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

2011

For calendar year 2011, or tax year beginning 7/01 **, 2011, and ending** 6/30 **, 2012**

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 ☐

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

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) ► $ 16,723,918.

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 instructions))

Line	Description	(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
REVENUE					
1	Contributions, gifts, grants, etc, received (att sch)	100.			
2	Ck ► [X] if the foundn is not req to att Sch B				
3	Interest on savings and temporary cash investments	199.	199.	199.	
4	Dividends and interest from securities	521,436.	521,436.	521,436.	
5a	Gross rents				
b	Net rental income or (loss)				
6a	Net gain/(loss) from sale of assets not on line 10	49,401.			
b	Gross sales price for all assets on line 6a 1,075,000.				
7	Capital gain net income (from Part IV, line 2)		49,401.		
8	Net short-term capital gain				
9	Income modifications				
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	84.			
12	**Total.** Add lines 1 through 11	571,220.	571,036.	521,635.	
OPERATING AND ADMINISTRATIVE EXPENSES					
13	Compensation of officers, directors, trustees, etc	83,412.			83,412.
14	Other employee salaries and wages	69,461.			69,461.
15	Pension plans, employee benefits	36,351.			36,351.
16a	Legal fees (attach schedule) See St 2	165.			165.
b	Accounting fees (attach sch) See St 3	5,202.			5,202.
c	Other prof fees (attach sch) See St 4	118,092.	53,333.		64,759.
17	Interest				
18	Taxes (attach schedule)(see instrs) See Stm 5	22,448.			22,448.
19	Depreciation (attach sch) and depletion	1,837.		1,837.	
20	Occupancy	10,763.			10,763.
21	Travel, conferences, and meetings	71,507.			71,507.
22	Printing and publications	726.			726.
23	Other expenses (attach schedule) See Statement 6	27,536.			30,830.
24	**Total operating and administrative expenses.** Add lines 13 through 23	447,500.	53,333.	1,837.	395,624.
25	Contributions, gifts, grants paid Part XV	620,975.			600,975.
26	**Total expenses and disbursements.** Add lines 24 and 25	1,068,475.	53,333.	1,837.	996,599.
27	Subtract line 26 from line 12:				
a	**Excess of revenue over expenses and disbursements**	-497,255.			
b	**Net investment income** (if negative, enter -0-)		517,703.		
c	**Adjusted net income** (if negative, enter -0-)			519,798.	

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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 (a) Book Value	End of year (b) Book Value	(c) Fair Market Value
ASSETS	1 Cash – non-interest-bearing			
	2 Savings and temporary cash investments	108,672.	192,045.	192,045.
	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 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	5,522.	12,153.	12,153.
	10a Investments – U.S. and state government obligations (attach schedule) Statement 7	1,809,650.	766,067.	770,533.
	b Investments – corporate stock (attach schedule) Statement 8	10,248,961.	9,922,387.	10,843,913.
	c Investments – corporate bonds (attach schedule) Statement 9	3,794,164.	4,597,047.	4,905,274.
	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 ► 13,986.			
	Less: accumulated depreciation (attach schedule) See Stmt 10 ► 9,368.	3,161.	4,618.	
	15 Other assets (describe ►)			
	16 Total assets (to be completed by all filers – see the instructions Also, see page 1, item I)	15,970,130.	15,494,317.	16,723,918.
LIABILITIES	17 Accounts payable and accrued expenses	243.	1,622.	
	18 Grants payable	150,000.	170,000.	
	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)	150,243.	171,622.	
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	15,819,887.	15,322,695.	
	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 instructions)	15,819,887.	15,322,695.	
	31 Total liabilities and net assets/fund balances (see instructions)	15,970,130.	15,494,317.	

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	15,819,887.
2	Enter amount from Part I, line 27a	2	-497,255.
3	Other increases not included in line 2 (itemize) ► See Statement 11	3	63.
4	Add lines 1, 2, and 3	4	15,322,695.
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	15,322,695.

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	See Statement 12			
b				
c				
d				
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				
b				
c				
d				
e				

Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69

	(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	(l) Gains (Column (h) gain minus column (k), but not less than -0-) or Losses (from column (h))
a				
b				
c				
d				
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	49,401.
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 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))
2010	965,655.	17,384,343.	0.055547
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

2	**Total** of line 1, column (d)	2	0.297162
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	0.059432
4	Enter the net value of noncharitable-use assets for 2011 from Part X, line 5	4	16,882,524.
5	Multiply line 4 by line 3	5	1,003,362.
6	Enter 1% of net investment income (1% of Part I, line 27b)	6	5,177.
7	Add lines 5 and 6	7	1,008,539.
8	Enter qualifying distributions from Part XII, line 4	8	996,599.

