An innovator in media and technology for the public good (2010)

BUSINESS AND PROFESSIONAL PEOPLE FOR THE PUBLIC INTEREST Chicago, IL

Transforming Chicago communities by combating urban poverty (2012)

CARIBBEAN NATURAL RESOURCES INSTITUTE (CANARI)

Laventille, Trinidad and Tobago

Creating partnerships for effective conservation (2009)

CARNEGIE MOSCOW CENTER

Moscow, Russian Federation

Producing impartial analysis of Russian
politics and policy (2012)

CENTER FOR INDEPENDENT SOCIAL RESEARCH

St. Petersburg, Russian Federation Building the field of social policy research in Russia (2009)

CENTER FOR INVESTIGATIVE REPORTING Berkeley, CA
Changing the world through investigative

Changing the world through investigative reporting (2012)

CENTER FOR NEIGHBORHOOD TECHNOLOGY Chicago, IL Pioneering practical innovation (2009) CHICAGO COMMUNITY LOAN FUND Chicago, IL

Defending American consumers (2012)

CENTER FOR RESPONSIBLE LENDING

Providing capital to revitalize communities (2009)

CHICAGO REHAB NETWORK Chicago, IL

Chicago's leading voice for affordable housing (2006)

CHILDREN AND FAMILY JUSTICE CENTER AT NORTHWESTERN UNIVERSITY

Chicago, IL

Durham, NC

Making the justice system fair for children and families (2013)

CLEEN FOUNDATION

Lagos, Nigeria

Building trust between the police and the people in Nigeria through improved police accountability (2006)

COMMUNITY INVESTMENT CORPORATION Chicago, IL

Revitalizing rental housing through innovative financing (2012)

CONSERVATION STRATEGY FUND Sebastopol, CA Using economic principles to protect the environment (2012)

CRISIS ACTION

London, United Kingdom

Mobilizing coalitions in response to violent conflicts (2012)

FAMILY CARE INTERNATIONAL

New York, NY

Making pregnancy and childbirth safer

(2013)

FUNDACION PARA LA SOBREVIVENCIA DEL

PUEBLO COFÁN *Quito, Ecuador*Changing the world through investigative

Changing the world through investigative reporting (2013)

FUNDAR: CENTRO DE ANÁLISIS E INVESTIGACIÓN Mexico City, Mexico Applying independent research and analysis to improve public policy in Mexico (2006)

FURMAN CENTER FOR REAL ESTATE AND URBAN POLICY AT NEW YORK UNIVERSITY

New York, NY

Empowering indigenous women in Mexico (2012)

GIRLS' POWER INITIATIVE Calabar, Cross River, Nigeria Empowering Nigerian girls to reach their potential (2012)

HOUSING PARTNERSHIP NETWORK Boston, MA

Collaboration and entrepreneurship to help house America (2013)

INDEPENDENT COUNCIL OF LEGAL EXPERTISE

Moscow, Russian Federation Promoting the rule of law and international human rights standards in Russia (2006)

INSTITUTE FOR SECURITY AND DEMOCRACY

Mexico City, Mexico

Reforming police, strengthening democ-

INSTITUTE OF LAW AND PUBLIC POLICY Moscow, Russian Federation
Championing constitutional and legal reform in Russia (2007)

racy in Mexico (2007)

civil society (2012)

INTERNATIONAL CENTER FOR NOT-FOR-PROFIT LAW Washington, DC Ensuring safe legal space to strengthen

INTERNATIONAL RIVERS

Berkeley, CA

Protecting rivers and the rights of communities (2013)

JUVENILE LAW CENTER

Philadelphia, PA

Building a fairer and more effective

juvenile justice system (2008)

KARTEMQUIN FILMS

Chicago, IL Filming documentaries, changing society (2007)

KAZAN HUMAN RIGHTS CENTER Kazan, Russian Federation Defending the rule of law in Russia (2008) KNOWLEDGE ECOLOGY INTERNATIONAL Washington, DC

Advancing the public interest in intellectual property policy (2006)

LEGAL DEFENCE AND ASSISTANCE PROJECT Lagos, Nigeria Reforming Nigeria's criminal justice system (2008)

MAHILA SEWA TRUST

Ahmedabad, India

Empowering women through self-sufficiency and social security (2009)

MOSCOW HELSINKI GROUP Moscow, Russian Federation Leading human rights advocacy in Russia (2012)

THE MOTH
New York, NY
Sharing humanity's stories one person at a time (2012)

NATIONAL ALLIANCE OF LATIN AMERICAN AND CARIBBEAN COMMUNITIES Chicago, IL
The voice of Latin American and Caribbean immigrants across borders

