Form **990-PF**

Department of the Treasury
Internal Revenue Service

Return of Private Foundation
or Section 4947(a)(1) Nonexempt Charitable Trust Treated as a Private Foundation

Note. The foundation may be able to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0052

2010

For calendar year 2010, or tax year beginning 7/01 , 2010, and ending 6/30 , 2011

G Check all that apply [ ] Initial return [ ] Initial Return of a former public charity [ ] Final return
[ ] Amended return [ ] Address change [ ] Name change

Robert and Patricia Switzer Foundation
P.O. Box 293
Belfast, ME 04915

A Employer identification number 34-1504501

B Telephone number (see the instructions) (207) 338-5654

C If exemption application is pending, check here ► [ ]

D 1 Foreign organizations, check here ► [ ]

2 Foreign organizations meeting the 85% test, check here and attach computation ► [ ]

E If private foundation status was terminated under section 507(b)(1)(A), check here ► [ ]

F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here ► [ ]

H Check type of organization [X] Section 501(c)(3) exempt private foundation
[ ] Section 4947(a)(1) nonexempt charitable trust [ ] Other taxable private foundation

I Fair market value of all assets at end of year *(from Part II, column (c), line 16)* ► $ 18,021,352.

J Accounting method [ ] Cash [X] Accrual
[ ] Other (specify)
(Part I, column (d) must be on cash basis)

Part I Analysis of Revenue and Expenses *(The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see the instructions))*

	(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
1 Contributions, gifts, grants, etc, received (att sch)				
2 Ck ► [X] if the foundn is not req to att Sch B				
3 Interest on savings and temporary cash investments	372.	372.	372.	
4 Dividends and interest from securities	514,377.	514,377.	514,377.	
5a Gross rents				
b Net rental income or (loss)				
6a Net gain/(loss) from sale of assets not on line 10	57,148.			
b Gross sales price for all assets on line 6a 1,000,169.				
7 Capital gain net income (from Part IV, line 2)		57,148.		
8 Net short-term capital gain				
9 Income modifications			20,500.	
10a Gross sales less returns and allowances				
b Less Cost of goods sold				
c Gross profit/(loss) (att sch)				
11 Other income (attach schedule) See Statement 1	1,401.			
12 **Total.** Add lines 1 through 11	573,298.	571,897.	535,249.	
13 Compensation of officers, directors, trustees, etc	78,470.			78,470.
14 Other employee salaries and wages	90,596.			90,596.
15 Pension plans, employee benefits	37,614.			37,614.
16a Legal fees (attach schedule) See St 2	350.			350.
b Accounting fees (attach sch) See St 3	5,424.			5,424.
c Other prof fees (attach sch) See St 4	74,567.	27,500.		47,067.
17 Interest				
18 Taxes (attach schedule)(see instr) See Stm 5	18,005.			18,005.
19 Depreciation (attach sch) and depletion	1,681.		1,681.	
20 Occupancy	10,993.			10,993.
21 Travel, conferences, and meetings	70,568.			70,568.
22 Printing and publications	3,615.			3,615.
23 Other expenses (attach schedule) See Statement 6	25,219.			25,219.
24 **Total operating and administrative expenses.** Add lines 13 through 23	417,102.	27,500.	1,681.	387,921.
25 Contributions, gifts, grants paid Part XV	577,734.			577,734.
26 **Total expenses and disbursements.** Add lines 24 and 25	994,836.	27,500.	1,681.	965,655.
27 Subtract line 26 from line 12:				
a **Excess of revenue over expenses and disbursements**	-421,538.			
b **Net investment income** (if negative, enter -0-)		544,397.		
c **Adjusted net income** (if negative, enter -0-)			533,568.	

REVENUE

OPERATING AND ADMINISTRATIVE EXPENSES

SCANNED NOV 16 2011

RECEIVED NOV 1 2011 OGDEN, UT

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BAA For Paperwork Reduction Act Notice, see the instructions. TEEA0504L 07/23/10 Form **990-PF** (2010)

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Part II Balance Sheets

Attached schedules and amounts in the description column should be for end-of-year amounts only (See instructions)

		Beginning of year	End of year	
		(a) Book Value	(b) Book Value	(c) Fair Market Value
ASSETS	1 Cash – non-interest-bearing			
	2 Savings and temporary cash investments	278,617.	108,672.	108,672.
	3 Accounts receivable ►			
	Less allowance for doubtful accounts ►			
	4 Pledges receivable ►			
	Less allowance for doubtful accounts ►			
	5 Grants receivable			
	6 Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see the instructions)			
	7 Other notes and loans receivable (attach sch) ►			
	Less allowance for doubtful accounts ►			
	8 Inventories for sale or use			
	9 Prepaid expenses and deferred charges	6,403.	5,522.	5,522.
	10a Investments – U S and state government obligations (attach schedule) Statement 7	1,117,758.	1,809,650.	1,800,262.
	b Investments – corporate stock (attach schedule) Statement 8	10,242,682.	10,248,961.	11,936,958.
	c Investments – corporate bonds (attach schedule) Statement 9	4,721,009.	3,794,164.	4,169,938.
	11 Investments – land, buildings, and equipment basis ►			
	Less accumulated depreciation (attach schedule) ►			
	12 Investments – mortgage loans			
	13 Investments – other (attach schedule)			
	14 Land, buildings, and equipment basis ► 12,566.			
	Less accumulated depreciation (attach schedule) See Stmt 10 ► 9,405.	4,842.	3,161.	
	15 Other assets (describe ►)			
	16 Total assets (to be completed by all filers – see instructions Also, see page 1, item I)	16,371,311.	15,970,130.	18,021,352.
LIABILITIES	17 Accounts payable and accrued expenses	502.	243.	
	18 Grants payable	150,000.	150,000.	
	19 Deferred revenue			
	20 Loans from officers, directors, trustees, & other disqualified persons			
	21 Mortgages and other notes payable (attach schedule)			
	22 Other liabilities (describe ►)			
	23 **Total liabilities** (add lines 17 through 22)	150,502.	150,243.	
NET ASSETS OR FUND BALANCES	**Foundations that follow SFAS 117, check here ► [X] and complete lines 24 through 26 and lines 30 and 31.**			
	24 Unrestricted	16,220,809.	15,819,887.	
	25 Temporarily restricted			
	26 Permanently restricted			
	Foundations that do not follow SFAS 117, check here ► [ ] and complete lines 27 through 31.			
	27 Capital stock, trust principal, or current funds			
	28 Paid-in or capital surplus, or land, building, and equipment fund			
	29 Retained earnings, accumulated income, endowment, or other funds			
	30 **Total net assets or fund balances** (see the instructions)	16,220,809.	15,819,887.	
	31 **Total liabilities and net assets/fund balances** (see the instructions)	16,371,311.	15,970,130.	

Part III Analysis of Changes in Net Assets or Fund Balances

1	Total net assets or fund balances at beginning of year – Part II, column (a), line 30 (must agree with end-of-year figure reported on prior year's return)	1	16,220,809.
2	Enter amount from Part I, line 27a	2	-421,538.
3	Other increases not included in line 2 (itemize) ► See Statement 11	3	20,616.
4	Add lines 1, 2, and 3	4	15,819,887.
5	Decreases not included in line 2 (itemize) ►	5	
6	Total net assets or fund balances at end of year (line 4 minus line 5) – Part II, column (b), line 30	6	15,819,887.

Part IV Capital Gains and Losses for Tax on Investment Income

	(a) List and describe the kind(s) of property sold (e.g., real estate, 2-story brick warehouse, or common stock, 200 shares MLC Company)	(b) How acquired P — Purchase D — Donation	(c) Date acquired (month, day, year)	(d) Date sold (month, day, year)
1a	1482.36s Vanguard Explorer Fund	P	Various	12/16/10
b	3251.768s Vanguard 500 Index Fund	P	Various	5/27/11
c	6420s IShares Kld 400 SOS CM	P	3/25/08	12/16/10
d	16233.766s Pimco All Asset Fund	P	Various	8/18/10
e				

	(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) (e) plus (f) minus (g)
a	100,000.		102,773.	-2,773.
b	400,000.		320,656.	79,344.
c	300,169.		310,973.	-10,804.
d	200,000.		208,619.	-8,619.
e				

	Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69			(l) Gains (Column (h) gain minus column (k), but not less than -0-) or Losses (from column (h))
	(i) Fair Market Value as of 12/31/69	(j) Adjusted basis as of 12/31/69	(k) Excess of column (i) over column (j), if any	
a				-2,773.
b				79,344.
c				-10,804.
d				-8,619.
e				

2	Capital gain net income or (net capital loss) — If gain, also enter in Part I, line 7; If (loss), enter -0- in Part I, line 7	2	57,148.
3	Net short-term capital gain or (loss) as defined in sections 1222(5) and (6). If gain, also enter in Part I, line 8, column (c) (see the instructions) If (loss), enter -0- in Part I, line 8	3	0.

Part V Qualification Under Section 4940(e) for Reduced Tax on Net Investment Income

(For optional use by domestic private foundations subject to the section 4940(a) tax on net investment income)

If section 4940(d)(2) applies, leave this part blank.

Was the foundation liable for the section 4942 tax on the distributable amount of any year in the base period? ☐ Yes ☒ No

If 'Yes,' the foundation does not qualify under section 4940(e) Do not complete this part

1 Enter the appropriate amount in each column for each year, see the instructions before making any entries.

(a) Base period years Calendar year (or tax year beginning in)	(b) Adjusted qualifying distributions	(c) Net value of noncharitable-use assets	(d) Distribution ratio (column (b) divided by column (c))
2009	928,055.	16,059,951.	0.057787
2008	1,090,676.	14,915,842.	0.073122
2007	1,282,846.	20,522,170.	0.062510
2006	952,243.	19,757,764.	0.048196
2005	945,038.	18,096,218.	0.052223

2	**Total** of line 1, column (d)	2	0.293838
3	Average distribution ratio for the 5-year base period — divide the total on line 2 by 5, or by the number of years the foundation has been in existence if less than 5 years	3	0.058768
4	Enter the net value of noncharitable-use assets for 2010 from Part X, line 5	4	17,384,343.
5	Multiply line 4 by line 3	5	1,021,643.
6	Enter 1% of net investment income (1% of Part I, line 27b)	6	5,444.
7	Add lines 5 and 6	7	1,027,087.
8	Enter qualifying distributions from Part XII, line 4	8	965,655.

If line 8 is equal to or greater than line 7, check the box in Part VI, line 1b, and complete that part using a 1% tax rate See the Part VI instructions

Part VI Excise Tax Based on Investment Income (Section 4940(a), 4940(b), 4940(e), or 4948 — see the instructions)

1a Exempt operating foundations described in section 4940(d)(2), check here ► ☐ and enter 'N/A' on line 1.				
Date of ruling or determination letter ________ (attach copy of letter if necessary — see instr.)				
b Domestic foundations that meet the section 4940(e) requirements in Part V, check here ► ☐ and enter 1% of Part I, line 27b			1	10,888.
c All other domestic foundations enter 2% of line 27b Exempt foreign organizations enter 4% of Part I, line 12, column (b)				
2 Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only Others enter -0-)			2	0.
3 Add lines 1 and 2			3	10,888.
4 Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only Others enter -0-)			4	0.
5 **Tax based on investment income.** Subtract line 4 from line 3. If zero or less, enter -0-			5	10,888.
6 Credits/Payments				
a 2010 estimated tax pmts and 2009 overpayment credited to 2010	6a	5,160.		
b Exempt foreign organizations — tax withheld at source	6b			
c Tax paid with application for extension of time to file (Form 8868)	6c			
d Backup withholding erroneously withheld	6d			
7 Total credits and payments Add lines 6a through 6d			7	5,160.
8 Enter any **penalty** for underpayment of estimated tax Check here ☐ if Form 2220 is attached			8	
9 Tax due If the total of lines 5 and 8 is more than line 7, enter amount owed ►			9	5,728.
10 Overpayment If line 7 is more than the total of lines 5 and 8, enter the amount overpaid ►			10	
11 Enter the amount of line 10 to be Credited to 2011 estimated tax ►	Refunded ►		11	

Part VII-A Statements Regarding Activities

		Yes	No
1a During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign?	1a		X
b Did it spend more than $100 during the year (either directly or indirectly) for political purposes (see the instructions for definition)?	1b		X
If the answer is 'Yes' to 1a or 1b, attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities.			
c Did the foundation file **Form 1120-POL** for this year?	1c		X
d Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year (1) On the foundation ► $ 0. (2) On foundation managers ► $ 0.			
e Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers ► $ 0.			
2 Has the foundation engaged in any activities that have not previously been reported to the IRS? *If 'Yes,' attach a detailed description of the activities*	2		X
3 Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws, or other similar instruments? *If 'Yes,' attach a conformed copy of the changes*	3		X
4a Did the foundation have unrelated business gross income of $1,000 or more during the year?	4a		X
b If 'Yes,' has it filed a tax return on **Form 990-T** for this year?	4b	N/A	
5 Was there a liquidation, termination, dissolution, or substantial contraction during the year? *If 'Yes,' attach the statement required by General Instruction T*	5		X
6 Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either • By language in the governing instrument, or • By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument?	6	X	
7 Did the foundation have at least $5,000 in assets at any time during the year? *If 'Yes,' complete Part II, column (c), and Part XV*	7	X	
8a Enter the states to which the foundation reports or with which it is registered (see the instructions) ► ME			
b If the answer is 'Yes' to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by *General Instruction G? If 'No,' attach explanation*	8b	X	
9 Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2010 or the taxable year beginning in 2010 (see instructions for Part XIV)? *If 'Yes,' complete Part XIV*	9		X
10 Did any persons become substantial contributors during the tax year? *If 'Yes,' attach a schedule listing their names and addresses*	10		X

Part VII-A | Statements Regarding Activities *(Continued)*

			Yes	No
11	At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If 'Yes', attach schedule (see instructions)	11		X
12	Did the foundation acquire a direct or indirect interest in any applicable insurance contract before August 17, 2008?	12		X
13	Did the foundation comply with the public inspection requirements for its annual returns and exemption application?	13	X	

Website address ► www.switzernetwork.org

14 The books are in care of ► Lissa Widoff Telephone no. ► (207) 338-5654

Located at ► P.O. Box 293 Belfast ME ZIP + 4 ► 04915-0293

15 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of **Form 1041** – Check here N/A ► ☐

and enter the amount of tax-exempt interest received or accrued during the year ► 15 N/A

			Yes	No
16	At any time during calendar year 2010, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country?	16		X
	See the instructions for exceptions and filing requirements for Form TD F 90-22 1 If 'Yes,' enter the name of the foreign country ►			

