Proposal: The Center for International Peace and Justice at CUNY School of Law

Submitted by:

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Introduction

This is a proposal to establish the Center for International Peace and Justice (CIPJ) at CUNY School of Law. The mission of the CIPJ would be to graduate outstanding servants of international peace and justice, attorneys equipped with the experience and expertise to develop into leaders in the field. The CIPJ would also support advocacy for international peace and justice in partnership with communities locally and around the world, with the goal of making lasting change to enhance equality, sustainability, and the rule of law.

The unique mission of CUNY School of Law is to educate lawyers to advance social justice. Our graduates serve the least advantaged communities; they address systemic injustices and defend the interests of those whose voices are ignored in the design and execution of public policy. The mandate for the CIPJ would be to prepare students for work that globalizes this same model of public interest advocacy, working on behalf of the disempowered and underprivileged both locally and throughout the world.

The inspiration for a CIPJ at CUNY School of Law is drawn from the life of the late Theodore Sorensen, who made an indelible mark on the international stage as advisor and speechwriter to President John F. Kennedy. (Sorensen was perhaps best known for authoring Kennedy’s letter to Nikita Khrushchev that helped avert nuclear war between the United States and the Soviet Union during the 1962 Cuban missile crisis.) In private practice at Paul, Weiss in the decades that followed, he championed democracy and development in regions around the world. Upon the publication of his best-selling memoir, Counselor, when he was 80 years old, Ted Sorensen said that he hoped he would be remembered as “a servant of peace and justice.”

After Sorensen’s death in 2010, CUNY Law School’s Board of Visitors Chair Steve Rosenfeld, a former law partner of Sorensen’s, suggested that we consider developing at CUNY School of
Law a lasting tribute to his friend. With the support and enthusiasm of Sorensen’s spouse, Gillian Sorensen, a senior advisor at the United Nations Foundation, and his daughter, Juliet Sorensen, a clinical professor at Northwestern Law’s Center for International Human Rights, and in consultation with a wide group of advisors, we have been developing the concept for such a center focused on the work we do at CUNY Law in international peace and justice. That group of advisors, who have provided insight and guidance, has included:

- Penny Andrews, Dean, Albany Law School,
- Andrea Shapiro Davis, Special Advisor to the Mayor and Executive Director of the New York City Commission on Women’s Issues,
- Charles R. Halpern, founding Dean, CUNY School of Law, former Chair of the Board of Trustees, Demos, and Scholar-in-Residence, UC Berkeley School of Law,
- Bob Herbert, journalist and former op-ed columnist, *New York Times*,
- Chris Jochnick, Director of private sector engagement, Oxfam America,
- Ruben Kraiem, Trustee, Natural Resources Defense Council, and partner, Covington & Burling,
- L. Camille Massey, Vice President, Council on Foreign Relations, and CUNY Law alum,
- Gay McDougall, MacArthur Foundation Fellow, former Executive Director, Global Rights, and former United Nations Independent Expert on Minority Issues,
- Roger Normand, co-founder and former Executive Director, Center for Economic and Social Rights, and
- Lois Whitman, founder and former Director, Children’s Rights Division at Human Rights Watch, and member, CUNY Law Board of Visitors.

Our intention is to name the Center for International Peace and Justice at CUNY School of Law after Ted Sorensen, once we have raised the $2.5 million that CUNY requires in order to name a Center after an individual. To date, we have raised approximately $1.1 million in pledges and gifts toward a permanent endowment for the Sorensen Center for International Peace and Justice at CUNY School of Law.

The project to name a CIPJ after Ted Sorensen has captured the keen interest of CUNY Chancellor Matthew Goldstein. The Chancellor himself assists the Dean with top-level fundraising for the CIPJ. The Chancellor has also tasked Dave Fields with being his envoy to the project. Finally, the Chancellor has offered to fund a line for the Executive Director of the CIPJ on an ongoing basis, once the faculty approves of the establishment of the CIPJ.