NATIONAL HOUSING CONFERENCE AND CENTER FOR HOUSING POLICY Washington, DC Reshaping the national housing policy agenda (2009)

(2010)

NATIONAL HOUSING LAW PROJECT Oakland, CA Advocating housing justice for America's most vulnerable (2007)

NATIONAL JUVENILE DEFENDER CENTER Washington, DC Giving a voice to children by supporting juvenile defenders (2012)

NETWORK

Chicago, IL

Helping formerly incarcerated residents in one of Chicago's poorest neighborhoods

NORTH LAWNDALE EMPLOYMENT

build a better future (2006)

PERUVIAN SOCIETY FOR ENVIRONMENTAL LAW Lima, Peru Sharing legal expertise to protect biodiversity in Peru (2006)

PROJECT MATCH
Chicago, IL
Supporting and encouraging self-sufficiency (2008)

PUBLIC RADIO EXCHANGE Cambridge, MA Reinventing public media for a digital age (2008)

REALBENEFITS

Boston, MA

Providing software to human services organizations with extensive contact to low-income families (2006)

RED NACIONAL DE DERECHOS HUMANOS (RED TDT) Mexico City, Mexico Networking Mexico's human rights advocates for greater impact (2012)

REDRESS
London, United Kingdom
Seeking justice for survivors of torture
and other serious human rights abuses
(2010)

RESOURCES HIMALAYA FOUNDATION Kathmandu, Nepal Protecting biodiversity where earth meets sky (2007)

ROYAL SOCIETY FOR PROTECTION OF NATURE Thimphu, Bhutan Protecting Bhutan's rich biodiversity (2010)

SANGATH
Goa, India
Transforming community health and mental health programs (2008)

SARGENT SHRIVER NATIONAL CENTER ON POVERTY LAW Chicago, IL Fighting poverty through legal aid, advocacy, and education (2010)

SIN FRONTERAS
Colonia Roma, Delegación Cuauhtemoc,
Mexico
Protecting Mexico's migrants and
refugees (2013)

SOCIAL AND ECONOMIC RIGHTS ACTION CENTER Lagos, Nigeria Protecting the social and economic rights of marginalized people in Nigeria (2010)

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SOCIEDAD MEXICANA PRO DERECHOS DE LA MUJER

Mexico City, Mexico

Empowering indigenous women in Mexico (2010)

SOCIETY FOR EDUCATION, ACTION, AND RESEARCH IN COMMUNITY HEALTH Gadchiroli, India

Tailoring community-based healthcare to address the unique challenges of India's rural poor (2006)

SOCIETY FOR EDUCATION WELFARE AND ACTION - RURAL

Jhagadia, India

Saving the lives of mothers and their babies in India (2007)

SOCIO LEGAL INFORMATION CENTRE New Delhi, India

Ensuring legal rights for the marginalized in India (2013)

SOUTHWEST ORGANIZING PROJECT Chicago, IL

Empowering neighbors to transform communities (2013)

THE STIMSON CENTER

Washington, DC

Applying analysis and outreach to address global security challenges (2013)

STORYCORPS

Brooklyn, NY

Preserving and sharing the stories of our lives (2013)

TANY MEVA FOUNDATION Antananarivo, Madagascar Balancing conservation and human needs on the "eighth continent" (2008)

TLACHINOLLAN, CENTRO DE DERECHOS HUMANOS DE LA MONTAÑA Guerrero State, Mexico Protecting the rights of the vulnerable in Mexico (2008)

TOBIN PROJECT Cambridge, MA

Building a new model for policy-relevant research (2013)

USHAHIDI Nairobi. Kenva Crowd sourced maps that advance human rights (2013)

URBAN-BROOKINGS TAX POLICY CENTER Washington, DC

Analyzing how tax policy impacts people (2010)

W. HAYWOOD BURNS INSTITUTE San Francisco, CA

A data-driven advocate for juvenile justice reform (2010)

WOMEN OF THE DON REGION Novocherkassk, Russian Federation Protecting human rights and advancing police reform (2009)

WOODSTOCK INSTITUTE

Chicago, IL

Increasing and protecting financial assets of low-income people and communities (2007)

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About the MacArthur Foundation

The John D. and Catherine T. MacArthur Foundation supports creative people and effective institutions committed to building a more just, verdant, and peaceful world. In addition to selecting the MacArthur Fellows, the Foundation works to defend human rights, advance global conservation and security, make cities better places, and understand how technology is affecting children and society.

For more information or to sign up for news and event updates, please visit www.macfound.org.

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