Part VII-B | Statements Regarding Activities for Which Form 4720 May Be Required

			Yes	No
	File Form 4720 if any item is checked in the 'Yes' column, unless an exception applies.			
1a	During the year did the foundation (either directly or indirectly):			
	(1) Engage in the sale or exchange, or leasing of property with a disqualified person? ☐ Yes ☒ No			
	(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person? ☐ Yes ☒ No			
	(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person? ☐ Yes ☒ No			
	(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person? ☐ Yes ☒ No			
	(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)? ☐ Yes ☒ No			
	(6) Agree to pay money or property to a government official? (**Exception.** Check 'No' if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days) ☐ Yes ☒ No			
b	If any answer is 'Yes' to 1a(1)-(6), did **any** of the acts fail to qualify under the exceptions described in Regulations section 53 4941(d)-3 or in a current notice regarding disaster assistance (see the instructions)?	1b	N/A	
	Organizations relying on a current notice regarding disaster assistance check here ► ☐			
c	Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2010?	1c		X
2	Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5))			
a	At the end of tax year 2010, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2010? ☐ Yes ☒ No If 'Yes,' list the years ► 20__ , 20__ , 20__ , 20__			
b	Are there any years listed in 2a for which the foundation is **not** applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to **all** years listed, answer 'No' and attach statement – see the instructions)	2b	N/A	
c	If the provisions of section 4942(a)(2) are being applied to **any** of the years listed in 2a, list the years here. ► 20__ , 20__ , 20__ , 20__			
3a	Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year? ☐ Yes ☒ No			
b	If 'Yes,' did it have excess business holdings in 2010 as a result of **(1)** any purchase by the foundation or disqualified persons after May 26, 1969, **(2)** the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest, or **(3)** the lapse of the 10-, 15-, or 20-year first phase holding period? *(Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2010.)*	3b	N/A	
4a	Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?	4a		X
b	Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2010?	4b		X

Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required *(continued)*

5a During the year did the foundation pay or incur any amount to:

(1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))? ☐ Yes ☒ No

(2) Influence the outcome of any specific public election (see section 4955), or to carry on, directly or indirectly, any voter registration drive? ☐ Yes ☒ No

(3) Provide a grant to an individual for travel, study, or other similar purposes? ☒ Yes ☐ No

(4) Provide a grant to an organization other than a charitable, etc, organization described in section 509(a)(1), (2), or (3), or section 4940(d)(2)? (see instructions) ☐ Yes ☒ No

(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals? ☐ Yes ☒ No

b If any answer is 'Yes' to 5a(1)-(5), did **any** of the transactions fail to qualify under the exceptions described in Regulations section 53 4945 or in a current notice regarding disaster assistance (see instructions)? **5b** X

Organizations relying on a current notice regarding disaster assistance check here ► ☐

c If the answer is 'Yes' to question 5a(4), does the foundation claim exemption from the tax because it maintained expenditure responsibility for the grant? N/A ☐ Yes ☐ No

If 'Yes,' attach the statement required by Regulations section 53 4945-5(d)

6a Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? ☐ Yes ☒ No

b Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract? **6b** X

If 'Yes' to 6b, file Form 8870

7a At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction? ☐ Yes ☒ No

b If yes, did the foundation receive any proceeds or have any net income attributable to the transaction? N/A **7b**

Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors

1 List all officers, directors, trustees, foundation managers and their compensation (see instructions).

(a) Name and address	(b) Title and average hours per week devoted to position	(c) Compensation **(If not paid, enter -0-)**	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
See Statement 12		78,470.	2,600.	0.

2 Compensation of five highest-paid employees (other than those included on line 1— see instructions). If none, enter 'NONE.'

(a) Name and address of each employee paid more than $50,000	(b) Title and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
None				

Total number of other employees paid over $50,000 ► 0

Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors *(continued)*

3 Five highest-paid independent contractors for professional services (see instructions). If none, enter 'NONE.'

(a) Name and address of each person paid more than $50,000	(b) Type of service	(c) Compensation
None		
Total number of others receiving over $50,000 for professional services ►		0

Part IX-A Summary of Direct Charitable Activities

List the foundation's four largest direct charitable activities during the tax year Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc	Expenses
1 N/A	
2	
3	
4	

Part IX-B Summary of Program-Related Investments (see instructions)

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.	Amount
1 N/A	
2	
All other program-related investments See instructions 3	
Total. Add lines 1 through 3 ►	0.

Part X Minimum Investment Return (All domestic foundations must complete this part. Foreign foundations, see instructions.)

1 Fair market value of assets not used (or held for use) directly in carrying out charitable, etc, purposes			
a Average monthly fair market value of securities		1a	17,384,474.
b Average of monthly cash balances		1b	256,285.
c Fair market value of all other assets (see instructions)		1c	8,320.
d **Total** (add lines 1a, b, and c)		1d	17,649,079.
e Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation)	1e 0.		
2 Acquisition indebtedness applicable to line 1 assets		2	0.
3 Subtract line 2 from line 1d		3	17,649,079.
4 Cash deemed held for charitable activities Enter 1-1/2% of line 3 (for greater amount, see instructions)		4	264,736.
5 **Net value of noncharitable-use assets.** Subtract line 4 from line 3 Enter here and on Part V, line 4		5	17,384,343.
6 **Minimum investment return.** Enter 5% of line 5		6	869,217.

Part XI Distributable Amount (see instructions) (Section 4942(j)(3) and (j)(5) private operating foundations and certain foreign organizations check here ► ☐ and do not complete this part.)

1 Minimum investment return from Part X, line 6		1	869,217.
2a Tax on investment income for 2010 from Part VI, line 5	2a 10,888.		
b Income tax for 2010 (This does not include the tax from Part VI)	2b		
c Add lines 2a and 2b		2c	10,888.
3 Distributable amount before adjustments Subtract line 2c from line 1		3	858,329.
4 Recoveries of amounts treated as qualifying distributions		4	20,500.
5 Add lines 3 and 4		5	878,829.
6 Deduction from distributable amount (see instructions)		6	
7 **Distributable amount** as adjusted Subtract line 6 from line 5 Enter here and on Part XIII, line 1		7	878,829.

Part XII Qualifying Distributions (see instructions)

1 Amounts paid (including administrative expenses) to accomplish charitable, etc, purposes		
a Expenses, contributions, gifts, etc – total from Part I, column (d), line 26	1a	965,655.
b Program-related investments – total from Part IX-B	1b	
2 Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc, purposes	2	
3 Amounts set aside for specific charitable projects that satisfy the		
a Suitability test (prior IRS approval required)	3a	
b Cash distribution test (attach the required schedule)	3b	
4 **Qualifying distributions** Add lines 1a through 3b Enter here and on Part V, line 8, and Part XIII, line 4	4	965,655.
5 Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income Enter 1% of Part I, line 27b (see instructions)	5	
6 **Adjusted qualifying distributions.** Subtract line 5 from line 4	6	965,655.

Note. The amount on line 6 will be used in Part V, column (b), in subsequent years when calculating whether the foundation qualifies for the section 4940(e) reduction of tax in those years

TEEA0308L 07/06/09

Part XIII Undistributed Income (see instructions)

	(a) Corpus	(b) Years prior to 2009	(c) 2009	(d) 2010
1 Distributable amount for 2010 from Part XI, line 7				878,829.
2 Undistributed income, if any, as of the end of 2010				
a Enter amount for 2009 only			0.	
b Total for prior years 20___, 20___, 20___		0.		
3 Excess distributions carryover, if any, to 2010.				
a From 2005 53,827.				
b From 2006				
c From 2007 300,206.				
d From 2008 356,037.				
e From 2009 135,333.				
f Total of lines 3a through e	845,403.			
4 Qualifying distributions for 2010 from Part XII, line 4 ► $ 965,655.				
a Applied to 2009, but not more than line 2a			0.	
b Applied to undistributed income of prior years (Election required – see instructions)		0.		
c Treated as distributions out of corpus (Election required – see instructions)	0.			
d Applied to 2010 distributable amount				878,829.
e Remaining amount distributed out of corpus	86,826.			
5 Excess distributions carryover applied to 2010 (If an amount appears in column (d), the same amount must be shown in column (a).)	0.			0.
6 Enter the net total of each column as indicated below:				
a Corpus Add lines 3f, 4c, and 4e Subtract line 5	932,229.			
b Prior years' undistributed income Subtract line 4b from line 2b		0.		
c Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed		0.		
d Subtract line 6c from line 6b Taxable amount – see instructions		0.		
e Undistributed income for 2009 Subtract line 4a from line 2a Taxable amount – see instructions			0.	
f Undistributed income for 2010 Subtract lines 4d and 5 from line 1 This amount must be distributed in 2011				0.
7 Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (see instructions)	0.			
8 Excess distributions carryover from 2005 not applied on line 5 or line 7 (see instructions)	53,827.			
9 Excess distributions carryover to 2011. Subtract lines 7 and 8 from line 6a	878,402.			
10 Analysis of line 9				
a Excess from 2006				
b Excess from 2007 300,206.				
c Excess from 2008 356,037.				
d Excess from 2009 135,333.				
e Excess from 2010 86,826.				

Part XIV Private Operating Foundations (see instructions and Part VII-A, question 9) N/A

1a If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2010, enter the date of the ruling ▶

b Check box to indicate whether the foundation is a private operating foundation described in section ☐ 4942(j)(3) or ☐ 4942(j)(5)

	Tax year	Prior 3 years			
	(a) 2010	(b) 2009	(c) 2008	(d) 2007	(e) Total
2a Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed					
b 85% of line 2a					
c Qualifying distributions from Part XII, line 4 for each year listed					
d Amounts included in line 2c not used directly for active conduct of exempt activities					
e Qualifying distributions made directly for active conduct of exempt activities Subtract line 2d from line 2c					
3 Complete 3a, b, or c for the alternative test relied upon					
a 'Assets' alternative test – enter					
(1) Value of all assets					
(2) Value of assets qualifying under section 4942(j)(3)(B)(i)					
b 'Endowment' alternative test – enter 2/3 of minimum investment return shown in Part X, line 6 for each year listed					
c 'Support' alternative test – enter					
(1) Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties)					
(2) Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii)					
(3) Largest amount of support from an exempt organization					
(4) Gross investment income					

Part XV Supplementary Information (Complete this part only if the organization had $5,000 or more in assets at any time during the year – see instructions.)

1 **Information Regarding Foundation Managers:**

a List any managers of the foundation who have contributed more than 2% of the total contributions received by the foundation before the close of any tax year (but only if they have contributed more than $5,000) (See section 507(d)(2))

None

b List any managers of the foundation who own 10% or more of the stock of a corporation (or an equally large portion of the ownership of a partnership or other entity) of which the foundation has a 10% or greater interest

None

2 **Information Regarding Contribution, Grant, Gift, Loan, Scholarship, etc, Programs:**

Check here ▶ ☐ if the foundation only makes contributions to preselected charitable organizations and does not accept unsolicited requests for funds If the foundation makes gifts, grants, etc, (see instructions) to individuals or organizations under other conditions, complete items 2a, b, c, and d

a The name, address, and telephone number of the person to whom applications should be addressed

See Statement 13

b The form in which applications should be submitted and information and materials they should include

See Statement for Line 2a

c Any submission deadlines

See Statement for Line 2a

d Any restrictions or limitations on awards, such as by geographical areas, charitable fields, kinds of institutions, or other factors

See Statement for Line 2a

Part XV Supplementary Information (continued)

3 Grants and Contributions Paid During the Year or Approved for Future Payment

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
***a** Paid during the year*				
See Statement 14				
Total			► **3a**	427,734.
***b** Approved for future payment*				
See Statement 15				
Total			► **3b**	150,000.

Part XVI-A Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated	Unrelated business income		Excluded by section 512, 513, or 514		(e) Related or exempt function income (see the instructions)
	(a) Business code	(b) Amount	(c) Exclusion code	(d) Amount	
1 Program service revenue					
a					
b					
c					
d					
e					
f					
g Fees and contracts from government agencies					
2 Membership dues and assessments					
3 Interest on savings and temporary cash investments			14	372.	
4 Dividends and interest from securities			14	514,377.	
5 Net rental income or (loss) from real estate:					
a Debt-financed property					
b Not debt-financed property					
6 Net rental income or (loss) from personal property					
7 Other investment income					
8 Gain or (loss) from sales of assets other than inventory			18	57,148.	
9 Net income or (loss) from special events					
10 Gross profit or (loss) from sales of inventory					
11 Other revenue					
a Miscellaneous Income			1	81.	
b Trainings Regis. Fees			3	1,320.	
c					
d					
e					
12 Subtotal Add columns (b), (d), and (e)				573,298.	

13 Total. Add line 12, columns (b), (d), and (e) 13 573,298.

(See worksheet in line 13 instructions to verify calculations)

Part XVI-B Relationship of Activities to the Accomplishment of Exempt Purposes

Line No. ▼	Explain below how each activity for which income is reported in column (e) of Part XVI-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes). (See the instructions)
N/A	

Part XVII Information Regarding Transfers To and Transactions and Relationships With Noncharitable Exempt Organizations

		Yes	No
1 Did the organization directly or indirectly engage in any of the following with any other organization described in section 501(c) of the Code (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?			
a Transfers from the reporting foundation to a noncharitable exempt organization of			
(1) Cash	**1a (1)**		X
(2) Other assets	**1a (2)**		X
b Other transactions			
(1) Sales of assets to a noncharitable exempt organization	**1b (1)**		X
(2) Purchases of assets from a noncharitable exempt organization	**1b (2)**		X
(3) Rental of facilities, equipment, or other assets	**1b (3)**		X
(4) Reimbursement arrangements	**1b (4)**		X
(5) Loans or loan guarantees	**1b (5)**		X
(6) Performance of services or membership or fundraising solicitations	**1b (6)**		X
c Sharing of facilities, equipment, mailing lists, other assets, or paid employees	**1c**		X

d If the answer to any of the above is 'Yes,' complete the following schedule Column **(b)** should always show the fair market value of the goods, other assets, or services given by the reporting foundation If the foundation received less than fair market value in any transaction or sharing arrangement, show in column **(d)** the value of the goods, other assets, or services received

(a) Line no	**(b)** Amount involved	**(c)** Name of noncharitable exempt organization	**(d)** Description of transfers, transactions, and sharing arrangements
N/A			

2a Is the foundation directly or indirectly affiliated with, or related to, one or more tax-exempt organizations described in section 501(c) of the Code (other than section 501(c)(3)) or in section 527? ☐ Yes ☒ No

b If 'Yes,' complete the following schedule

(a) Name of organization	**(b)** Type of organization	**(c)** Description of relationship
N/A		

Sign Here

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than taxpayer or fiduciary) is based on all information of which preparer has any knowledge

▶ [signature] | 11/3/11 | ▶ Executive Director

Signature of officer or trustee | Date | Title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
Michael L Nickerson, CPA, MSFP	[signature]	11/2/11		P01232716

Firm's name ▶ Nickerson P.A. Firm's EIN ▶ 01-0416389

Firm's address ▶ P.O. Box 211
Belfast, ME 04915-0211 Phone no (207) 338-2770

Statement 1
Form 990-PF, Part I, Line 11
Other Income

	(a) Revenue per Books	(b) Net Investment Income	(c) Adjusted Net Income
Miscellaneous Income	$ 81.		
Trainings Regis. Fees	1,320.		
Total	$ 1,401.	$ 0.	$ 0.