We are proposing the establishment of the CIPJ so that we may recruit an Executive Director and commence fundraising for the operational expenses of the CIPJ. This will allow us to strengthen our efforts to reach the amount necessary to name the CIPJ after Sorensen and enable us to begin the vital programming of the CIPJ, which will enhance our ability to recruit students and enhance our students’ ability to secure employment.
Background

From the South Bronx to displacement camps in Port-au-Prince, the problems of neighborhoods, cities, and states increasingly have roots in distant parts of the world. Emerging global issues like climate change, human trafficking, and food insecurity intersect with economic globalization to impact marginalized communities, engendering complex human rights abuses. Jobs are created or destroyed because of changes in supply and demand in a global workforce. Manufacturing is dependent on materials sourced halfway around the world, and daily goods are produced in facilities whose labor and safety standards are set by forces beyond any one nation’s borders. With local decisions increasingly driven by demand signals generated by distant consumers, the relentless logic of global markets undermines democratic processes and reinforces structural inequality on the local and global scale. The environment – the very stability of the climate and human exposure to catastrophic events – often depends on the unfettered discretion of transnational private actors.

At the same time, technology has created new levers for action across frontiers. Knowledge that only a decade ago was restricted to the few can now be obtained online and communicated instantly to vast networks. Activities and advocates can form virtual communities across time zones to support community-based organizations working for positive change in remote locations around the world. Innovative alliances that transcend borders to end injustices can translate into local gains for communities. These emerging alliances can be harnessed to create a new international advocacy space, one in which it is possible to work from the perspectives of those most impacted by global forces, and to do so in relation to the broader framework of social justice.

CUNY School of Law has a long and distinguished history of social justice work in the international realm. In recent years, CUNY Law School faculty, students, and alumni have worked to promote international peace and justice through:

- Engagement in major initiatives at the United Nations and collaboration with international tribunals, including the International Criminal Court and the International Tribunal for Rwanda. For example, the late Professor Rhonda Copelon was instrumental in the establishment of the Gender Caucus of the International Criminal Court.

- Student internships and fellowships with international NGOs, U.N. human rights bodies and supreme courts. International internships have included placements at the Irish Refugee Center, the Domestic Violence Coalition of Botswana, the Public Interest Advocacy Center (Australia), the Legal Resources Center (South Africa), the Center for Reproductive Rights (Nepal), Women’s Link Worldwide (Colombia and Spain), and the Liberian Truth and Reconciliation Commission. We have also placed a number of students as summer interns with Judges of the High Court of South Africa and the County Court of Melbourne, Australia, and with members of U.N. Treaty Bodies, including the Committee Against Torture and the Human Rights Committee.
• Missions to investigate civil and human rights violations and access to justice initiatives in India, Gambia, Spain, South Africa, Australia, China, Haiti, Colombia, Guatemala, and here in the United States through our clinics and Community Legal Resource Network (CLRN). Most recently, IWHR has worked with community-based organizations in Haiti in utilizing international and regional forums to challenge the government’s failure to protect women in displacement camps from sexual violence and to provide technical and strategic assistance in mobilizing support for responsive legal reform. IRRC has also litigated cases in domestic courts challenging the U.S. government’s extraterritorial detention and military practices.

• Faculty exchanges to host national and international human rights leaders. For example, leaders visiting CUNY Law have included Judge Navi Pillay, formerly of the International Criminal Court and now head of the United Nations Commission on Human Rights, Justice Richard Goldstone, former Prosecutor of the International Criminal Tribunal for Yugoslavia, and Kiran Bedi, Indian prison reform leader and winner of the 2005 Mother Teresa Memorial National Award for Social Justice.

The 2007 CUNY Law School Protocol for the Development of Centers provides that a proposal for a new Center must report, “Whether a Center leverages existing programs or creates new ones, or some combination of the two.” The CIPJ would both create a new program and would leverage existing programs. As a new program, the CIPJ would deepen and extend the vibrant tradition of international peace and justice work at CUNY School of Law. The Center would partner with faculty, students, staff, and alumni associated with IWHR, IRRC, CLRN, and CUER, as well as other faculty and students at CUNY Law, on a range of activities.

CIPJ Activities

The CIPJ will establish CIPJ Fellowships for students committed to international justice, host CIPJ conferences and lectures, establish a CIPJ Scholars-in-Residence program, and offer annual CIPJ Retreats on Communications for Peace.

**CIPJ Fellowships:** CIPJ Fellows will enjoy full-tuition scholarships to CUNY Law, two fully funded summer fellowships to engage in international peace and justice work in the field, annual retreats on communications for peace during our winter intercessions, and the ability to conduct research and develop conferences and lectures with the CIPJ Executive Director and other faculty.