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 instructions)

1 a	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 instrs)			
b	Domestic foundations that meet the section 4940(e) requirements in Part V, check here ► ☐ and enter 1% of Part I, line 27b		1	10,354.
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	10,354.
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	10,354.
6	Credits/Payments.			
a	2011 estimated tax pmts and 2010 overpayment credited to 2011	6a 10,920.		
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	10,920.
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	0.
10	**Overpayment.** If line 7 is more than the total of lines 5 and 8, enter the **amount overpaid** ►		10	566.
11	Enter the amount of line 10 to be: **Credited to 2012 estimated tax** ► 566. **Refunded** ►		11	0.

Part VII-A Statements Regarding Activities

			Yes	No
1 a	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?	2		X
	If 'Yes,' attach a detailed description of the activities			
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?	5		X
	If 'Yes,' attach the statement required by General Instruction T.			
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 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 2011 or the taxable year beginning in 2011 (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 make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges? If 'Yes,' attach statement (see instructions)	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 2011, 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

File Form 4720 if any item is checked in the 'Yes' column, unless an exception applies.

				Yes	No
1 a	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 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 2011?		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 2011, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2011?	☐ 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 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 2011 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 2011.)*		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 2011?		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 (No)

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 (No)

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 13		83,412.	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	16,781,688.
b	Average of monthly cash balances	1b	342,393.
c	Fair market value of all other assets (see instructions)	1c	15,537.
d	**Total** (add lines 1a, b, and c)	1d	17,139,618.
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	17,139,618.
4	Cash deemed held for charitable activities. Enter 1-1/2% of line 3 (for greater amount, see instructions)	4	257,094.
5	**Net value of noncharitable-use assets.** Subtract line 4 from line 3. Enter here and on Part V, line 4	5	16,882,524.
6	**Minimum investment return.** Enter 5% of line 5	6	844,126.

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	844,126.
2a	Tax on investment income for 2011 from Part VI, line 5 — 2a: 10,354.		
b	Income tax for 2011 (This does not include the tax from Part VI.) — 2b:		
c	Add lines 2a and 2b	2c	10,354.
3	Distributable amount before adjustments. Subtract line 2c from line 1.	3	833,772.
4	Recoveries of amounts treated as qualifying distributions	4	
5	Add lines 3 and 4.	5	833,772.
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	833,772.

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	996,599.
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	996,599.
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	996,599.

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

Part XIII Undistributed Income (see instructions)

		(a) Corpus	(b) Years prior to 2010	(c) 2010	(d) 2011
1 Distributable amount for 2011 from Part XI, line 7					833,772.
2 Undistributed income, if any, as of the end of 2011:					
a Enter amount for 2010 only				0.	
b Total for prior years: 20__, 20__, 20__			0.		
3 Excess distributions carryover, if any, to 2011:					
a From 2006					
b From 2007	300,206.				
c From 2008	356,037.				
d From 2009	135,333.				
e From 2010	86,826.				
f Total of lines 3a through e		878,402.			
4 Qualifying distributions for 2011 from Part XII, line 4: ► $ 996,599.					
a Applied to 2010, 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 2011 distributable amount					833,772.
e Remaining amount distributed out of corpus		162,827.			
5 Excess distributions carryover applied to 2011 *(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		1,041,229.			
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 2010. Subtract line 4a from line 2a. Taxable amount — see instructions				0.	
f Undistributed income for 2011. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2012					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 2006 not applied on line 5 or line 7 (see instructions)		0.			
9 Excess distributions carryover to 2012. Subtract lines 7 and 8 from line 6a		1,041,229.			
10 Analysis of line 9.					
a Excess from 2007	300,206.				
b Excess from 2008	356,037.				
c Excess from 2009	135,333.				
d Excess from 2010	86,826.				
e Excess from 2011	162,827.				

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

1 a If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2011, 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) 2011	**(b)** 2010	**(c)** 2009	**(d)** 2008	**(e) Total**
2 a 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 14

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 15				
Total			► **3a**	450,975.
b *Approved for future payment*				
See Statement 16				
Total			► **3b**	170,000.