Statement 2
Form 990-PF, Part I, Line 16a
Legal Fees

	(a) Expenses Per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Legal Fees	$ 350.			$ 350.
Total	$ 350.	$ 0.	$ 0.	$ 350.

Statement 3
Form 990-PF, Part I, Line 16b
Accounting Fees

	(a) Expenses per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Accounting Fees	$ 2,824.			$ 2,824.
Audit Fees	2,600.			2,600.
Total	$ 5,424.	$ 0.	$ 0.	$ 5,424.

Statement 4
Form 990-PF, Part I, Line 16c
Other Professional Fees

	(a) Expenses per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Communications Consultants	$ 5,030.			$ 5,030.
Consultant Expenses	1,502.			1,502.
Investment Advisor Fees	27,500.	$ 27,500.		
Program Consultant Fees	17,023.			17,023.
Special Project Consultants	21,795.			21,795.
Technology Conultant Fees	1,107.			1,107.
Various Professional Fees	610.			610.
Total	$ 74,567.	$ 27,500.	$ 0.	$ 47,067.

Statement 5
Form 990-PF, Part I, Line 18
Taxes

	(a) Expenses per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Excise Taxes Paid	$ 5,138.			$ 5,138.
Payroll Taxes	12,867.			12,867.
Total	$ 18,005.	$ 0.	$ 0.	$ 18,005.

Statement 6
Form 990-PF, Part I, Line 23
Other Expenses

	(a) Expenses per Books	(b) Net Investment Income	(c) Adjusted Net Income	(d) Charitable Purposes
Bank Charges	$ 75.			$ 75.
Education	3,978.			3,978.
Insurance (Office)	508.			508.
Insurance (Workers Comp)	991.			991.
Membership Fees	1,250.			1,250.
Office Expense	5,270.			5,270.
Telecommunications	2,510.			2,510.
Website	10,637.			10,637.
Total	$ 25,219.	$ 0.	$ 0.	$ 25,219.

Statement 7
Form 990-PF, Part II, Line 10a
Investments - U.S. and State Government Obligations

U.S. Government Obligations	Valuation Method	Book Value	Fair Market Value
Vanguard Explorer Fund - Admiral Shares	Cost	$ 0.	$ 0.
Vanguard 500 Index Fund - Admiral Shares	Cost	0.	0.
Vanguard Intl Growth Fund-Admiral Shares	Cost	0.	0.
BlackRock Core Bond Ttl Ret Class	Cost	1,590,235.	1,527,458.
PIMCO All Assets Fund	Cost	0.	0.
BlackRock Global Allocation Fund	Cost	219,415.	272,804.
		$ 1,809,650.	$ 1,800,262.
	Total	$ 1,809,650.	$ 1,800,262.

Statement 8
Form 990-PF, Part II, Line 10b
Investments - Corporate Stocks

Corporate Stocks	Valuation Method	Book Value	Fair Market Value
Vanguard Explorer Fund - Admiral Shares	Cost	$ 697,771.	$ 749,189.
Vanguard 500 Index Fund - Admiral Shares	Cost	1,329,505.	1,638,574.
Vanguard Mid-Cap Index Fund-Admiral Shs	Cost	463,535.	752,334.
Vanguard Intl Growth Fund-Admiral Shares	Cost	2,505,450.	3,261,158.
Vanguard Emerging Mkts-Stk Index Fund	Cost	392,989.	734,862.
UBS Brokerage Account	Cost	1,913,475.	1,935,206.
PIMCO All Assets Fund	Cost	2,946,236.	2,865,635.
	Total	$ 10,248,961.	$ 11,936,958.

Statement 9
Form 990-PF, Part II, Line 10c
Investments - Corporate Bonds

Corporate Bonds	Valuation Method	Book Value	Fair Market Value
BlackRock Core Bond Ttl Ret Class	Cost	$ 1,935,784.	$ 1,859,366.
BlackRock Global Allocation Fund	Cost	1,858,380.	2,310,572.
	Total	$ 3,794,164.	$ 4,169,938.

Statement 10
Form 990-PF, Part II, Line 14
Land, Buildings, and Equipment

Category	Basis	Accum. Deprec.	Book Value	Fair Market Value
Furniture and Fixtures	$ 1,082.	$ 747.	$ 335.	$ 0.
Machinery and Equipment	11,484.	8,658.	2,826.	0.
Total	$ 12,566.	$ 9,405.	$ 3,161.	$ 0.

Statement 11
Form 990-PF, Part III, Line 3
Other Increases

Prior Period Adjustment	$ 116.
Unused Grant Refund	20,500.
Total	$ 20,616.

Statement 12
Form 990-PF, Part VIII, Line 1
List of Officers, Directors, Trustees, and Key Employees

Name and Address	Title and Average Hours Per Week Devoted	Compen- sation	Contri- bution to EBP & DC	Expense Account/ Other
Ashley Boren 121 Second Street, 6th Fl. San Francisco, CA 94105	Trustee 2.00	$ 0.	$ 0.	$ 0.
Portia Switzer 610 Boeing Place Los Angeles, CA 90045	Trustee 2.00	0.	0.	0.
Mark Switzer P.O. Box 519 Point Reyes Station, CA 95956	Trustee 2.00	0.	0.	0.
Margaret Rubega North Eagleville Rd. U-3034 Storrs, CT 06269	Trustee 2.00	0.	0.	0.
Jessica Switzer 388 Market St., Ste 1400 San Fransisco, CA 94111	Trustee 2.00	0.	0.	0.
Patricia Switzer 23400 Stanford Road Shaker Heights, OH 44122	EmeritusTrustee 0	0.	0.	0.
Deborah Spaulding 111 Whitney Ave. New Haven, CT 06510	Trustee 2.00	0.	0.	0.
Lissa Widoff P.O. Box 293 Belfast, ME 04915	Executive Direc 40.00	78,470.	2,600.	0.
Jennifer Sokolove 255 Shoreline Drive, Ste 540 Redwood City, CA 94065	Trustee 2.00	0.	0.	0.
Steve Parry 1114 State Street, Ste 247 Santa Barbara, CA 93101	Trustee 2.00	0.	0.	0.
	Total	$ 78,470.	$ 2,600.	$ 0.

Statement 13
Form 990-PF, Part XV, Line 2a-d
Application Submission Information

Name of Grant Program:	Leadership Grant Program
Name:	Erin Lloyd, Program Officer
Care Of:	Robert & Patricia Switzer Foundation
Street Address:	PO Box 293

Statement 13 (continued)
Form 990-PF, Part XV, Line 2a-d
Application Submission Information

City, State, Zip Code:	Belfast, ME 04915-0293
Telephone:	207-338-5654
Form and Content:	A pre-proposal Concept Letter, followed by a written Project Proposal collaboratively formulated with a Switzer Fellow. (See attached Leadership Application Procedures and Guidelines)
Submission Deadlines:	
Restrictions on Awards:	Awards are made to U.S.-based environmental organizations with 501(c)(3) status. The proposed projects may address any environmental issue, but must be performed in partnership with a Switzer Fellow and accomplish three goals: 1. Advance the public service career, expertise, and leadership of the Switzer Fellow. 2. Build the capacity of the Exempt Organization to effectively address issues of environmental quality through the skills provided by the Switzer Fellow. 3. Achieve measurable improvement on a specific environmental issue or condition through the work of the Switzer Fellow. One-year grants of up to $40,000 are made to qualified applicants.
Name of Grant Program:	Fellowship Grant Program
Name:	Erin Lloyd, Program Officer
Care Of:	Robert & Patricia Switzer Foundation
Street Address:	PO Box 293
City, State, Zip Code:	Belfast, ME 04915-0293
Telephone:	207-338-5654
Form and Content:	Each applicant must complete an online application process provided by the Foundation. Include with the online application, and in a prescribed uploadable format, a 2-3 page original essay, two professional letters of recommendation, a current resume, most current graduate school transcripts, an outline of the planned course of study, and evidence of financial need where applicable. (See attached Fellowship Application Procedures and Guidelines)
Submission Deadlines:	
Restrictions on Awards:	Awards are restricted to individuals that are a U.S. citizen, enrolled in an accredited institution in California or New England, have strong academic qualifications, and academic and career goals focused on environmental improvement. Candidates must also demonstrate the following: 1. Commitment to aggressively pursue and implement effective solutions to improve the quality of our environment. 2. Maximum potential for producing an early impact on enironmental quality. 3. Strong leadership, communication, and critical thinking skills.

Statement 13 (continued)
Form 990-PF, Part XV, Line 2a-d
Application Submission Information

4. Relevant work or volunteer experience in an environmental field.

5. Breadth of skill, creativity and flexibility to effectively bridge the public, private, and academic arenas.

6. Scientific, technical and/or policy background as applied to the applicant's chosen environmental field.

Name of Grant Program:	Collaborative Initiatives Fund Program
Name:	Erin Lloyd, Program Officer
Care Of:	Robert & Patricia Switzer Foundation
Street Address:	PO Box 293
City, State, Zip Code:	Belfast, ME 04915-0293
Telephone:	207-338-5654
Form and Content:	Any current or past Switzer Fellow is eligible to apply. Application is made by two or more Fellows, working collaboratively, who will provide:

1. A completed "Collaborative Initiatives Fund Cover Sheet" including the project title, the names/contact information for the collaborating Fellows, the anitcipated role of each, and the proposal's lead contact.

2. A narrative describing the collaborative activity, outlining the workplan, timeline, and anticipated results.

4. A project outline, describing outputs (products) and expected outcomes.

5. Documentation of the exempt status of the project's recipient organization.

6. Letters of support from the participating Fellow's organizations.

(See attached Collaborative Initiatives Application Procedures and Guidelines)

Submission Deadlines:

Restrictions on Awards: Awards are made to two or more collaborating Switzer Fellows with a project that:

1. Advances a current environmental issues.

2. Has tangible results, and shows a direct and positive impact on the issue.

3. Fosters collaboration among two or more Switzer Fellows, and leverages financial and other resources for each Fellow's organization to advance progress on the issue.

4. Demonstrates a clear strategy with realistic expectations.

5. If a local project, it has potential to be used as a model for larger-scale impact.

Statement 13 (continued)
Form 990-PF, Part XV, Line 2a-d
Application Submission Information

Name of Grant Program:	Professional Development Fund Program
Name:	Erin Lloyd, Program Officer
Care Of:	Robert & Patricia Switzer Foundation
Street Address:	PO Box 293
City, State, Zip Code:	Belfast, ME 04915-0293
Telephone:	207-338-5654
Form and Content:	A written 1-2 page request listing the Fellow's name and contact information, their title and employer, the general responsibilities of their current position, and a description of the specific professional development opportunity for which funds are being sought. Include an explanation of how the opportunity will advance the Fellow's career, and the cost of the professional development opportunity along with the funds sought from the Foundation. Indicate also the degree to which the Fellow or their Organization will fund the Fellow's participation, and any other sources of funding available. (See attached Professional Development Fund Application Procedures and Guidelines)
Submission Deadlines:	
Restrictions on Awards:	Awards are made to Switzer Fellows who have completed their fellowship year, and who are professionally employed or continuing their graduate studies that focus on improvement of environmental quality and conditions.

Statement 14
Form 990-PF, Part XV, Line 3a
Recipient Paid During the Year

Name and Address	Donee Relationship	Foundation Status	Purpose of Grant	Amount
Farallones Marine Sanctuary Association 991 Marine Drive, The Presidio San Francisco, CA 94129	N/A	N/A	Leadership Grant (See attached)	$ 40,000.
Global Diversity Foundation c/o Susannah McCandless Vergennes, VT 05491	N/A	N/A	Leadership Grant (See attached)	40,000.
Silicon Valley Toxics Coalition 760 N. First Street San Jose, CA 95112	N/A	N/A	Leadership Grant (See attached)	20,000.
Institute for Agriculture & Trade Policy 6930 Deer Run Drive Alexandria, VA 22306	N/A	N/A	Leadership Grant (See attached)	25,000.

Statement 14 (continued)
Form 990-PF, Part XV, Line 3a
Recipient Paid During the Year

Name and Address	Donee Relationship	Foundation Status	Purpose of Grant	Amount
Pinchot Institute for Conservation 1616 P Street NW Washington, DC 20036	N/A	N/A	Leadership Grant (See attached)	$ 20,000.
American Rivers, California 432 Broad Street Nevada City, CA 95959	N/A	N/A	Leadership Grant (See attached)	15,000.
USDA Forest Service 201 Holdsworth Amherst, MA 01003	N/A	N/A	Leadership Grant (See attached)	40,000.
Wildlife Conservation Society 301 North Wilson Avenue Bozeman, MT 59715	N/A	N/A	Leadership Grant (See attached)	32,000.
Council On Foundations 1828 L Street, NW, Ste 300 Washington, DC 20036	N/A	N/A	Support for Foundation "best practices" as part of our membership grant.	1,470.
Media Interchange P.O. Box 6782 San Rafael, CA 94903	N/A	N/A	For support in generating news content to promote the Switzer Fellowship Network and build media outreach infrastructure for the Switzer Foundation to better promote Fellow accomplishments.	30,000.

Statement 14 (continued)
Form 990-PF, Part XV, Line 3a
Recipient Paid During the Year

Name and Address	Donee Relationship	Foundation Status	Purpose of Grant	Amount
Fellowship Program Grants (See attached) ,	N/A	N/A	The Fellowship Program is intended to support highly talented graduate students in New England and California whose studies are directed toward improving environmental quality and who demonstrate leadership in their field.	$ 150,000.
Professional Development Grant (See attached) ,	N/A	N/A	Grants are made for the professional development of Fellowship Alumni only. Funds are provided for training in non-profit management, communications, leadership, or other relevant professional skills, or for attendance at a conference or other professional activity that will clearly advance career goals.	10,314.
Community Foundation of N Cntrl MA 285 John Fitch Hwy, Ste 1 Fitchburg, MA 01420	N/A	N/A	Fitchburg Greenway Fund: Support for the Fitchburg Greenway planning committee.	500.

Statement 14 (continued)
Form 990-PF, Part XV, Line 3a
Recipient Paid During the Year

Name and Address	Donee Relationship	Foundation Status	Purpose of Grant	Amount
Community Water Center 311 W. Murray Ave. Visalia, CA 93291	N/A	N/A	General support for the Community Water Center ongoing work to address clean drinking water issues in the Central Valley area of California. Follow-up funding of a water truck.	$ 1,150.
Environmental Grantmakers Association 475 Riverside Drive, Ste 902 New York, NY 10115	N/A	N/A	General support for their environmental programs.	1,200.
Nashua River Watershed Association 592 Main Street Groton, MA 01471	N/A	N/A	General support for their river restoration work.	500.
Ocean Conservancy 413 Natural Sciences 2 Santa Cruz, CA 95604	N/A	N/A	General support for the Ocean Conservancy.	500.
San Joaquin River Pkwy & Conservation Tr 11605 Old Friant Road Fresno, CA 93730	N/A	N/A	General support for their conservation programs.	100.
			Total	$ 427,734.