CIPJ Fellows will be recruited to apply to the Law School and then selected from among admitted students. Criteria for the CIPJ fellowship will include: a commitment to the goals of the CIPJ; experience in peace and justice work in the United States or abroad; academic achievement; excellent communication skills; the ability to contribute to the diversity of the legal profession; and exceptional leadership potential. The Executive Director of the CIPJ, the Director of Admissions, and the team of CUNY Law faculty
advisors will function as the selection committee for CIPJ Fellows, once candidates have been admitted to the Law School.

The CIPJ will begin with up to five fellows initially, depending on the availability of philanthropic funds. The hope is that the CIPJ would obtain external funding for up to 10 CIPJ fellows each year. To phase the program in, the CIPJ may offer CIPJ Fellowship opportunities to current 1L, 2L, or 3L students, as appropriate and as funding allows.

CIPJ Fellows will enjoy free tuition at CUNY Law for the duration of their fellowship and the opportunity to work with faculty as research assistants on human rights and other international peace and justice projects.

In addition, summer fellowships are a key part of the CIPJ Fellows program. Fellows will receive guaranteed funding and placement in human rights internships in leading global NGOs, government or government-sponsored programs, or the United Nations, offering a chance for real-world engagement. Summer internships could also include work with U.S.-based organizations whose work has international impact or roots, e.g. those working on trafficking, cross-border pollution, or other domestic issues where lawyers are deploying human rights strategies.

Longer term, the CIPJ would work to develop funding for paid peace and justice summer internships for members of the general student body who were not CIPJ Fellows. The selection process for these fellowships would be the same as other summer public interest fellowships distributed through the School’s Scholarship Committee.

These summer internships will enhance students’ educations and employment opportunities post-graduation, and will have a positive influence on communities and human rights advocacy on the ground. Students’ classroom learning will thereby be combined with field experience that engages in research, provides technical expertise, and spearheads justice initiatives in regions of critical need.

**CIPJ Conferences and Lectures:** The CUNY Law School community is a trans-generational collaboration among faculty, students, and alumni who populate the School and then rise to leadership positions in the larger public interest legal world. Conferences and lectures sponsored by the CIPJ will engage with the most prominent legal scholars, jurists, policymakers, and community-based advocates, as well as key members of movements built from the ground up. They will also be markedly accessible, with an aim to educate and support all the students at CUNY Law.

The CIPJ will partner with legal and human rights organizations engaging with key issues, and the people most affected by these issues, in developing these conferences and in engaging in a needs assessment about how they may best serve the lives of people impacted by the issues participants examine. It may also integrate the policy recommendations of the conferences by having CIPJ Fellows working in the regions
upon which the conferences are focused and encouraging CIPJ Scholars-in-Residence and other conference participants to continue to engage in social justice work on those issues. These conferences will, therefore, be designed to lead to lasting change.

The CIPJ will alternate annually between hosting conferences and lectures. Conferences would be full-day or multi-day events with multiple speakers and activities, whereas lectures would be offered as individual speaker events, usually given by the CIPJ Scholar-in-Residence (described below). Given our ongoing work at CUNY Law and the interests of our students, the focus of conferences and lectures may include:

- Developing, defending, and applying international human rights standards and the rule of law to the conduct of global actors, including the U.S. government,
- Enhancing women’s rights, children’s rights, LGBT rights, and gender justice,
- Expanding environmental protection and sharpening sustainability policy,
- Improving the conditions and rights of indigenous peoples,
- Preventing regional conflict and fostering peace initiatives,
- Protecting the interests of vulnerable populations, including minorities and those who are accused of crimes and/or incarcerated,
- Boosting fair labor and safety standards across borders,
- Fostering international corporate social responsibility and consumer protection,
- Constraining private multinational enterprises within democratic processes, and
- Advancing the responsibility of NGOs, governments, businesses, and their lawyers.

The CIPJ will publish conference proceedings and advance policy recommendations to appropriate audiences (e.g., law makers, Special Rapporteurs), so as to enhance their impact.

- **CIPJ Scholars-in-Residence:** CIPJ Scholars-in-Residence will be selected for short- and medium-term residencies from among outstanding leaders and advocates for international peace and justice. The Executive Director of the CIPJ and the team of CUNY Law faculty advisors will function as the selection committee for CIPJ Scholars-in-Residence. During the years between conferences, the Scholars-in-Residence will deliver the CIPJ Lecture, teach classes, organize and host meetings on relevant issues, and mentor students.