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 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	199.	
4 Dividends and interest from securities			14	521,436.	
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	49,401.	
9 Net income or (loss) from special events					
10 Gross profit or (loss) from sales of inventory					
11 Other revenue:					
a Miscellaneous Income			1	84.	
b					
c					
d					
e					
12 Subtotal. Add columns (b), (d), and (e)				571,120.	

13 **Total.** Add line 12, columns (b), (d), and (e) 13 571,120.

(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 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) is based on all information of which preparer has any knowledge

[signature] 10/22/12 ▶ Executive Director

Signature of officer or trustee | Date | Title

May the IRS discuss this return with the preparer shown below (see instructions)? ☒ Yes ☐ No

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
Michael L Nickerson, CPA, MSFP	[signature]	10/18/12		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	$ 84.		
Total	$ 84.	$ 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	$ 165.			$ 165.
Total	$ 165.	$ 0.	$ 0.	$ 165.

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	$ 2,502.			$ 2,502.
Audit Fees	2,700.			2,700.
Total	$ 5,202.	$ 0.	$ 0.	$ 5,202.

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	$ 37,823.			$ 37,823.
Consultant Expenses	789.			789.
Investment Advisor Fees	53,333.	$ 53,333.		
Program Consultant Fees	17,941.			17,941.
Special Project Consultants	5,743.			5,743.
Technology Conultant Fees	1,863.			1,863.
Various Professional Fees	600.			600.
Total	$ 118,092.	$ 53,333.	$ 0.	$ 64,759.

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	$ 10,888.			$ 10,888.
Payroll Taxes	11,560.			11,560.
Total	$ 22,448.	$ 0.	$ 0.	$ 22,448.

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	$ 166.			$ 166.
Education	1,995.			1,995.
Equipment Purchases				3,294.
Insurance (Office)	1,664.			1,664.
Insurance (Workers Comp)	912.			912.
Investment Transaction Fee	175.			175.
Membership Fees	1,855.			1,855.
Miscellaneous Expense	150.			150.
Office Expense	6,565.			6,565.
Telecommunications	2,725.			2,725.
Website	11,329.			11,329.
Total	$ 27,536.	$ 0.	$ 0.	$ 30,830.

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	698,848.	692,674.
PIMCO All Assets Fund	Cost	0.	0.
BlackRock Global Allocation Fund	Cost	67,219.	77,859.
		$ 766,067.	$ 770,533.
	Total	$ 766,067.	$ 770,533.

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	$ 585,078.	$ 600,940.
Vanguard 500 Index Fund - Admiral Shares	Cost	1,363,422.	1,727,474.
Vanguard Mid-Cap Index Fund-Admiral Shs	Cost	395,329.	611,840.
Vanguard Intl Growth Fund-Admiral Shares	Cost	2,421,032.	2,664,984.
Vanguard Emerging Mkts-Stk Index Fund	Cost	406,733.	618,661.
UBS Brokerage Account	Cost	1,879,338.	1,915,258.
PIMCO All Assets Fund	Cost	2,871,455.	2,704,756.
	Total	$ 9,922,387.	$ 10,843,913.

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	$ 2,509,821.	$ 2,487,646.
BlackRock Global Allocation Fund	Cost	2,087,226.	2,417,628.
	Total	$ 4,597,047.	$ 4,905,274.

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.	$ 873.	$ 209.	$ 0.
Machinery and Equipment	12,904.	8,495.	4,409.	0.
Total	$ 13,986.	$ 9,368.	$ 4,618.	$ 0.

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

Understatement of Prior Year Investment Cost Basis	$ 63.
Total	$ 63.

Statement 12
Form 990-PF, Part IV, Line 1
Capital Gains and Losses for Tax on Investment Income

Item	(a) Description	(b) How Acquired	(c) Date Acquired	(d) Date Sold
1	1657.825s Vanguard Explorer Fund Admiral	Purchased	Various	2/27/2012
2	1252.129s Vanguard Mid-Cap Index Fund Adm	Purchased	Various	2/27/2012
3	2865.877s Vanguard International Growth Adm	Purchased	Various	5/25/2012
4	20325.203s Pimco All Asset Inst	Purchased	Various	2/27/2012
5	44502.618s BlackRock Core Bond	Purchased	Various	9/22/2011
6	Dell Dimsns 2400 Computer	Purchased	8/13/2003	7/01/2011
7	Dell Dimension 3000 Cmptr	Purchased	8/17/2005	7/01/2011

Item	(e) Gross Sales	(f) Deprec. Allowed	(g) Cost Basis	(h) Gain (Loss)	(i) FMV 12/31/69	(j) Adj. Bas. 12/31/69	(k) Excess (i)-(j)	(l) Gain (Loss)
1	125,000.		114,938.	10,062.				$ 10,062.
2	125,000.		77,314.	47,686.				47,686.
3	150,000.		142,205.	7,795.				7,795.
4	250,000.		258,950.	-8,950.				-8,950.
5	425,000.		432,192.	-7,192.				-7,192.
6	0.	924.	924.	0.				0.
7	0.	950.	950.	0.				0.
							Total	$ 49,401.