Statement 15
Form 990-PF, Part XV, Line 3b
Recipient Approved for Future Payment

Name and Address	Donee Relationship	Foundation Status	Purpose of Grant	Amount
Fellowship Program Grants (See attached) ,	N/A	N/A	The Fellowship Program is intended to support highly talented graduate students in New England and California whose	$ 150,000.

Statement 15 (continued)
Form 990-PF, Part XV, Line 3b
Recipient Approved for Future Payment

Name and Address	Donee Relationship	Foundation Status	Purpose of Grant	Amount
			studies are directed toward improving environmental quality and who demonstrate leadership in their field.	
			Total	$ 150,000

2010 Federal Book Depreciation Schedule

Robert and Patricia Switzer Foundation

34-1504501

No.	Description	Date Acquired	Date Sold	Cost/ Basis	Bus Pct	Cur 179 Bonus	Special Depr Allow.	Prior 179/ Bonus/ Sp. Depr.	Prior Dec Bal. Depr.	Salvage /Basis Reductn	Depr. Basis	Prior Depr.	Method		Life	Rate	Current Depr.
	Form 990/990-PF																
	Furniture and Fixtures																
6	File Cabinet, Lateral 3dr	11/12/04		400							400	314	S/L	HY	7	.14290	57
10	File Cabinets (2)	9/13/07		682							682	279	S/L	MQ	7	14290	97
	Total Furniture and Fixtures			1,082		0	0	0	0	0	1,082	593					154
	Machinery and Equipment																
1	HP 2110 Printer	6/30/03		157							157	144	S/L	HY	5		0
2	Dell Dimsns 2400 Computer	8/13/03		924							924	924	S/L	HY	5		0
3	Dell VG700b Monitor	9/10/03		444							444	444	S/L	HY	5		0
4	Dell Dimsns 4600 Computer	7/18/03		1,344							1,344	1,344	S/L	HY	5		0
5	Dell ViewSonic Monitor	7/18/03		394							394	394	S/L	HY	5		0
7	Dell Dimension 3000 Cmptr	8/17/05		950							950	855	S/L	HY	5	.10000	95
8	Laser Printer	1/10/06		252							252	225	S/L	HY	5	10000	27
9	Fax Machine	2/13/07		246							246	172	S/L	HY	5	20000	49
11	Dell Latitude D630 Laptop	6/23/08		1,403							1,403	597	S/L	MQ	5	.20000	281
12	Dell Poweredge 840 Server	6/30/08		2,418							2,418	1,028	S/L	MQ	5	.20000	484
13	Various Computer Equip	6/30/08		1,698							1,698	722	S/L	MQ	5	.20000	340
14	HP Laser Printer	6/08/09		1,254							1,254	282	S/L	MQ	5	.20000	251
	Total Machinery and Equipment			11,484		0	0	0	0	0	11,484	7,131					1,527
	Total Depreciation			12,566		0	0	0	0	0	12,566	7,724					1,681

Leadership Grants

How to Apply

---

1. Program Criteria

Leadership Grant Projects may address any environmental issue, however there must be a clear partnership between the Fellow and the non-profit agency that accomplishes three things.

- Advances the professional career, expertise and leadership of a Switzer Fellow;
- Builds the capacity of a non-profit or public agency to effectively address issues of environmental quality through the skills provided by the Switzer Fellow; and
- Achieves measurable improvement on a specific environmental issue or condition through the work of the Switzer Fellow.

One-year grants of up to $40,000 are available to qualified organizations for projects which involve Switzer Fellows in a substantive role. Fellows may be employed as full or part time staff or on a contractual or consulting basis. Funds are awarded to the organization, which is responsible for advising and mentoring the Fellow toward achieving his or her professional goals.

In some cases a Leadership grant will support a project in an organization where a Fellow is already employed. Such requests may be considered if the project will elevate the Fellow's leadership in that organization and take his or her work in a significant new direction that will have direct environmental benefits.

The Leadership Grants Program is most appropriate for organizations creating new project initiatives or proposing to add a Switzer Fellow to staff. Funds may be used to cover direct program costs, including salaries and benefits, consulting fees, travel, materials and equipment. Up to 15% of overhead recovery will be considered. In some cases, a second or third year of funding may be sought from the Leadership Grants Program; however, the applicant organization is expected to demonstrate an increasing cost-share over time and substantial progress towards project goals. At this time, the Foundation is only awarding one-year grants and will not commit to subsequent years' funding at the time of the initial grant request. Requests for successive grants will be considered on a case-by-case basis.

A Fellow may not receive more than three years of funding through the Leadership Grant Program in one or more

projects. A single organization may only submit one concept letter per cycle and may not receive more than one grant per year.
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2. Eligibility - Who Can Apply

Grants are available to any U.S.-based environmental organizations with 501(c)(3) status, government agencies, or educational institutions. Support for Fellows doing international work may be considered as long as a U.S.-based host organization is the grantee and all other criteria are met.

Proposals must be developed jointly by the organization and a Switzer Fellow. Only Fellows who have concluded their graduate program are eligible to participate in a Leadership Grant Program project.
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3. How to Apply

First Steps:

- Leadership grant proposals are to be written collaboratively between the Switzer Fellow and the applicant organization. No proposals will be considered from an organization that has not made direct contact, and developed the specifics of the proposal, with a Switzer Fellow.
- Once an organization and a Fellow have made contact and agree to pursue a Leadership Grant project, the organization MUST contact the Switzer Foundation by phone or e-mail to discuss the anticipated project BEFORE proceeding with the proposal process. This pre-proposal review is to ensure that the project idea is appropriate to the guidelines.
- After this initial conversation, the organization will be directed to submit a concept letter summarizing the proposed project. Concept letters may be submitted at any time, but at least 4 weeks prior to the proposal deadline to be considered during that cycle. A concept letter should be 1-2 pages and describe the project, the position for the Fellow, and the ways in which the proposed project will enhance the host organization's capacity to address issues of environmental quality. Please include the dollar amount to be requested and whether matching funds will be contributed to the project.
- Concept letters will be reviewed after the deadline and the applicant will be notified within 2-3 days by Foundation staff as to whether a full proposal will be invited.
- If a full proposal is invited, follow the Grant Proposal Guidelines below. A telephone interview will be conducted during the review process.

All proposals should include the following:

1. A completed Switzer Foundation Leadership Grant Program Cover Sheet [1]
2. Project Proposal Narrative:
    1. A brief description of the applicant organization, its current programs and services.
    2. A statement of the environmental problem being addressed and the particular skills, capacity and position that qualify the organization to undertake this work.
    3. A description of the activity to be undertaken with Switzer Foundation support and outlining the specific work plan for the year and a time line.
    4. A statement of anticipated results and evaluative criteria that the applicant organization will use in assessing these results. Please specify the targeted environmental outcomes.
    5. A statement of how the organization will be strengthened by the collaboration with the Fellow, and the specific role and responsibilities of the Fellow. In addition, please specify training or professional development opportunities that will be provided to the Fellow during the project.
    6. An explanation of the timing and commitment for raising matching funds for the project. Specify who is responsible for raising matching funds.
3. A letter from the Switzer Fellow relating the proposal to his or her professional development and professional career objectives.
4. The Switzer Fellow's and the project supervisor's curriculum vitae.
5. A statement signed by both the Fellow and the applicant organization regarding the nature of the collaboration and agreement between the two. Indicate whether the position is a temporary, part-time, full-time or consulting position and whether the position is expected to become permanent. An explanation of pay rate and benefits should be included.

6. An itemized income and expense budget for the project proposed, indicating other known or anticipated sources of funding. Please budget for the Fellow and another representative of the host organization to attend the annual fall Fellows' Retreat in California or New England as appropriate. In addition, please budget for any other training needs or professional development opportunities needed to meet the career objectives of the Switzer Fellow. Click here for budget guidelines [2].
7. The organization's current operating budget and most recent financial statement. Click here for budget guidelines. [2]
8. For non-profit organizations, a copy of the IRS tax status determination letter along with a statement signed by an officer of the applicant organization that the IRS determination letter is still valid.

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4. Application Deadlines

Proposals are reviewed twice yearly, in the spring and fall. See below for deadlines. Concept letters and telephone contact must be made at least four weeks prior to the full proposal deadline.

	Spring	Fall
Concept Letter:	February 1	September 1
Proposal Deadline:	March 1	October 1
Review / Decision:	May 15	December 15
Award Notification:	June 1	January 1

5. Where to Apply

Proposal materials should be submitted electronically to:

Erin Lloyd, Program Officer – erin@switzernetwork.org [3]

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6. Evaluation of Proposals

Projects are evaluated on their ability to identify and address critical environmental problems, directly improve environmental quality, achieve quantitative results, provide scientific or technical expertise to organizations with limited resources, and advance the professional career of the participating Fellow.

All Leadership Grant Program proposals submitted for review are evaluated in a three step process. First, Foundation staff evaluate proposals for completeness and have phone or in-person interviews with the lead contact for the organization, and with the Fellow. Then, proposals are reviewed using the Leadership Grant Review Evaluation Matrix [4] that identifies the qualities and parameters by which each proposal and criterion is evaluated. This matrix is meant as a tool to help applicants hone their narrative towards issues of greatest interest to the Foundation and to help staff in their evaluation of the proposals under consideration each cycle. Finally, all proposals are reviewed by the Board of Trustees who make the final grant decisions.

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7. Grant Reports & Requirements

Organizations receiving Switzer Leadership Grants are required to submit a detailed final report [5] at the end of their grant period. (Click here [2] for grant report budget guidelines.) Final reports are used by the Foundation to track progress of projects funded through the program, and to assist us in program planning. In addition, all Fellows participating in a Leadership Grant Project will be asked to present their results or project to other Fellows at a Switzer Fellows Retreat, convening, via webinar, or in writing for Switzer Foundation publications.

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8. How to Find A Fellow or An Organization

Organizations seeking a Fellow with whom to develop a proposal should contact the Switzer Foundation office, but may also browse the Directory [6] of Fellows. The Directory is searchable by Fellow name, geographic location, or area of expertise.

Organizations wishing to be listed on the Leadership Exchange [7] should submit the following information to Erin Lloyd, Program Officer (erin@switzernetwork.org [5]): organization name, contact name and title, full organization contact information including email and website address, brief organization description, and a summary describing the position or project you hope to fill with a Switzer Fellow. Please indicate any time restrictions if applicable.

Fellows interested in finding an organization with which to partner on a Leadership Grant project should visit the Leadership Exchange [7] section of the website and contact the Switzer Foundation office to express their interest in the program. The Foundation may be able to facilitate connections between Fellows and prospective organizations suited to a Fellow's interests and skills.

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9. Frequently Asked Questions

Following is a list of our most frequently asked questions about the Leadership Grant Program. Please see tips for FELLOWS and ORGANIZATIONS following the questions.

1. **HOW DO WE START TO PURSUE A LEADERSHIP GRANT?**
   Organizations should start early and get a Switzer Fellow's commitment first. It is critical that you connect with a Switzer Fellow before you begin the process. A specific Switzer Fellow must be named, and you must work together to submit a proposal. **Fellows** seeking a particular organization to work with should cultivate the relationship in advance of a concept letter deadline. Switzer Foundation staff are available to clarify guidelines.
2. **HOW DO INTERESTED FELLOWS AND ORGANIZATIONS FIND EACH OTHER?**
   - First and foremost, contact Switzer Foundation staff and indicate your interest in finding a Fellow or an organization. Often, we know of Fellows or organizations that may be looking and can suggest possibilities.
   - Post a description of your interest on our LEADERSHIP EXCHANGE [7]. Organizations should send us a written description of your project idea and the description of your ideal candidate (several paragraphs) and we will post it on our Leadership Exchange and notify Fellows. Fellows should post your interest (type of project or organization you are trying to find, and your qualifications) on the LEADERSHIP EXCHANGE [7]. You can do this directly via your web Directory entry (at the bottom of your Directory page, you will see a link to Update your entry – click on this and use the box at the bottom of the page to type in your Leadership Exchange posting).
   - **Organizations** should look through our DIRECTORY [6] of Fellows. Using keywords, you can search for Fellows in your field and can then contact them directly. Generally, Fellows who are just graduating from their academic programs are the most flexible.
3. **WHAT ARE THE KEY CRITERIA FOR LEADERSHIP GRANT PROGRAM PROJECTS?**
   - **Your project is relevant:** You have related the goals and objectives of your project to a current and critical environmental issue. The project has the potential to solve a problem or improve a condition.
   - **The project advances the professional career of the Switzer Fellow.** The Fellow's role is substantive in carrying out the project. The project will utilize the skills and professional interests of the Fellow in a way that advances their leadership skills.
   - **The project and the Switzer Fellow will help build the capacity of the organization.** The Fellow has special skills needed to fulfill the project. The skills and expertise of the Fellow will leverage the organization to make a significant contribution on the environmental issue described in the proposal.
4. **CAN A SWITZER FELLOW BE HIRED AS A CONTRACTOR RATHER THAN AS FULL TIME STAFF OF THE ORGANIZATION?** Yes. Many Leadership Grant projects are for a specified term with the Fellow hired as contract staff. If this is the case, the applicant will need to specify the exact working arrangement between the parties (full time or part time, length of term, payment rate and pay periods, whether the Fellow will work in the organization's office or at home, use of supplies and computers, etc.) In fact, hiring a more experienced Switzer Fellow for a contract position can be a very effective strategy for certain projects. However, staffing arrangements will be reviewed by Foundation staff to make sure they are tailored appropriately to the Fellow's needs.
5. **HOW SHOULD THE PROPOSAL BE WRITTEN AND PRESENTED?** All proposals should be prepared jointly by the organization and the Fellow. Follow the program guidelines and be sure to include all the requested materials. Be sure your proposal is clear, free of jargon and emphasizes outcomes. Furthermore, responsibilities

for accomplishing the project should be clearly articulated. The roles of the Fellow, the Fellow's supervisor, and other members of the organization involved in the project must be addressed.