As a condition of appointment, the CIPJ Scholars-in-Residence will author an article or essay for publication in the *CUNY Law Review* or an external scholarly publication, acknowledging their positions as CIPJ Scholars-in-Residence.

The CIPJ Scholars-in-Residence program will build on CUNY Law’s long tradition of hosting peace and justice experts at the School. These visiting positions have enabled a succession of lawyers, scholars, jurists, and activists to bring their experiences and insight to our classrooms. Many have come as holders of the W. Haywood Burns Chair, a position named for the late Dean of CUNY Law.
The distinguished visitors to CUNY Law have included Judge Albie Sachs of the Constitutional Court of South Africa, who helped lead the struggle for democracy in his country; Dean Spade, founder of the Sylvia Rivera Law Project, which provides free legal services to transgender, intersex, and gender non-conforming people; Judge Nathaniel R. Jones of the U.S. Court of Appeals for the Sixth Circuit and former General Counsel of the NAACP; and Eric K. Yamamoto, counsel to Fred Korematsu in the successful reopening of his WWII Japanese-American internment case.

Unfortunately, due to the difficult economy, state funding for the Haywood Burns Chairs was eliminated. The CIPJ Scholars-in-Residence Program would revive our tradition of having experts in the civil rights and international human rights fields visit in residence at the Law School.

- **CIPJ Retreat on Communications for Peace:** During the Law School’s winter intercession, the CIPJ will hold an annual retreat on communications for peace. These intensive seminars will be open to CIPJ Fellows, other CUNY Law students, CUNY Honors College students, and CUNY graduate students and faculty throughout the CUNY system, as well as practitioners working in the field of international peace and justice.

The two-day retreat will begin with the letter to Soviet leader Nikita Khrushchev that Ted Sorensen wrote for President Kennedy, which is credited with averting nuclear war during the Cuban missile crisis. Students will then focus on a series of other extraordinary documents and speeches that changed the course of history toward peace. The retreat will work to identify those aspects of the language that make them exceptional instruments for peace, and ask how to use this knowledge for effective advocacy in our own social justice work.

**Enhancements to the Law School**

The Centers Protocol indicates that a proposal to the faculty for a new Center should include “a discussion of how such a project might enhance a range of important areas of the Law School program, including our mission, our curriculum, admissions and recruitment opportunities, public interest service opportunities for faculty and students, internships and research opportunities, post-graduate employment opportunities for recent alumni, our scholarly reputation, and our public interest reputation.” The Protocol continues: “A Center need not enhance all these areas, of course; a proposal should simply identify what strengths a Center would bring to the institution as a whole.”

The greatest strengths of the Center for International Peace and Justice at CUNY School of Law are that it would enhance our admissions and recruitment opportunities, our post-graduate employment opportunities, and our public interest reputation.
Enhancing Our Admissions and Recruitment Opportunities: The Center on International Peace and Justice at CUNY School of Law will enhance our admissions and recruitment opportunities in two ways. It will attract outstanding students for the CIPJ Fellowships, and it will make the Law School more attractive to social justice-minded applicants.

First, the CIPJ Fellowships will be quite attractive to Law School applicants. They will include a full-tuition scholarship and two paid summer international fellowships for work in the field. They will offer the opportunity to work closely with the CIPJ Executive Director developing conferences and lectures, as well as participating in research with faculty engaged in international peace and justice work. They will attract students who have experience in – and a commitment to – international peace and justice. These are the kind of students we want at CUNY Law, and the CIPJ will greatly attract them to us.

Second, the CIPJ will enrich the atmosphere of the Law School, as a whole, by providing deeper exposure to global problems and the ways in which local communities and national and international governments and legal systems respond. There is a significant number of students who come to CUNY interested in international human rights, who will benefit from CIPJ programming. All students will gain opportunities to examine how local issues are influenced by global forces and to consider ways to enrich their advocacy through the use of human rights law and institutions, and to build relationships and share best practices with communities working on similar issues in other countries.

The CIPJ is an expression of our public interest mission and would be featured in our recruitment materials and on the web. It is likely that the CIPJ would develop a strong web presence and reputation for human rights’ reports and influence on the ground, which would attract to our School prospective students with public interest commitments.