Statement 13
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
Carol Tucker One Congress Street Boston, MA 01609	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.

Statement 13 (continued)
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
Deborah Spalding 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	83,412.	2,600.	0.
Jennifer Sokolove 101 Montgomery St., Ste 850 San Francisco, CA 94104	Trustee 2.00	0.	0.	0.
Steve Parry 1114 State Street, Ste 247 Santa Barbara, CA 93101	Trustee 2.00	0.	0.	0.
	Total	$ 83,412.	$ 2,600.	$ 0.

Statement 14
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
City, State, Zip Code:	Belfast, ME 04915-0293
Telephone:	207-338-5654
Form and Content:	A Grant Proposal must be collaboratively formulated with a Switzer Fellow, followed by direct phone / email contact with the Switzer Foundation to summarize the project. A written Concept Letter will then be required to be submitted. (See attached Leadership Application Procedures and Guidelines)
Submission Deadlines:	March 1st & October 1st
Restrictions on Awards:	Awards are made to U.S.-based environmental organizations with 501(c)(3) status, governmental 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 the other criteria are met. 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.

Statement 14 (continued)
Form 990-PF, Part XV, Line 2a-d
Application Submission Information

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.

(See attached Leadership Application Procedures and Guidelines)

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 academic 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:	January 15th
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, regardless of the school, major, or program in which they are enrolled.

Environmental Fellowship applications will be reviewed using the following criteria:
*Leadership Experience and Potential
*Applied Focus
*Career Goals and Commitment
*Communication and Critical Thinking
*Prior work and volunteer experience in an environmental field

(See attached Fellowship Application Procedures and Guidelines)

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:	The Collaborative Initiatives Fund is a program desinged to foster collaborations among Switzer Fellows working on similar issues, in order to leverage their individual and organizational resources to advance progress on that issue. In September, 2011, the Foundation introduced a new program, Switzer Network Innovation Grants, which also

Statement 14 (continued)
Form 990-PF, Part XV, Line 2a-d
Application Submission Information

	funds collaborations among Switzer Fellows, and which will replace the Collaborative Initiatives Fund starting in 2012. Interested Fellows should refer to the Network Innovation Grants description for more information.
Submission Deadlines:	
Restrictions on Awards:	The Collaborative Initiatives Fund is a program desinged to foster collaborations among Switzer Fellows working on similar issues, in order to leverage their individual and organizational resources to advance progress on that issue. In September, 2011, the Foundation introduced a new program, Switzer Network Innovation Grants, which also funds collaborations among Switzer Fellows, and which will replace the Collaborative Initiatives Fund starting in 2012. Interested Fellows should refer to the Network Innovation Grants description for more 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 preliminary telephone conversation with the Executive Director is advised before submitting a written request. Requests for Professional Development Grants may be made to the Foundation at any time, and an online Application Form is provided. Written requests need not be more thatn 1-2 pages, 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:	No Deadline
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. (See attached Professional Development Fund Application Procedures and Guidelines)
Name of Grant Program:	Network Innovation Grants
Name:	Erin Lloyd, Program Officer
Care Of:	Robert & Patricia Switzer Foundation
Street Address:	PO Box 293
City, State, Zip Code:	Belfast, ME 04915
Telephone:	207-338-5654
Form and Content:	Interested Switzer Fellows should send a one-page (500 word) description of the concept to staff or trustees listed below. The applicant should:

Statement 14 (continued)
Form 990-PF, Part XV, Line 2a-d
Application Submission Information

*Be willing to have their idea vetted by other Fellows for input and to gauge Network interest.
*Be willing to take some leadership role in advancing progress on the identified issue.
*Indicate estimated funding needs (if needed) and whether there is a partner organization or fiscal agent able to work with.
*Indicate what kinds of non-financial resources or help may be needed.
*Indicate if the concept has any known dates of relevance for an optimal schedule.