6. **HOW SHOULD WE ADDRESS EVALUATION IN THE PROPOSAL?** Describe the lasting results expected from the project. Include a plan to evaluate the successes and failures of the project and measurable outcomes. (Note: Outcomes are the specific conditions you hope to achieve - like reduction in pollution, increase in community involvement or changes in policy. This is different from outputs, or the things you will do - like hold meetings, write reports, etc.) How will the impact of your project live on after the grant period has expired?
7. **WHAT TIME FRAME SHOULD WE PLAN FOR THE PROJECT?** Your project should match the resources available. Be realistic about what can be carried out within the time schedule and with the budget you propose.
8. **ARE MULTI-YEAR GRANTS AVAILABLE?** At this time, multi-year grant proposals are not accepted. Grants of up to $40,000 may be requested for a one-year period. Successful applicants may be permitted to apply for a second year of funding if needed. If possible, please specify if you expect to apply for a subsequent year's funding.
9. **ARE MATCHING FUNDS REQUIRED?** Yes. We expect that additional funds will be required to carry out the proposed project, and a plan for raising those funds should be articulated in the project budget. For organizations invited to apply for a second year of funding, we anticipate that the organization's share of funding the Fellow and the project will increase over time and the Switzer Foundation's share will decrease.
10. **WHAT IF WE NEED TO RAISE ADDITIONAL FUNDS IN ORDER FOR THE PROJECT TO HAPPEN?** Fundraising and professional commitments must be made clear at the outset. The proposal must address who will raise other needed funds for the project and the role of the Fellow in any fundraising activities. For start-up projects, the Foundation may be willing to take on more of the costs, but a funding strategy for the duration of the project should be described.
11. **HOW DO WE ENSURE THAT THE SWITZER FELLOW'S PROFESSIONAL OBJECTIVES WILL BE MET?** Applicants should have discussed the Fellow's career goals prior to drafting the proposal. The proposal should address specific steps to build the professional standing of the Fellow and appropriate training or professional development opportunities for the Fellow that will be available during the project period. If known, outline specific trainings or professional development opportunities that will be made available to the Fellow.
12. **WHAT ARE THE REQUIREMENTS FOR GRANT REPORTING?** One FINAL REPORT [5] (including a FINAL BUDGET [2]) is required at the end of the grant cycle, one year from the time the grant is awarded. If a second year of funding is requested, an interim or progress report should be included with the renewal request.
13. **WHAT OTHER EXPECTATIONS DOES THE FOUNDATION HAVE FOR LEADERSHIP GRANT PROJECTS?**
    - We expect that any media stories generated by the project will be shared with us, and that the Robert & Patricia Switzer Foundation will be acknowledged as a funder of the project.
    - The Fellow and a representative of the organization will attend the fall Fellows' retreat in either California or New England (wherever appropriate) and present results or progress of the project.
    - The Fellow will write about the results of the project for distribution to the Switzer Network community or for the Switzer website, and/or present results at a Switzer Fellows Retreat, convening, or via webinar.

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10. Tips for Organizations

- Remember that Fellows must have completed their academic studies before beginning a Leadership Grant project. Proposals can be submitted while the Fellow is still in school, but start dates should be coordinated with the Fellow's degree completion.
- Be clear about the scope of your project. Although it is tempting to think you can accomplish all the big-picture plans you have, remember that Leadership Grants are for a one year time frame. It is much better to temper your plans to a realistic level. This will be scrutinized during the grant review process.
- Use the LEADERSHIP EXCHANGE [7] and Switzer staff as resources in finding a Fellow and posting your interest. Start early! Working out a project idea with a Fellow is time-consuming and you must have developed the project jointly before submitting a concept letter or proposal.
- Work with the Switzer Fellow to prepare the proposal. The proposal should be written jointly so that it captures not only the essence of the project, but also how the project fits into the overall career and leadership goals of the Switzer Fellow.
- Be prepared to support the Fellow's leadership development. The Leadership Grant Program is designed to foster the leadership development of our Fellows. It is not simply a project grant program. Supporting leadership development could involve setting up trainings for the Fellow to participate in, guided leadership on the project itself, or other professional development opportunities.
- If you are not sure about the long term commitment to the Fellow's position, be honest and frame a realistic one-

year project. If it goes well and you are in a better position to commit to a longer term project later in the grant year, you may be eligible to apply for another year's funding.
- For grassroots organizations, be sure that your organization can handle the commitment to a professional salary for the Fellow. This will include being able to handle the additional fundraising commitments that may be required.
- Be open to how a Switzer Fellow can bring project design and other skills to the project.

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11. Tips for Fellows

- If you are contacted by an organization, get to know the organization first, to be sure it is a good fit.
  - If it is a start-up or has minimal staff, talk to us about questions to ask of the organization before you sign on. You will want to be clear about the ability of the organization to support your project to completion.
  - Review the overall mission of the organization. Although you will be working on your particular project or in your specified position, be sure its mission is aligned with your interests and goals.
  - If you are unfamiliar with the organization, talk to as many people as possible (staff, if appropriate; ex-staff, if appropriate; other colleagues) about its work, perceptions of the organization, and staffing stability.
- Work carefully with the organization to define the project scope and expectations. Be sure you are a part of the proposal writing process.
- Be as clear as possible about the roles of all parties and the relationship between you and your potential supervisor. Be sure your potential supervisor is also a part of the proposal process. This is particularly true if you will be working offsite. If that is the case, we recommend making an agreed upon schedule of meeting times with your supervisor to maintain regular contact.
- Be clear and honest with the organization about your expectations for leadership development. Ask about professional development trainings or opportunities that may be available.
- Understand the pros and cons of working for small or large organizations. Small, grassroots organizations can offer opportunities to lead and shape projects, but they may have limited fundraising experience or capacity. Large organizations may have so many good projects underway simultaneously that it can be challenging to get supervisors to focus on your work.
- Realize when you are approaching an organization that the interview process should work both ways. Not only will the organization want to know about your background and experience, but you should be sure to question the organization as well.
- Inquire as to how much of your time, if any, will be devoted to raising funds for the position or project. Is there a development director at the organization, or someone who is dedicated solely to raising money?
- Look carefully at the structure of the organization in terms of number of staff in comparison to the work the organization does. What is the culture of the organization in terms of work hours, communication and collaboration among staff as well as expectations for performance, overtime, or travel? Talk openly with your supervisor or the executive director about expectations and the work culture of the organization.
- Ask about staff support available to you. Depending on the specifics of your position, you may want to inquire about development staff, administrative staff, GIS staff, etc. If many of these duties will fall on you, you will want to be especially clear about expectations for job outputs during the course of the project.

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Grant List – Leadership Grants

Grant Type LGP

For Period 7/1/2010 through 6/30/2011

Grantee	Organization Name	Grant Cycle	Fellow	Award Date	Award Amount	Award Status	Report Date
Silicon Valley Toxics Coalition	Silicon Valley Toxics Coalition 760 N. First Street San Jose, CA 95112	FY 2011 LGP-F	**Dustin Mulvaney** **Project Name:**	12/1 /2010	$20,000.00	Active	
				Year Three - Clean and Just Solar Energy Campaign			

Purpose Dustin Mulvaney will continue his research into the safety and sustainability of the solar photovoltaic industry, building on the momentum of the past two years as consulting Research Scientist to Silicon Valley Toxics Coalition.

Grantee	Organization Name	Grant Cycle	Fellow	Award Date	Award Amount	Award Status	Report Date
American Rivers	American Rivers, California 432 Broad St. Nevada City, CA 95959	FY 2011 LGP-S	**Mark Tompkins** **Project Name:**	5 /13/2011	$15,000.00	Active	
				Year Two - Ecological Leadership for California's Flood Management			

Purpose To continue Mark Tompkins's role for a second year as technical and policy advisor to American Rivers on the finalization of California's Central Valley Flood Management Plan.

Grantee	Organization Name	Grant Cycle	Fellow	Award Date	Award Amount	Award Status	Report Date
Farallones Marine Sanctuary Association	Farallones Marine Sanctuary Association 991 Marine Drive, The Presidio San Francisco, CA 94129	FY 2011 LGP-S	**Leslie Abramson** **Project Name:**	5 /13/2011	$40,000.00	Active	
				Project Manager - Whale/Vessel Interactions Project			

Purpose To expand Leslie Abramson's position to full time at the Gulf of the Farallones National Marine Sanctuary, creating a position for her as Project Manager of the Whale/Vessel Interactions Project.

Grant List Leadership

Grant Type LGP

For Period 7/1/2010 through 6/30/2011

Grantee	Organization Name	Grant Cycle	Fellow	Award Date	Award Amount	Award Status	Report Date
Global Diversity Foundation	Global Diversity Fund, Inc. c/o Susannah McCandless Vergennes, VT 05491	FY 2011 LGP-S	**Susannah McCandless** **Project Name:** International Program Director	5 /13/2011	$40,000.00	Active	

Purpose To hire Susannah McCandless as International Program Director to strengthen Global Diversity Foundation's capacity to deliver grassroots community conservation initiatives that safeguard biodiversity, and to build the administrative capacity of the organization.

Grantee	Organization Name	Grant Cycle	Fellow	Award Date	Award Amount	Award Status	Report Date
Institute for Agriculture and Trade Policy	Institute for Agriculture and Trade Policy 6930 Deer Run Drive Alexandria, VA 22306	FY 2011 LGP-S	**Doreen Stabinsky** **Project Name:** International Climate and Agriculture Policy	5 /13/2011	$25,000.00	Active	

Purpose To hire Doreen Stabinsky as a part time consultant to advise the organization on a range of issues involving climate change and agriculture.

Grantee	Organization Name	Grant Cycle	Fellow	Award Date	Award Amount	Award Status	Report Date
Pinchot Institute for Conservation	Pinchot Institute for Conservation 1616 P Street NW Washington, DC 20036	FY 2011 LGP-S	**Amy Rogers** **Project Name:** Year Three - Forest Conservation Planning in the Ecuadorian Choco	5 /13/2011	$20,000.00	Active	

Purpose To fund Amy Rogers's position for a third year, with a promotion to Project Director, developing a conservation program for the Mache-Chindul Reserve in Ecuador for reforestation and testing the concept of environmental mortgages.

Grant List Leadership

Grant Type LGP

For Period 7/1/2010 through 6/30/2011

Grantee	Organization Name	Grant Cycle	Fellow	Award Date	Award Amount	Award Status	Report Date
USDA Forest Service	USDA Forest Service 201 Holdsworth Amherst, MA 01003	FY 2011 LGP-S	**Susannah Lerman** **Project Name:** Urban Wildlife and Biodiversity Initiative	5 /13/2011	$40,000.00	Active	

Purpose To create a position for Susannah Lerman leading a project to integrate public perceptions about urban forestry with future USFS urban forest management planning, with the end goal of improving the Forest Service's urban forest management.

Grantee	Organization Name	Grant Cycle	Fellow	Award Date	Award Amount	Award Status	Report Date
Wildlife Conservation Society	Wildlife Conservation Society 301 North Willson Avenue Bozeman, MT 59715	FY 2011 LGP-S	**Sarah Reed** **Project Name:** Project Leader - Western Private Lands & Connectivity Conservation	5 /13/2011	$32,000.00	Active	

Purpose To hire Sarah Reed as Project Leader for the Western Private Lands & Connectivity Conservation project. This project will build on work Sarah has already done with WCS through her Smith Fellowship and allow the organization to expand its capacity in the Southern Rockies region looking at reducing the impacts of rural sprawl on wildlife habitat.

Grand Total:	$232,000.00
Grand Total Paid:	$232,000.00
Grand Total Pending:	$0.00

Professional Development Grants - How to Apply

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1. Purpose

The Professional Development Fund is a discretionary grant program of the Robert and Patricia Switzer Foundation. Small grants are available to support and facilitate the professional development and career advancement of Switzer Fellows.

The Foundation will respond to individual requests for professional development support of up to $1,000. Grants may be used for Fellow participation in conferences, professional meetings or trainings that will advance the Fellow's career. Grants will be made at the discretion of the Executive Director and will follow the guidelines given below. Requests will be considered monthly to ensure rapid response time for requests.

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2. Eligibility - Who Can Apply

To be eligible, Fellows must have completed their fellowship year. Professional Development Grants are for Fellows who are professionally employed or continuing their graduate studies that focus on improvement of environmental quality and conditions.

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3. How to Apply

A preliminary phone conversation with the Executive Director is advised before submitting a written request. Requests for Professional Development Grants may be made to the Robert and Patricia Switzer Foundation at any time using the Application form below. Written requests need not be more than 1-2 pages and must include the following information requested on the application form:

1. Name and contact information for Fellow, including email address;
2. Title and Employer;
3. General responsibilities of current position;
4. Description of specific professional development opportunity for which funds are being sought. Include dates, location and Fellow's role at the event (participant, presenter, attendee);
5. Explanation of how participation in the event will advance the Fellow's career and what is the "learning agenda" for the event – i.e. your own learning and professional goals for this event;
6. Cost of professional development opportunity and amount of funds sought from Switzer Foundation for this purpose; and
7. Degree to which Fellow or organization will fund the Fellow's participation in the activity. Indicate sources of other funding to cover costs.

An Application Form [1] may be downloaded here.
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4. Application Deadlines

Requests may be submitted any time and will be reviewed on a monthly basis.

5. Where to Apply

Applications may be submitted electronically to Lissa@switzernetwork.org [2].

6. Application Evaluation

Grant awards will be decided within 30 days of the request and will be at the sole discretion of the Executive Director. Requests for support should not be made more than 90 days before the event. The aim is to be responsive to Switzer Fellows and organizations most in need of support for professional development opportunities who would not otherwise be able to finance their participation. Grants may be made directly to the Switzer Fellow or to their employer if is it a 501(c)3 charitable organization or public agency or institution. Please note that grants to individuals may be treated as income so please consult with your tax advisor.
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7. Grant Reports and Requirements

Recipients are required to complete a grant report form at the conclusion of their professional development activity. A detailed budget report and copies of receipts must be included. On occasion, Fellows may be asked to share their experience, lessons learned or networking results with other Fellows and colleagues.

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Collaborative Initiatives Fund - How to Apply

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1. Eligibility - Who Can Apply

- Any Switzer Fellow, current or past, is eligible to apply for a CIF grant. Two or more Fellows must be involved in the proposed activity.
- Current Fellows who are still in school may collaborate, but funds may not be used for graduate school expenses. Funds may only be used to support direct expenses related to the proposed project.
- Collaborating Fellows must be employed or directly working on the issue on which they plan to collaborate. They may be engaged in any sector including non-profit, government, business or academia. Cross-sector collaboration is highly encouraged and favored.
- The organizations in which the Fellows are employed must be supportive of the collaboration and bring organizational resources and credibility to the project.
- Funding is available for *new* collaborative initiatives between Fellows. Funds may not be used to augment currently funded Fellowship or Leadership grants. However, collaborative proposals that *build* on past Fellowship or Leadership grant activities and outcomes will be considered.
- Grants will only be made to organizations with non-profit charitable status.
- Grants are for a one year period only. Fellows may seek renewal funding only upon completion of the initial project or upon demonstration of significant outcomes. Renewal requests will require matching funds.

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2. Project Criteria

Collaborative Initiatives Fund projects must be designed as a collaborative effort among two or more Switzer Fellows. Specific criteria include:

- The project must advance a current critical environmental issue.
- The project must have tangible results, and show a direct and positive impact on the issue.
- The project must foster collaboration among two or more Switzer Fellows, and must leverage financial and other resources of each Fellow's organization to advance progress on the issue (organizational letters of support will be required).
- The project must demonstrate a clear strategy with realistic expectations. A work plan and timeline will be required.
- If the project is local in scope (as opposed to regional, national or international), it should have potential to be used as a model elsewhere for larger-scale impact.