Enhancing Our Post-Graduate Employment Opportunities: The CIPJ will enhance our post-graduate employment opportunities. Providing CIPJ Fellows with paid summer fellowships in the field of international peace and justice will give them more connections and a greater ability to find work once they graduate. Students will gain exposure to social justice work done by a range of people and organizations in the field. It is not just CIPJ Fellows who will benefit. All students at CUNY Law will have enhanced exposure to the work of international peace and justice through lectures and conferences put on by the CIPJ and potential summer fellowships. The kind of personal connections one can make in those experiences may lead to employment opportunities in the long term.

Enhancing Our Public Interest Reputation: The CIPJ will enhance our public interest reputation. CUNY Law has always engaged in cutting-edge, international human rights work and work around broader peace and justice issues. The CIPJ would become widely known in the field, partnering with local communities and others in civil society to make
real change in areas of critical need. The impact the CIPJ will have in the real world would help enhance CUNY Law’s excellent social justice reputation.

**Governance**

The staff of the Center for International Peace and Justice will include a full-time Executive Director and part-time administrative support, as provided in the Centers’ Protocol. Since the Executive Director’s primary responsibilities will be developing and running the CIPJ, rather than teaching, the Executive Director will be hired through the regular staff recruitment process, which would include a search committee with faculty representation, and will report to the Dean of the Law School.

During the past year, an advisory committee has been assembled to help develop the concept for the CIPJ and assist with fundraising. This committee consists primarily of family, friends, and colleagues of Ted Sorensen, all of whom have an interest in a center that honors Ted’s lifework. Additionally, several faculty have been advising the administration on the development of the proposal.

Once the CIPJ is formally established, a reconstituted Advisory Board will be convened with a more defined role. It will be comprised of many of the individuals currently advising the Center. The purpose of the committee will be to advise on content; assist with establishing strategic partnerships and fellowship opportunities for students; and partner with the Executive Director on fundraising with foundations, corporations and individuals. Members, who will be expected to contribute to the CIPJ’s annual fund, will be selected based on their academic record, professional achievements, and ability to aid in fundraising.

The Center will also include a Faculty Advisory Board. Four faculty members have already agreed to work as a team of faculty advisors to the CIPJ as it develops: Rebecca Bratspies (CUER), Lisa Davis (IWHR), Ramzi Kassem (IRRC), and Cindy Soohoo (IWHR). The Committee on Committees will assign two additional faculty volunteers to the advisory role for the CIPJ each year, based on faculty preference forms for committee assignments. These additional faculty members need not have experience in international work. The Committee on Committees will determine the weight of these advisory positions in terms of faculty committee assignments.

The Executive Director will work with the Faculty Advisory Board throughout the year, but will meet formally with them each semester to report on activities, fundraising, and budget, and seek feedback on planned activities of the CIPJ. The Faculty Advisory Board will also be invited to participate in meetings of the general Advisory Board.

**Fiscal Impact**

Fundraising for an endowment in Ted Sorensen’s memory has been underway for just over a year. The campaign goal, based on CUNY requirements for the naming of centers, is $2.5 million. To date, we have secured approximately $1.1 million. This money has come from the
friends, family, and associates of Ted Sorensen—people to whom we would not otherwise have had access as donors to the School. The CIPJ is designed to be almost entirely self-sustaining and not to draw institutional resources away from other programs.

We have heretofore focused on building the endowment. Approval of the CIPJ will allow us to expand our fundraising efforts to include foundations (who do not give to endowments, but would be attracted to the work of the CIPJ) for student fellowships and other programming for the CIPJ.

The Centers Protocol indicates that proposals must be “accompanied by an analysis from the Associate Dean for Administration and Finance about the impact of the Center on our institutional resources.” Dean Meredith Gibbs reports:

The concept is that the Center for International Peace and Justice would be funded by four sources: 1) the permanent endowment for the CIPJ (currently at $1.1 million); 2) foundation grants toward the operational expenses of the CIPJ; 3) the University’s funding of the Executive Director’s position and benefits; and 4) the Law School’s funding of the part-time administrative assistant (at least initially, as there are plans to internalize those costs longer term).