Inquiries should be directed to any of the following:
Lissa Widoff, Executive Director
Erin Lloyd, Program Officer
Jessica Switzer, Trustee
Margaret Rubega, Trustee
Steve Parry, Trustee

Specific instructions for applying will be discussed during the inquiry process.

(See attached Network Innovation Grants Application Procedures and Guidelines)

Submission Deadlines: No Deadline

Restrictions on Awards: The Switzer Network Innovation Grants Program intends to create a pathway toward environmental innovation that starts with sharing ideas that will lead to action and results. Grants are directed to Switzer Fellows, inviting them to work together and with their personal networks of colleagues and organizations to engage in shared learning, convening, collaboration, and ultimately "breakthrough" thinking and action.
(See attached Network Innovation Grants Application Procedures and Guidelines)

Statement 15
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)	$ 30,600.

Statement 15 (continued)
Form 990-PF, Part XV, Line 3a
Recipient Paid During the Year

Name and Address	Donee Relationship	Foundation Status	Purpose of Grant	Amount
Whale Trust 300 Paani Place Paia, HI 96779	N/A	N/A	Leadership Grant (See attached)	$ 30,000.
Council On Foundations 1828 L Street, NW, Ste 300 Washington, DC 20036	N/A	N/A	Support for Council on Foundations as part of our membership dues.	1,250.
Media Interchange P.O. Box 6782 San Rafael, CA 94903	N/A	N/A	To support a third year of production of video reports and interviews that document the accomplishments of Switzer Fellows and their work via Switzer Network News, and to provide strategic advice to help the Switzer Foundation expand its capacity for a range of communication efforts.	20,000.
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.

Statement 15 (continued)
Form 990-PF, Part XV, Line 3a
Recipient Paid During the Year

Name and Address	Donee Relationship	Foundation Status	Purpose of Grant	Amount
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.	$ 5,668.
Community Water Center 311 W. Murray Ave. Visalia, CA 93291	N/A	N/A	Leadership Grant (See attached)	40,000.
Environmental Grantmakers Association 475 Riverside Drive, Ste 902 New York, NY 10115	N/A	N/A	To support EGA's annual Fall Retreat for funders.	5,000.

Statement 15 (continued)
Form 990-PF, Part XV, Line 3a
Recipient Paid During the Year

Name and Address	Donee Relationship	Found-ation Status	Purpose of Grant	Amount
Los Angeles Sustainability Collaborative 5666 Jed Smith Road Hidden Hills, CA 91302	N/A	N/A	Network Innovation Grant Soak it Up! Preventing oil spills and leakage from recreational boating. To engage Switzer Fellows as technical advisors to advance strategies for cleaner recreational boating in California.	$ 5,000.
Society for Conservation Biology 1017 O St. NW Washington, DC 20001	N/A	N/A	Network Innovation Grant - How filmmakers and conservationaists connect people, nature and climate. To support a full day workshop on communicating science through film to be held at the Annual Society for Conservation Biology conference in Oakland, California in July 2012.	5,000.

Statement 15 (continued)
Form 990-PF, Part XV, Line 3a
Recipient Paid During the Year

Name and Address	Donee Relationship	Foundation Status	Purpose of Grant	Amount
Council for Watershed Health 700 N. Alameda St. Los Angeles, CA 90012	N/A	N/A	Network Innovation Grant - The State of Water Quality and Monitoring Protocols in Southern California. To conduct a water quality monitoring project in the LA River watershed that provides insight into how impending environmental policy changes at the federal level will affect scientific, economic, and public health considerations for water quality.	$ 17,920.
World Resources Institute 10 G Street NE, Suite 800 Washington, DC 20002	N/A	N/A	Candidate Species Conservation: Developing a pilot policy for preemptive conservation. To fund Todd Gartner's and Josh Donlan's time to work on a pilot project developing financial incentives for preemptive conservation measures for Gopher Tortoise habitat in Georgia and Alabama.	40,000.

Statement 15 (continued)
Form 990-PF, Part XV, Line 3a
Recipient Paid During the Year