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3. Types of Grants

There are two types of CIF grants: Seed Grants and Project Grants.

SEED GRANTS

Seed grants of up to $5,000 are available for small scale collaborative efforts or pilot projects. Funds may also be used for the start-up or exploratory planning work that may be necessary in advance of a larger collaborative project. Seed grants may be used to cover direct expenses including travel, materials, staff or convening costs. A limited amount of administrative support or funding for staff release time is also permitted. Planning/Seed grants are reviewed on a rolling basis and are awarded at the discretion of the Executive Director of the Foundation. It is advisable to present your idea by telephone or email before submitting full documentation for a collaborative project.

Supported activities may include convening Fellows to explore collaborative project ideas; convening thought leaders for strategy development on policy issues; data collection or planning for a pilot project; or development of policy papers and action strategies. Please refer to the Current Grants [1] section of this website to see types of activities funded in the past.

PROJECT GRANTS:

Project grants of up to $40,000 are available for collaborative projects that will advance a current critical issue, and utilize the individual and organizational leadership resources of the collaborating Fellows. These grants may also be used to support direct project costs, release time and/or administrative support, with a focus on **implementation** of a project idea, rather than planning. These grant requests will be reviewed twice yearly by staff and board, on the same cycle as the Leadership Grant Program. Concept letters will be required for each Collaborative Initiatives Fund Project grant request before being invited to submit a full grant proposal. Overhead or administration costs may not exceed 15% of the total request. Please refer to the Past Recipients [2] section of this website to see types of projects funded in the past.

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4. How to Apply

Collaborating Fellows should jointly produce the proposal for all CIF grant requests. All requests should include:

1. A completed Collaborative Initiatives Fund Cover Sheet [3] that includes the title of the project, the names/contact information of collaborating Fellows and the anticipated role of each, and the lead contact for the proposal.
2. A narrative describing the purpose of the project, clear objectives to be addressed, the nature of the collaborative activity, the workplan, timeline and anticipated results. Clearly outline products and outcomes expected from the project. Describe how long-term results will be tracked beyond the term of the grant.
3. A budget for the project, indicating other known or anticipated sources of funding and in-kind contributions. (Click here for budget guidelines [4].)
4. A current and past year budget for the organization receiving grant funds. (Click here for budget guidelines [4].)
5. Documentation of non-profit status of the organization which will receive the grant if awarded.
6. Letters of support from the participating Fellows' organizations.

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5. Application Deadlines

Planning/Seed grants:
Proposals may be submitted anytime. Awards made on a rolling basis.

Project Grants:

Proposals are reviewed twice yearly, in the spring and fall. See below for deadlines. Concept letters and telephone contact for project grants must be made at least four weeks prior to the full proposal deadline.

	Spring	Fall
Concept Letter	February 1	September 1
Invited Proposals Due	March 1	October 1
Review/Decision	May 15	December 15
Award Notification	June 1	January 1

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6. Where to Apply

Complete proposals may be sent electronically to:

Erin Lloyd, Program Officer - erin@switzernetwork.org.
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7. Evaluation of Proposals

Grant applications will be reviewed by Switzer Foundation staff and Board using the

Collaborative Initiatives Fund Grant Review Evaluation Matrix [6]. Priority is given to projects that will have clear and tangible outcomes, especially those which are likely to have national or broad scale impact. Policy initiatives, white papers, and development of interdisciplinary approaches or models are invited. Projects that engage Fellows across sectors, such as business, non-profit, government and/or academia are also strongly encouraged. Projects with local impact may be submitted, but those with potential to serve as a model are preferred.

Proposed collaborative efforts may be experimental in terms of working arrangements and perspectives, but the project should be synergistic and add value to participants' efforts as well as produce joint outcomes. Joint efforts should focus on a clear action agenda or exploration of a strategy for future impact.

Based on recent polling of Switzer Fellows, priority for collaborative initiatives will be given to projects focusing on: climate change and energy policy and action, land use change, habitat/biodiversity loss and smart growth, and water resource issues (including access, scarcity and pollution). Addressing equity and social justice implications of these and other issues is also encouraged.

Award of a Seed grant does not guarantee support of a subsequent Project Grant through the Collaborative Initiatives Fund. Each project is reviewed on its own merits, and through a competitive process. However, successful outcomes on a Seed grant will favorably influence the review process.

This grant program is not intended to provide individual project support nor is it intended to assist a Fellow in engaging in a new field or career direction. Fellows seeking new projects or collaboration with a single organization should look to the Leadership Grant Program for possible support.
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8. Award Requirements

A grant report is expected at the conclusion of all projects, which should include a final project budget [4]. In addition, it is expected that all published and presented materials will credit funding from The Robert and Patricia Switzer Foundation. Collaborating Fellows may be asked to present their results at a Switzer Network Retreat or other convening and to summarize their efforts for Switzer Foundation audiences on the website and in print.
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Links:
[1] http://www.switzernetwork.org/grant-programs/collaborative-initiatives/awards

[2] http://www.switzernetwork.org/grant-programs/collaborative-initiatives/past-recipients
[3] http://www.switzernetwork.org/sites/default/files/COVER SHEET - CIF Program (1).doc
[4] http://www.switzernetwork.org/sites/default/files/Switzer Foundation Leadership and Collaborative Grant Budg._0.pdf
[5] mailto:lissa@switzernetwork.org
[6] http://svr8.acornhost.com/%7Eswitzern/sites/default/files/CIF_Evaluation_Rubric.pdf

Professional Development Fund - Grant List

Grant Type PDF

For Period 7/1/2010 through 6/30/2011

Grantee	Organization Name	Grant Cycle	Fellow	Payment Date	Award Amount	Award Status	Report Date
Lisa Hummon 12220 Galesville Drive Gaithersburg MD 20878-2072		FY 2010 PDF	**Lisa Hummon**	7 /8 /2010	$500.00	Closed	7/7/2010
			Purpose	To assist with Lisa Hummon's expenses in attending the NAEP conference where she did a poster presentation.			
Conference/Training Name:	**National Association of Environmental Professionals**						
Brian Johnson 204 Rossetti Place, 2 Lower Byrom Street Manchester M3 4AN		FY 2011 PDF	**Brian Johnson**	9 /1 /2010	$1,000.00	Closed	11/12/2010
			Purpose	To support Brian Johnson's expenses at the North American Association for Environmental Education Conference. Brian will be making three presentations at the conference.			
Conference/Training Name:	**North American Association for Environmental Education Conference**						
LA & SG River Watershed Council 700 N. Alameda Street Los Angeles CA 90012	LA & SG River Watershed Council	FY 2011 PDF	**Nancy Steele**	11/2 /2010	$985.00	Closed	12/20/2010
			Purpose	To assist Nancy Steele with the expenses to attend the ACES, A Community on Ecosystem Services, conference. Nancy will present a poster titled, "The Feedback Loop: Monitoring and indicators of Watershed Health in Greater Los Angeles."			
Conference/Training Name:	**ACES, A Community on Ecosystem**						
Bridie McGreavy PO Box 164 Orono ME 04473		FY 2011 PDF	**Bridie McGreavy**	11/11/2010	$560.00	Closed	12/20/2010
			Purpose	To support Bridie McGreavy's travel and registration expenses at the National Communication Association conference in San Francisco.			
Conference/Training Name:	**National Communication Conference**						

Professional Development Fund - Grant List

Grant Type PDF

For Period 7/1/2010 through 6/30/2011

Grantee	Organization Name	Grant Cycle	Fellow	Payment Date	Award Amount	Award Status	Report Date
Environmental Grantmakers Association 475 Riverside Drive, Ste 960 New York NY 10115	Environmental Grantmakers Association	FY 2011 PDF		1 /3 /2011	$5,000.00	Active	
			Purpose	This grant is for the general purpose of supporting Switzer Fellow attendance at the EGA Federal policy briefing. This grant will enable three to five Switzer Fellows to participate in the biennial EGA Federal Policy Briefing to be held in Washington, DC February 15-16, 2011. In addition, as part of this grant the Switzer Foundation will co-host a reception on Feb 15th that will be open to DC-area Switzer Fellows. This grant will further EGA's efforts to engage next generation environmental leaders and Switzer Foundation's interest in creating significant professional development opportunities for its Fellows. Support of this conference will provide a valuable networking opportunity for Switzer Fellows and Funder colleagues and will also offer Fellows insights into federal policy development and the environmental philanthropic field.			
Conference/Training Name:	**Federal Policy Briefing**						
Ayana Johnson 2480 16th St. NW, Apt. 903 Washington DC 20009		FY 2011 PDF	**Ayana Johnson**	2 /22/2011	$1,000.00	Closed	5/19/2011
			Purpose	To assist with Ayana's registration expenses at the Summit Series marine science and conservation event.			
Conference/Training Name:	**Summit Series**						
Randy Turner 4521 Vieja Drive Santa Barbara CA 93110		FY 2011 PDF	**Randy Turner**	3 /28/2011	$1,000.00	Closed	4/19/2011
			Purpose	To assist with travel and registration costs.			
Conference/Training Name:	**Group Comercial Aquaponics' training**						

Professional Development Fund - Grant List

Grant Type PDF

For Period 7/1/2010 through 6/30/2011

Grantee	Organization Name	Grant Cycle	Fellow	Payment Date	Award Amount	Award Status	Report Date
Jessica Davenport 6623 Deakin St. Oakland CA 94609		FY 2011 PDF	**Jessica Davenport**	6 /6 /2011	$269.00	Awarded	

Purpose To assist Jessica Davenport with travel and registration expenses attendant to participating in the Costal Zone 2011 conference. At the conference Jessica will present a talk entitled "Bay Meets Delta: Coordinating Restoration and Adaptation Planning in the San Francisco Estuary."

Conference/Training Name: **Coastal Zone 2011**

Grand	$10,314.00
Grand Total Paid:	$10,314.00
Grand Total	$0.00

Fellowship Program - How to Apply

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1. Eligibility Requirements for Fellowship Applicants

Competition for the Switzer Fellowships is intense. There are typically over 150 applicants for the ten fellowships in each region. Please make sure you meet all of the Fellowship eligibility requirements and carefully follow the application procedures below. An applicant for a Switzer Environmental Fellowship must:

- be a US citizen;
- be enrolled in an accredited graduate institution in California or New England;
- have strong academic qualifications; and
- have academic and career goals focused on environmental improvement, regardless of the school, major or program in which they are enrolled.

In addition:

- The applicant must plan to be enrolled as a full time student for the entire '11-'12 academic year in order to be considered.
- Master's degree candidates must have completed at least one semester of course work to apply and be seeking the Master's as a terminal degree. Master's degree students planning to pursue a PhD are advised to wait until they are in their PhD program to apply.
- Individuals enrolled in one-year Master's degree programs may apply prior to enrollment, but must be formally accepted into their program to be eligible for a Fellowship interview. Interviews take place in May.

- Applicants at the PhD level must plan to have completed at least three years of Doctoral work by July 1, 2011, or plan to have passed their qualifying exams by May 1, 2011. Please note that PhD candidates with a clear research and career focus are more competitive than individuals who are still undecided or early in their academic program.
- Mid-Career students may apply and must demonstrate how their academic program will enhance their effectiveness as an environmental professional.
- All applicants and recommenders should be aware that the Switzer Environmental Fellowship looks for environmental leadership potential as well as research topic of the applicant.

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2. Application Procedure

All students applying for a Switzer Environmental Fellowship must submit an **online application form**. A link to the online form is given below. Each applicant will be prompted to create an account before gaining access to the application form. This will allow applicants to save their work, make edits and track progress during the application review process. Specific application instructions are available on the application form. General guidance is provided here to help you prepare the necessary documentation. It is imperative that applicants review the eligibility requirements above prior to applying. Applications take a lot of time and work to complete, and ineligible applications will not be reviewed. APPLICATIONS WILL NOT BE CONSIDERED COMPLETE UNLESS ALL OF THE REQUIRED MATERIALS ARE SUBMITTED AS INSTRUCTED. We cannot allow any exceptions. (Please note that if you need to convert hard copy documents to digital format, the online application has a 'Fax to File' capability that you can use for this purpose, but it requires immediate proximity to a fax machine. Further instructions available via the on-line application form.) The following materials are required to be submitted with the application as uploaded MS Word or Adobe PDF documents.

- **A 2-3 page original essay**. The essay is a critical component of the application screening process. The essay must offer insights into the personal motivations of the applicant as well as how his/her academic experience will be applied to environmental improvement. The essay may be single or double spaced, but please use at least 11 point type for all text. The essay should address the following:
  1. The applicant's vision of his/her future role in the environmental field, including influences and experiences shaping that vision. It is helpful to articulate the professional capacity or position in which you see yourself as part of this vision post-graduation.
  2. A description of how the applicant's background, academic studies, or other experiences will be applied to a career dedicated to effecting positive environmental results.
  3. A brief description of the applicant's academic focus, describing how it will have a direct, early and positive impact on environmental quality. A description of the applicant's academic research may be included as part of the application packet, but should not be the sole emphasis of the essay.
  4. One or more examples of how the applicant has been an agent of change or contributed to solving an environmental issue or problem.
  5. Evidence of leadership ability and experience. Personal and professional challenges overcome may be described as well as accomplishments.

- Two professional **letters of recommendation**. (Recommendation letters must be submitted directly to the Foundation per the "Recommendation Instructions" [2].) These can be from your academic advisors or others who know you and your work well.
- A current **resume**, including relevant work and volunteer experience. Please include the number of hours per week and number of months worked for each professional and volunteer experience noted.
- Most recent Graduate academic **transcripts** (undergraduate transcripts are not necessary except in the case of applicants enrolling in one-year master's programs with no other graduate school experience). PLEASE NOTE: if you are unable to access your official transcript by the application deadline, you may upload an unofficial copy to your application and send the official copy when it is available. Specific instructions can be found on the application form.
- A brief **outline of the general course of study** or research planned.
- **Evidence of financial need** where applicable. Although the Switzer fellowship is merit-based, financial need may be considered when comparing equally qualified applicants.

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3. Selection Process

Application Review and Interview Process

Applications are reviewed by teams of consultants AND New England and California applications are reviewed separately. Those students whose applications reflect the greatest career potential for improving the quality of our environment will be invited for an interview (see interview dates BELOW). Interviews will be held in San Francisco for California applicants, and in Boston for New England applicants. Interviews are very focused and brief. Each Fellowship candidate will meet with a team of three or four environmental professionals representing different sectors (business, NGO, government, etc.) and Switzer Foundation representatives (including past Fellows). All candidates are asked the same questions, evaluated by the interview team and then the team leaders convene and make the final selection. All candidates interviewed are notified of award decisions in writing within two weeks after the interviews.