When fully funded, a permanent endowment of $2.5 million would likely give off interest of approximately 5%, or $125,000 per year. According to the Office of Institutional Advancement, the Law School has not exhausted fundraising possibilities from among the close circle of Sorensen friends and family, and they report that continued fundraising prospects for the CIPJ’s endowment are great.

The Office of Institutional Advancement estimates that, within four years, the CIPJ has the potential to garner approximately the same amount ($125,000) in foundation grants on an annual basis (although the accompanying budget documents include conservative estimates). Again, the office indicates that the fundraising potential among foundations is substantial, as many would be attracted to the projects that the CIPJ engages in.

Together, when fully funded, interest from the endowment and foundation grants would give the CIPJ approximately $250,000 each year. According to the CIPJ’s plan, these funds would be the exclusive source for CIPJ Fellowships, CIPJ Scholars-in-Residence, lectures and conferences, and the CIPJ Retreat on Communications for Peace. Until such time as the endowment is fully funded, the operational expenses for the CIPJ would come from foundation grants and private donations.

The concepts for the CIPJ are that it would not take any other tax-levy funds or other CUNY Law Foundation dollars from other programs, and operating the CIPJ would not diminish the resources we devote institutionally to other scholarships, fellowships, lectures, and conferences. As a result, and because it has a track record of successful fundraising, establishing the CIPJ would have a positive impact on our institutional
resources. Because the Chancellor is funding the Executive Director’s line, the CIPJ has the potential to enhance our budgetary position. This fact is particularly significant and favorable.

The Executive Director will be expected to work in collaboration with the Law School’s Office of Institutional Advancement to secure foundation grants and gifts from individual donors to support the activities of the CIPJ and enhance its endowment. The funding for CIPJ Fellowships, Scholars-in-Residence, conferences, lectures, and retreats will come from new fundraising for the CIPJ itself. No existing funds for existing scholarships and fellowships would be diverted toward the CIPJ. The prospect list for the CIPJ includes a great number of individuals who were close friends and associates of Sorensen, but who have no connection with CUNY. Therefore, the fundraising for the CIPJ is from new sources, with which we would not otherwise have connections.

The opportunity to reach people who would not otherwise have a connection to CUNY School of Law is significant. Many of these individuals just need exposure to our work and the opportunity to fall in love with who we are and what we do. Many of those who have become engaged with the CIPJ’s potential work have already been inspired by the larger CUNY Law project. We plan to invite a select group of them to join our Board of Visitors, and we will cultivate them for long-term commitments to the School. As a result, this project has the opportunity to expand our circle of friends and donors.

Choosing not to establish the CIPJ would require that we return the $1.1 million that has already been raised for its development. Those funds are specifically designated for the establishment of a Sorensen Center for International Peace and Justice at CUNY School of Law and are restricted to support its programming. Also, we would be foregoing the opportunity to connect with an entirely new and much broader range of donors who greatly enhance our capacity to fundraise for our students. Our alumni base and current circle of friends and donors do not have the capacity to allow us to fully support our students and programming in ways we hope to achieve. To grow as an institution, we must expand our donor base, and this is a viable and strong opportunity to do so.

Conclusion

For the aspiring international lawyer, the Center for International Peace and Justice at CUNY School of Law will offer an unprecedented platform to design and launch a public interest career. For the advocacy network, it will become a preferred source of new talent and a hub of innovation and creativity. And to the overall ethos of “law in the service of human needs” that infuses CUNY School of Law’s mission, the CIPJ will add an indispensable component and provide a robust foundation for both local and international growth.
## Sorensen Center 5-Year Projected Start-up Budget