Criteria for Selection

Switzer Environmental Fellowship applications will be reviewed using the following criteria:

- Leadership Experience and Potential – Applicant demonstrates new or different perspective to his or her field of study; ability to influence others towards environmental goals; and breadth of skill, creativity and flexibility to effectively bridge the public, private and academic arenas.
- Applied Focus - Scientific, technical, analytical and/or policy study is geared towards applied results; ability to relate detailed knowledge in a broader context.
- Career Goals and Commitment – Commitment to aggressively pursue and implement effective solutions to improve the quality of our environment; clarity of career goals and vision.
- Communication and Critical Thinking – demonstrates clear communication and problem-solving abilities; ability to translate theoretical concepts into practice; ability to

communicate effectively in writing and orally.
- Prior work and volunteer experience in an environmental field

Additional Considerations:

- Engagement in new approaches to major environmental issues or emerging fields.
- Evaluation of merit includes professional and academic achievement as well as experience with activist, grassroots and other community-based approaches to environmental change.
- Individuals who have some professional or work experience between undergraduate and graduate study are often more competitive candidates for Switzer Environmental Fellowships due to their understanding of systems and conditions required for promoting positive environmental change.
- In selecting the final pool of interview candidates, a diversity of approaches to environmental change is sought, as well as representation of a diversity of schools and fields of study.
- Applicants who are pursuing an academic career must be able to articulate how they will effect positive environmental change beyond the classroom or research setting.
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4. Where and When to Apply

Deadlines:

Application Deadline: January 15, 2011

Interview Dates:
New England Fellowships: May 14, 2011 – Boston
California Fellowships: May 7, 2011 – San Francisco

Notification: mid May, 2011

Fellowship Payment Dates:
Late June, 2011
Late January, 2012

Contact for further information:
For eligibility and general questions:
Erin Lloyd, Program Officer
(207) 338-5654 or e-mail, erin@switzernetwork.org [3]

For technical assistance with online applications:
Don Brackett, Administrative Officer
(207) 338-5654 or e-mail, don@switzernetwork.org [4]

APPLY HERE

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5. Fellowship Award Requirements

Fellowship Retreats

In late September and early October, annual fall retreats are held in New England [6] and California [7] to welcome new Fellows in each region and provide an opportunity for former Fellows to renew acquaintances. It is a requirement of the Fellowship that new Fellows attend the fall retreat the year they are selected. Former Fellows are always encouraged to attend these retreats. New Fellows will be notified of the exact dates and locations for the annual retreats at the time of their Fellowship award. We also hold two additional optional retreats in late winter/early spring.

Reporting Requirements

Switzer Fellows are required to submit two written reports during their fellowship year. An interim report must be received by January 15, mid-way through the fellowship year, and a final report by June 15 at the end of the fellowship year. Guidelines and requirements for these reports will be provided in advance of each due date. Payment for the second half of the Fellowship award will be released upon receipt of a satisfactory interim report.

Use of Fellowship Funds

The Fellowship is paid in two equal installments, the first in June and the second in late January. The entire grant may be applied to one or more of the following: tuition, matriculation and other university fees, living expenses, education or research related expenses. To the extent that the fellowship is not used for tuition, it may be considered income and the Fellow may be liable for income tax. The Foundation does not file IRS-1099 Forms on the Fellowships. Fellows are however, required to submit a report of expenditures to the Foundation at the end of the Fellowship year. Please consult with your tax advisor for proper treatment of the award.

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6. Exclusions

Employees and Trustees of The Robert and Patricia Switzer Foundation and their family members are not eligible to apply and the Foundation does not discriminate on the basis of race, color, gender, religion, sexual orientation or national or ethnic origin in the selection of Fellows.

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7. Frequently Asked Questions About Switzer Fellowships

1. WHAT KIND OF CANDIDATE IS THE SELECTION COMMITTEE LOOKING FOR? The ideal candidate possesses a strong personal commitment to solving problems and effecting change in the environmental arena. He/she should possess solid leadership and

communication skills, and have excellent technical and/or analytical backgrounds as well as superior academic credentials. Non-academic volunteer or community-based experience is also highly valued.

2. DO I NEED TO BE STUDYING IN A "HARD" SCIENCE AREA TO COMPETE SUCCESSFULLY? No. Fellowships are not limited by field of study. A good grounding in a science is considered a plus, but it will not prevent a candidate with other strong skills from competing successfully for a Fellowship as long as the candidate applies those skills to environmental improvement. A variety of fields and disciplines are supported, but commitment to environmental goals is essential.
3. WHAT IS THE MOST IMPORTANT FACTOR IN SUBMITTING A SUCCESSFUL APPLICATION? Preparation. It may seem obvious, but a thoughtful application is most appreciated. You should carefully read the Program guidelines and visit the website (www.switzernetwork.org) to understand as thoroughly as possible the objectives of the Switzer Foundation. Take the time to seek out prior Switzer Fellows who may be on your campus or in your area to ask about their experience. Your written materials, especially your essay, are the primary means by which your application will convey a sense of your aspirations and motivations.
4. ARE THERE MORE SPECIFIC GUIDELINES FOR CONTENT & FORMAT OF THE ESSAY? No. Please read the essay requirements in the guidelines. The essay is the most critical component of your application for the initial screening and is the best way to convey your personal commitment to the field and to driving positive environmental change. A precis of your master's or doctoral thesis is NOT what we're looking for in the essay. The essay should be no more than two to three pages, may be double or single spaced with typeface 11 pt or larger.
5. WHO SHOULD WRITE MY TWO LETTERS OF RECOMMENDATION? The letters of recommendation will have substantial weight in the evaluation of your application. It is critical that you obtain recommendations from individuals who can provide the best overall perspective on your professional potential, abilities, leadership capacity and dedication. You may choose faculty members, former employers, community leaders or colleagues as references.
6. SHOULD MY RECOMMENDERS SEND ME THEIR LETTERS OF RECOMMENDATION FOR UPLOADING WITH MY APPLICATION? No. Recommenders should email their letter directly to the Foundation per the Recommendation Instructions [2] on our website. Applicants should be sure to download a copy of the instructions and forward them to recommenders. Applicants should only provide the name and contact information of the recommenders in the space provided in the online applicaiton.
7. DO I NEED TO SUBMIT TRANSCRIPTS FROM UNDERGRADUATE WORK? For most applicants, no. All that is required is your graduate school transcripts. However, for individuals entering a one-year degree program, you will need to provide transcripts for the last year of prior academic study (graduate or undergraduate).
8. THE GUIDELINES STATE AN OFFICAL TRANSCRIPT OF PRIOR GRADUATE WORK IS REQUIRED WITH THE ONLINE APPLICATION. MY SCHOOL ONLY PROVIDES OFFICIAL TRANSCRIPTS IN HARD COPY. WHAT SHOULD I DO? We will accept scanned copies of official transcripts in Adobe PDF or JPEG format.
9. HOW MUCH DETAIL IS NEEDED FOR THE "OUTLINE OF COURSE OF STUDY"? You may summarize your thesis or dissertation topic, list courses to be taken and your research focus. Do not exceed four pages.
10. HOW IMPORTANT IS FINANCIAL NEED IN DETERMINING FELLOWSHIP AWARDS?

This is NOT a need-based award. No candidate is screened out based on his/her financial circumstances. However, financial need can be a factor considered by the final selection committee, particularly in situations where candidates are equally qualified. If you feel your financial situation is a major factor in your ability to complete your studies, you should provide a narrative explaining your financial need, citing specifics if necessary. We rely on your honesty in providing us with this information.

11. I WILL COMPLETE MY STUDIES BEFORE THE END OF THE ACADEMIC YEAR 2011/2012. MAY I STILL SUBMIT AN APPLICATION FOR PARTIAL FUNDING? No. The Fellowship is intended to support full-time matriculation for the entire academic '11-'12 year . You must plan to be enrolled on a full-time basis for '11-'12 in order to qualify for the Fellowship.
12. DO I NEED TO BE ALREADY ENROLLED IN ORDER TO APPLY? Yes. Master's degree students must have completed at least one semester of coursework at the time an application is submitted. One exception to this is for students who will be enrolled in a one-year professional Master's degree program. These students may apply before they begin, but must have equivalent professional experience and must be fully accepted into their program to be granted an interview. PhD students must plan to have completed at least three years of study by July 1, 2011 or plan to have passed their qualifying exams by May 1, 2011. Students planning to conduct research during the Fellowship year must specify their planned enrollment status for this time period.
13. CAN TERMINAL MASTER'S DEGREE STUDENTS COMPETE SUCCESSFULLY FOR SWITZER FELLOWSHIPS? Yes. The Switzer Fellowship Program is interested in seeing applications from strong Master's degree students. Master's students will compete against each other rather than against doctoral candidates.
14. CAN MID-CAREER STUDENTS COMPETE SUCCESSFULLY FOR SWITZER FELLOWSHIPS? Yes. The Switzer Fellowship Program is interested in candidates in all stages of their careers, as long as they have a clear focus in how their graduate education will position them to have greater influence on environmental issues and outcomes.
15. CAN STUDENTS AT INSTITUTIONS OUTSIDE OF NEW ENGLAND OR CALIFORNIA APPLY FOR THE FELLOWSHIP? No. The Switzer Fellowship is available only to students enrolled at accredited graduate institutions in California or the six New England states (CT, MA, RI, VT, NH, or ME).
16. I AM A PhD STUDENT AND WILL HAVE COMPLETED MY SECOND YEAR OF STUDY BY MAY, 2011 BUT WILL NOT YET HAVE TAKEN MY QUALIFYING EXAMS. CAN I STILL APPLY? No. PhD applicants must be on schedule to take their qualifying exams by May 1, 2011 or plan to have finished their third year of study by July 1, 2011 in order to be eligible. No exceptions will be made.
17. I AM INTERESTED IN THE FELLOWSHIP, BUT AM FINANCIALLY INDEPENDENT AND DO NOT NEED THE FELLOWSHIP FUNDS. CAN I APPLY FOR THE FELLOWSHIP BUT DECLINE THE FUNDS SO THAT THEY CAN BE USED FOR SOMEONE ELSE? Yes. The Foundation is interestedin awarding the Fellowship to qualified candidates. Recipients may receive full Fellowship benefits even if they opt our of the funding. This final determination is not made until the award decisions are made and are kept strictly confidential.

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8. Other information

For more information, please see Fellowship Benefits [8]. Learn about past Fellows through the Fellowship Network Directory [9] or under Recent Awards [10].

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[2] http://www.switzernetwork.org/sites/default/files/recommendation%20instructions_0.doc
[3] mailto:erin@switzernetwork.org
[4] mailto:don@switzernetwork.org
[5] https://www.grantinterface.com/switzer/common/logon.aspx
[6] http://www.switzerfoundation.info/calendar-events/switzer-fellows-new-england-fall-retreat-2011
[7] http://www.switzerfoundation.info/calendar-events/switzer-fellows-california-fall-retreat-2011
[8] http://switzernetwork.org/grant-programs/fellowship-program#benefits
[9] http://switzernetwork.org/fellows
[10] http://switzernetwork.org/?q=grant-programs/fellowship-program/awards

Fellowship Application

Q1: Are you a United States Citizen?*
Only US citizens may apply for the Switzer Environmental Fellowship.
yes
no

Q2: Will you be attending an accredited graduate program in California or New England?*
It is a requirement that you attend an accredited college or university in California or New England and be pursuing a graduate degree program with an environmental focus during the fellowship year.
yes
no

Q3: Do you meet the candidate matriculation requirement?*
Applicants must meet one of the following matriculation requirements: 1. Master's degree candidates must have completed at least one semester of course work to apply and be seeking the Master's as a terminal degree.
2. Individuals enrolled in one-year Master's degree programs may apply prior to enrollment, but must be formally accepted into their program to be eligible for an interview.
3. Applicants at the PhD level must have completed at least three years of Doctoral work by July 1, 2011 or have passed their qualifying exams by May 1, 2011.
yes
no

Q4: Date of Birth
mm/dd/yyyy

Q5: Birth Place
Include city, state, and country.
[75 characters allowed]

Q6: Sex
male
female

Q7: Ethnicity
What is your racial and/or ethnic background? Please select one from the drop-down menu. (Please note this question is optional and responses are not considered during fellowship review process.)
Native American / Indigenous

Asian American
African American / Black
Latino / Hispanic
Multiracial
White
No Response
Other

Q8: Current Employer
[150 characters allowed]

Q9: Current Job Title
[100 characters allowed]

Q10: Are you attending an accredited graduate program in California or New England?*
Choose either New England or California and go to the following question appropriate to your response.
California
New England

Q11: School Name for California institutions
The name of the California school you will be attending during your fellowship year.
Cal Tech
Cal Poly Pomona
Cal Poly San Luis Obispo
Claremont Graduate University
CSU Chico
CSU Fresno
CSU Fullerton
CSU Hayward
CSU Long Beach
CSU LA
CSU Monterey Bay
CSU Northridge
CSU Sacramento
Golden Gate University
Hastings College of Law
Humboldt SU
Loyola Marymount University
Monterey Institute of International Studies

National University - La Jolla
Presidio School of Management
San Diego SU
San Francisco SU
San Jose SU
Scripps
Sonoma SU
Stanford University
UC Berkeley
UC Davis
UC Hastings
UC Irvine
UC Merced
UC Redlands
UC Riverside
UC San Bernadino
UC San Diego
UC San Francisco
UC Santa Barbara
UC Santa Cruz
UCLA
USC
University of San Francisco
University of the Pacific
Other

Q12: School Name for New England Institutions

The name of the New England school you will be attending during your fellowship year.

Antioch New England Graduate School
Babson College
Bentley College
Boston College
Boston University
Brandeis University
Brown University
Clark University
College of the Atlantic
Dartmouth College
Green Mountain College

Harvard University
Lesley University
MIT
New England School of Law
Northeastern University
Norwich University
Plymouth State University
Rhode Island School of Design
Roger Williams University
Salem State College
Southern Connecticut SU
Tufts University
UMass - Amherst
UMass - Boston
UMass - Dartmouth
UMass - Lowell
UConn
University of Maine - Orono
University of New England
University of New Hampshire
University of New Haven
University of Rhode Island
University of Southern Maine
University of Vermont
Vermont Law School
Western Connecticut State University
Worcester Polytechnic Institute
Yale University
Other

Q13: Other - California or New England School not listed above
[100 characters allowed]

Q14: Major / Program*
Please list your major and specific program (i.e Biology / Conservation Management)
[200 characters allowed]

Q15: Specific Area of Emphasis within Major/Program*
[200 characters allowed]

Q16: Degree Sought*

DVM

JD

MA

MBA

MPA

MPH

MPP

MS

Ph.D.

Other (list below)

Q17: Other Degree Sought (not listed above)

[50 characters allowed]

Q18: Anticipated Degree Completion Date*

mm/dd/yyyy

Q19: Most recent GPA

Current graduate students use cumulative GPA for current degree program. All others use most recent cumulative GPA. You will be asked to attach your transcripts in the documentation section.