**Program Expense Detail**

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<tr>
<th>Expenses</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Description</th>
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<td>$55,494</td>
<td>$57,114</td>
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<td>Tuition @ $12K, with projected 4% annual increases, For 1st and 2nd Year Fellows, Internship @ $5K. Year 1 assumes three fellows</td>
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<td>Pre, during, and post-convening communications</td>
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<tr>
<td>Miscellaneous</td>
<td>$1,500</td>
<td>$250</td>
<td>$1,500</td>
<td>$250</td>
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<td>Incidents</td>
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<td>Contractual services</td>
<td>$15,000</td>
<td>$0</td>
<td>$15,000</td>
<td>$0</td>
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<td>Conference coordination</td>
</tr>
<tr>
<td><strong>Total Conference and Lectures</strong></td>
<td>$40,000</td>
<td>$3,450</td>
<td>$40,000</td>
<td>$3,450</td>
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<tr>
<td><strong>Scholar-in-Residence Program</strong></td>
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</tr>
<tr>
<td>Travel and transfers</td>
<td>$0</td>
<td>$600</td>
<td>$0</td>
<td>$600</td>
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<td>1 domestic flight</td>
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<tr>
<td>Accommodations</td>
<td>$0</td>
<td>$1,200</td>
<td>$0</td>
<td>$1,200</td>
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<td>Week in extended-stay hotel/apartment</td>
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<tr>
<td>Honorarium</td>
<td>$0</td>
<td>$7,500</td>
<td>$0</td>
<td>$7,500</td>
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<td>For lecturing and authoring article</td>
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<tr>
<td><strong>Total Scholar-in-Residence</strong></td>
<td>$0</td>
<td>$9,300</td>
<td>$0</td>
<td>$9,300</td>
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<tr>
<td><strong>Occupancy/Indirect</strong></td>
<td>$50,667</td>
<td>$50,667</td>
<td>$50,667</td>
<td>$50,667</td>
<td>$50,667</td>
<td>Space, utilities, equipment, phone, web, cleaning and security services</td>
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<tr>
<td><strong>Total Sorensen Center Expenses</strong></td>
<td>$203,417</td>
<td>$461,907</td>
<td>$467,491</td>
<td>$547,469</td>
<td>$525,259</td>
<td>Year 1 expenses are for six months only</td>
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Program Expense Detail

Updated 3/21/2013
## Sorensen Center 5-Year Projected Start-up Budget

### Revenue Allocation

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<td>Year 3</td>
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<td>Year 5</td>
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</tr>
</tbody>
</table>

### Expenses

#### Personnel

- **Executive Director**: $95,000
- **Dean**: $12,500
- **Administrative Support**: $10,000
- **Fringe**: $35,250

#### Total Personnel: $152,750

#### (OTPS)

- **Fellowships**: $0
- **Conferences & Lectures**: $0
- **Scholar-in-Residence**: $0
- **Occupancy/Indirect**: $50,667

#### Total OTPS: $50,667

#### Total Center Expenses (Personnel + OTPS): $203,417

### Percentage Allocation of Total Center Budget

- **61%** of CUNY
- **39%** of Law
- **0%** of Private

- **55%** of Year 1
- **24%** of Year 2
- **21%** of Year 3

- **45%** of Year 4
- **20%** of Year 5

- **47%** of Total Revenue
- **21%** of Total Center Budget

*Updated 3/21/2013*
## Sorensen Center 5-Year Projected Start-up Budget

### Revenue and Expenses

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<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>5-year Total</th>
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</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
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<tr>
<td>CUNY Contribution</td>
<td>$123,500</td>
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<td>$247,000</td>
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<td>Law School Contribution</td>
<td>$79,917</td>
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<td>$109,167</td>
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<td>$516,585</td>
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<td>Private Contributions</td>
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<td>Interest on Endowment</td>
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<td>$25,000</td>
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<td>$23,000</td>
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<td>$100,000</td>
<td>$100,000</td>
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<td>Conference Sponsorships</td>
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<td>$0</td>
<td>$0</td>
<td>$16,000</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$213,417</td>
<td>$456,167</td>
<td>$481,167</td>
<td>$563,167</td>
<td>$606,167</td>
<td>$2,320,085</td>
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</tbody>
</table>

| **Expenses**         |        |        |        |        |        |              |
| Personnel            | $152,750 | $305,500 | $305,500 | $305,500 | $305,500 | $1,374,750 |
| Fellowships          | $0     | $56,440 | $107,874 | $151,302 | $156,342 | $471,958    |
| Conferences & Lectures | $0     | $40,000 | $3,450  | $40,000  | $3,450  | $86,900     |
| Scholar-in-Residence | $0     | $0     | $9,300  | $0     | $9,300  | $18,600     |
| Occupancy/Indirect   | $50,667 | $50,667 | $50,667 | $50,667 | $50,667 | $253,335    |
| **Total Center Expenses** | $203,417 | $452,607 | $476,791 | $547,469 | $525,259 | $2,205,543 |

Revenue & Expenses

Updated 3/21/2013