[10 characters allowed]

Q20: Academic Advisor's name*

Last name, First name

[40 characters allowed]

Q21: Academic Advisor's title*

[100 characters allowed]

Q22: Academic Advisor's school name

[100 characters allowed]

Q23: Academic Advisor's email address*

[200 characters allowed]

Q24: Will you be requesting that your Academic Advisor submit a recommendation letter?

yes

no

Q25: 1. Current School*
[500 characters allowed]

Q26: 2. School
[500 characters allowed]

Q27: 3. School
[500 characters allowed]

Q28: 4. School
[500 characters allowed]

Q29: Objectives*
In three sentences or less, please summarize how your post-graduate career objectives will have a positive impact on the environment.
[2000 characters allowed]

Q30: Other Considerations
Please state briefly any additional considerations you feel the Selection Committee should know while evaluating your application, including financial needs. Also, please note if there are other fellowships or awards you are applying for that may impact your ability to accept a Switzer Fellowship if awarded.
[1500 characters allowed]

Q31: Personal Essay*
Please submit a 2-3 page essay that offers insights into your personal motivations, and how your academic experience will be applied to environmental improvement. Please refer to the website guidelines for information on content and format of the essay. The essay should be uploaded AdobePDF or MSWord format only.

The filename convention is: [your last name-first name_Personal Essay]
[1 MB(s) allowed]

Q32: Transcript*
One official transcript from recent graduate study is required. Upload a scan of an official transcript in Adobe PDF or JPEG formats only. One year master's students should upload the most recent transcript from prior study, whether graduate or undergraduate.

The filename convention is: [your last name-first name_Transcript1]. If an official transcript is not available from your school by the application deadline, please do the following: (1) upload an unofficial copy to your application; (2) note in the 'Other Considerations' field that you have uploaded an unofficial transcript and will be sending the official version when it is available; (3) scan and send a copy of the official transcript to

don@switzernetwork.org as soon as it is available.
[5 MB(s) allowed]

Q33: Transcript

The filename convention is: [your last name-first name_Transcript2].
[5 MB(s) allowed]

Q34: Transcript

[2 MB(s) allowed]

Q35: Resume*

A resume of your work experience, both volunteer and paid, must be included with your application materials. A description of the various jobs and responsibilities is helpful, **as well as the number of hours per week and months in each position.** Upload in Adobe PDF or MSWord formats only.

The filename convention is: [your last name-first name_Resume].
[2 MB(s) allowed]

Q36: Outline of Course of Study*

Please include a brief outline of the courses you plan to take during the next academic year. If you are preparing a thesis or dissertation, please include a precis of your work, a timetable for your research and estimated date of written and oral presentations, not to exceed four pages. Upload in Adobe PDF or MSWord formats only.

The filename convention is: [your last name-first name_Course_of_Study].
[2 MB(s) allowed]

Q37: 1. Recommender's name*

Last name, First name
[50 characters allowed]

Q38: 1. Recommender's title

[100 characters allowed]

Q39: 1. Recommender's organization or department

[150 characters allowed]

Q40: 1. Recommender's email address*

[200 characters allowed]

Q41: 2. Recommender's name*

Last name, First name
[50 characters allowed]

Q42: 2. Recommender's title
[30 characters allowed]

Q43: 2. Recommender's organization or department
[150 characters allowed]

Q44: 2. Recommender's email address*
[200 characters allowed]

Q45: Estimated Annual Education cost for Academic year 2010 - 2011:*
Annual education costs total should include: tuition, school fees, room &board, books &supplies.

Q46: Estimated total amount of Fellowships and grant dollars to be received*

Q47: Estimated amount to be covered by loans*

Q48: Estimated amount to be covered from personal resources*

Q49: Are you listed as a dependent by your parents?
yes
no

Q50: Tax year for which Return data is provided*
[10 characters allowed]

Q51: Adjusted gross income from tax return

Q52: Income earned from work by Self

Q53: Income earned from work by Spouse (if applicable)

Q54: Total U.S. income tax paid
Please enter the amount of tax paid. (Example: $2348.00)

Q55: Untaxed Income and benefits.
Include any tuition waivers or other scholarships here.

Q56: Total of Cash, savings, stocks, bonds, CD's etc.
Please enter current information.

Q57: Net value of real estate not used as primary residence.
Market value less balance of mortgage.

Q58: Do you have any dependents?*
yes
no

Q59: Total number of dependents
This is a number-only field.
[3 characters allowed]

Q60: Your current marital status:
single
married
separated
divorced
widowed

Q61: Switzer funding will reduce the amount of loans and grants needed to complete my degree.
yes
no

Q62: Switzer funding will reduce the amount of personal resources needed to complete my degree.
yes
no

Q63: If awarded a Fellowship I am interested in redirecting the funding to an additional Fellow
Check yes **only** if you do not need the Fellowship funding for your academic expenses, and would be interested in directing all or part of your Fellowship funding to support an additional Fellow with financial need.
yes
no

Q64: Your enrollment status for next year*
Full time

Other (please explain below)

Q65: Other (enrollment status)

Note, you may complete this field even if you have checked full time.
[500 characters allowed]

Q66: Have you applied for the Switzer Fellowship in the past?

yes

no

Q67: How did you hear about the Fellowship?*

[200 characters allowed]

Q68: Verification of application information.*

I certify that the information in this application is true and complete to the best of my knowledge and I have not withheld any information that may be pertinent to this statement.

yes

no

Fellowship Payment list for FY 2011

Full Name	Address 1	CityStateZip	Fellowship Year	University/School #	Date First Check Sent	1st Check Amount	Date Second Check Sent	2nd Check Amount	Fellowship Status
Stephen Blackmer	107 Hackleboro Road	Canterbury, NH 03224	2010	Yale University			1/15/2011	$7,500.00	Closed
Karrigan Bork	3962 Cowell Blvd	Davis, CA 95618	2010	UC Davis			1/15/2011	$7,500.00	Closed
Kyra Busch	88 Foster Street, Apt. #2	New Haven, CT 06511	2010	Yale University			1/15/2011	$7,500.00	Closed
Noah Charney	314 Montague Rd	Sunderland, MA 01375	2010	UMass/ Amherst			1/15/2011	$7,500.00	Closed
Kristy Deiner	577 N Street	Davis, CA 95616	2010	UC Davis			1/15/2011	$7,500.00	Closed
Justin Foster	2035 Commonwealth Avenue, Unit 4	Brighton, MA 02135	2010	Boston University			1/15/2011	$7,500.00	Closed
Naomi Fraga	1500 North College Avenue	Claremont, CA 91711	2010	Claremont Graduate University			1/15/2011	$7,500.00	Closed
Melissa Garren	475 Redwood St #705	San Diego, CA 92103	2010	UC San Diego			1/15/2011	$7,500.00	Closed
Erin Hafkenschiel	1600 Alvina Ave.	Sacramento, CA 95822	2010	Harvard University			1/15/2011	$7,500.00	Closed
Matthew Hamilton	1415 Chestnut Place	Davis, CA 95618	2010	UC Davis			1/15/2011	$7,500.00	Closed
Sarah Kapnick	1701 Malcolm Ave., Unit #4	Los Angeles, CA 90024	2010	UCLA			1/15/2011	$7,500.00	Closed
Heather Lahr	1817 Pampas Ave, Apt. B	Santa Barbara, CA 93101	2010	UC Santa Barbara			1/15/2011	$7,500.00	Closed
Susannah Lerman	266 Main Road	Gill, MA 01354	2010	UMass/ Amherst			1/15/2011	$7,500.00	Closed
Michelle Lewis	352 Canner Street, Fisher Hall, Apt. 521	New Haven, CT 06511	2010	Yale University			1/15/2011	$7,500 00	Closed
Sara Mersha	179 Boylston Street, 4th floor	Boston, MA 02130	2010	Brown University			1/15/2011	$7,500.00	Active
Maximilan Parness	16 Line St. #2	Somerville, MA 02143	2010	MIT			1/15/2011	$7,500.00	Closed
Isaac Silverman	2301 Oak St, Apt B	Santa Monica, CA 90405	2010	UCLA			1/15/2011	$7,500.00	Closed
Rachel Smith	2273 Pinecrest Dr	Altadena, CA 91001	2010	UC Berkeley			1/15/2011	$7,500.00	Closed

Stephanie Stern	957 Fell Street	San Francisco, California 94117	2010	MIT			1/15/2011	$7,500.00	Closed
John Urgo	2736 Russell St, Apt. A	Berkeley, CA 94705	2010	UC Berkeley			1/15/2011	$7,500.00	Closed
Andrea Laura Bogomolni	17 Cutter Drive	East Falmouth, MA 02536	2011	University of Connecticut	6/13/2011	$7,500.00		$7,500.00	Active
Laura Bozzi	126 Laurel Ave	Providence, RI 02906	2011	Yale University	6/13/2011	$7,500.00		$7,500.00	Active
Christian E Casillas	210 Sombrio Drive	Santa Fe, NM 87501	2011	UC Berkeley	6/13/2011	$7,500.00		$7,500.00	Active
Tara Cornelisse	PO Box 550	Felton, California 95018	2011	UC Santa Cruz	6/13/2011	$7,500.00		$7,500.00	Active
Rebecca Walsh Dell	22 Magazine St, #5	Cambridge, MA 02139	2011	MIT	6/13/2011	$7,500.00		$7,500.00	Active
Shereen Lillian D'Souza	3211 N. Boswell Terrace	Hernando, FL 34442	2011	Yale University	6/13/2011	$7,500.00		$7,500.00	Active
Lawrence Mark Elbroch	PO Box 72537	Davis, CA 95617	2011	UC Davis	6/13/2011	$7,500.00		$7,500.00	Active
Tavis Forrester	5068 10th Ave	Sacramento, CA 95820	2011	UC Davis	6/13/2011	$7,500.00		$7,500.00	Active
Colin Hagan	1719 35th St., NW, Apt. B	Washington, DC 20007	2011	Vermont Law School	6/13/2011	$7,500.00		$7,500.00	Active
Kelsey Ingrid Jacobsen	1433 De La Vina St	Santa Barbara, CA 93101	2011	UC Santa Barbara	6/13/2011	$7,500.00		$7,500.00	Active
Kendra Klein	1816 Carleton St. Apt. A	Berkeley, CA 94703	2011	UC Berkeley	6/13/2011	$7,500.00		$7,500.00	Active
Jeannette Elizabeth Laramee	c/o Therese Laramee 2025 Haller St.	San Diego, CA 92104	2011	Stanford University	6/13/2011	$7,500.00		$7,500.00	Active
Julia Morgan Ledewitz	23 Jay Street	Somerville, MA 02144	2011	Tufts University	6/13/2011	$7,500.00		$7,500.00	Active
Erin McCreless	648 Escalona Drive	Santa Cruz, CA 95060	2011	UC Santa Cruz	6/13/2011	$7,500.00		$7,500.00	Active
Kristen Pratt	658 W Gordon Terrace	Chicago, IL 60613	2011	Lesley College	6/13/2011	$7,500.00		$7,500.00	Active
Jessica Shade	672 Alcatraz Ave	Oakland, CA 94609	2011	UC Berkeley	6/13/2011	$7,500.00		$7,500.00	Active
Ryan David Shaening Pokrasso	2773 23rd Street	San Francisco, California 94110	2011	UC Berkeley	6/13/2011	$7,500.00		$7,500.00	Active
Sharon Janelle Smith	c/o Linda Smith	San Luis Obispo, CA 93405	2011	Yale University	6/13/2011	$7,500.00		$7,500.00	Active

Sarah Ann Uhl	121 Linden St.	New Haven, CT 06511	2011	Yale University	6/13/2011	$7,500.00		$7,500.00 Active
Matthew Vadeboncoeur	23 Plumer Rd., Unit 33	Epping, NH 03042	2011	University of New Hampshire	6/13/2011	$7,500.00		$7,500.00 Active
Total Fellowship paid for period 7/1/2010 through 6/30/2011		**$300,000.00**						
Fellowship payments accrued but unpaid during the period 7/1/2010 through 6/30/2011		**$150,000.00**						
Total Fellowship awards for period 7/1/2010 through 6/30/2011		**$450,000.00**						

Grant List - Board Discretionary Grant

Grant Type BDG

For Period 7/1/2010 through 6/30/2011

Grantee	Organization Name	Grant Cycle	Award Date	Award Amount	Award Status	Report Date
Media Interchange	Media Interchange P.O. Box 6782 San Rafael, CA 94903	FY 2011 BDG	2 /14/2011	$30,000.00	Active	

Purpose To generate news content to promote the Switzer Fellowship Network and build media outreach infrastructure for the Switzer Foundation to better promote Fellow accomplishments

Grand Total:	$30,000.00
Grand Total Paid:	$30,000.00
Grand Total Pending:	$0.00

Other Grant List

Grant Type Other

For Period 7/1/2010 through 6/30/2011

Organization Name	Grant Cycle	Award Date	Award Amount	Project Name	Purpose
Community Foundation of North Central Massachusetts 285 John Fitch Hwy, Ste 1 Fitchburg, MA 01420-5998	FY 2011	4 /7 /2011	$500.00	Fitchburg Greenway Fund	Support for the Fitchburg Greenway planning committee awarded at the NE 2011 Spring retreat.
Community Water Center 311 W. Murray Ave. Visalia, CA 93291	FY 2011	3 /1 /2011	$750.00		To support for the Community Water Center ongoing work to address clean drinking water issues in the Central Valley area of California.
Community Water Center 311 W. Murray Ave. Visalia, CA 93291	FY 2011	6 /1 /2011	$400.00	Safe Drinking Water	California 2011 Spring retreat follow-up/water truck
Council on Foundations PO Box 75661 Baltimore, MD 21275-5661	FY 2011	12/13/2010	$1,470.00	Council on Foundations	Support for Foundation "best practices" as part of our membership grant.
Environmental Grantmakers Assoc. 475 Riverside Drive, Ste 902 New York, NY 10115	FY 2011	3 /31/2011	$1,200.00	EGA	General support for EGA's environmental programs.
Nashua River Watershed Associaton 592 Main St. Groton, MA 01471	FY 2011	4 /7 /2011	$500.00		General support for their river restoration work.
Ocean Conservancy 413 Natural Sciences 2 Santa Cruz, CA 95064	FY 2011	9 /28/2010	$500.00	General support for the Ocean Conservancy	General support for the Ocean Conservancy. Dennis Kelso, 2010 California retreat speaker accepted this grant in lieu of an honoraria.
San Joaquin River Parkway and Conservation Trust 11605 Old Friant Road Fresno, CA 93730	FY 2011	3 /1 /2011	$100.00	San Joaquin River Parkway	General support to establish a 22 mile parkway along the San Joaquin river. Grant in lieu of honoraria for the California 2011 Spring retreat participation.
		Total Grants	$5,420.00		