Name and Address	Donee Relationship	Foundation Status	Purpose of Grant	Amount
Adirondack Nature Conservancy 4245 North Fairfax Drive, Suite 100 Arlington, VA 22203	N/A	N/A	Leadership Grant (See attached)	$ 35,190.
SERC Institute Acadia National Park at Schoodic Pt Winter Harbor, ME 04693	N/A	N/A	Leadership Grant (See attached)	40,000.
San Francisco Estuary Institute 4911 Central Avenue Richmond, CA 94804	N/A	N/A	Leadership Grant (See attached)	20,000.
TransForm 436 14th Street, Suite 600 Oakland, CA 94612	N/A	N/A	To support TransForm's work on sustainable transportation issues in California.	500.
Center for Comm Action & Environ Justice 7701 Mission Blvd Jurupa Valley, CA 92519	N/A	N/A	General support for programs.	1,000.
Climate Resolve 1000 N. Alameda St., Suite #240 Los Angeles, CA 90012	N/A	N/A	General support for the Climate Resolve climate change education programs.	2,500.
Union of Concerned Scientists 2 Brattle Square Cambridge, MA 02138	N/A	N/A	General support for the organization.	50.
Environmental Grantmakers Association 475 Riverside Drive, Ste 902 New York, NY 10115	N/A	N/A	General support for EGA programs.	1,297.
			Total	$ 450,975.

Statement 16
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 studies are directed toward improving environmental quality and who demonstrate leadership in their field.	$ 150,000.
San Francisco Estuary Institute 4911 Central Avenue Richmond, CA 94804	N/A	N/A	Leadership Grant (See attached)	20,000.
			Total	$ 170,000.

Switzer Grant Awards

Board Discretionary Grant

Award Date 1/26/2012 ***Grant Cycle*** FY 2012 - BDG ***Grant Type*** BDG

Los Angeles Sustainability Collaborative — Colleen Callahan — 2009

$5,000 00 — 1

NETWORK INNOVATION GRANT - Soak it Up! Preventing Oil Spills and Leakage from Recreational Boating

To engage Switzer Fellows as technical advisors to advance strategies for cleaner recreational boating in California

Award Date 2/15/2012 ***Grant Cycle*** FY 2012 - BDG ***Grant Type*** BDG

Media Interchange

$20,000 00 — 1

Media Outreach Project - year 3

to support a third year of production of video reports and interviews that document the accomplishments of Swtizer Fellows and their work via Switzer Network News, and to provide strateguc advice to help the Switzer Foundation expand its capcaity for a range of communciations efforts

Award Date 2/22/2012 ***Grant Cycle*** FY 2012 - BDG ***Grant Type*** BDG

Society for Conservation Biology — Kristy Deiner — 2010

$5,000 00 — 2012

NETWORK INNOVATION GRANT - How filmmakers and conservationists connect people, nature and climate

to support a full day workshop on communicating science through film to be held at the Annual Society for Conservation Biology conference in Oakland,California in July 2012

Award Date 5/11/2012 ***Grant Cycle*** FY 2012 - BDG ***Grant Type*** BDG

Council for Watershed Health — Nancy Steele — 1993

$17,920 00 — 1

NETWORK INNOVATION GRANT - The State of Water Quality and Monitoring Protocols in Southern California

To conduct a water quality monitoring project in the LA River watershed that provides insight into how impending environmental policy changes at the federal level will affect scientific, economic, and public health considerations for water quality

Award Date 5/11/2012 ***Grant Cycle*** FY 2012 - BDG ***Grant Type*** BDG

Environmental Grantmakers Association

$5,000 00 — 1

Annual EGA Fall Retreat 2012

To support EGA's annual Fall Retreat for funders

Total BDG **$52,920.00**

Collaborative Initiatives Fund Program

Award Date 12/15/2011 ***Grant Cycle*** FY 2012 CIF-F ***Grant Type*** CIF

World Resources Institute | Todd Gartner | 2006

$40,000 00 1

Candidate Species Conservation Developing a pilot policy for preemptive conservation

To fund Todd Gartner's and Josh Donlan's time to work on a pilot project developing financial incentives for preemptive conservation measures for Gopher Tortoise habitat in Georgia and Alabama

Total CIF **$40,000.00**

Leadership Grant Program

Award Date 12/15/2011 ***Grant Cycle*** FY 2012 LGP-F ***Grant Type*** LGP

Community Water Center | Carolina Balazs | 2009

$40,000 00 1

Cumulative Impacts and Sustainable Solutions Central Valley water

To hire Carolina Balazs as Research Scientist and Scientific Advisor where she will support CWC's policy and planning efforts to ensure safe, clean and affordable drinking water to Central Valley, CA communities

Award Date 12/15/2011 ***Grant Cycle*** FY 2012 LGP-F ***Grant Type*** LGP

Adirondack Nature Conservancy | Jessica Levine | 2003

$35,190 00 1

Transportation Planning for Climate Change Adaptation and Aquatic Connectivity in NY State

To hire Jessie Levine as a consultant to lead the development of a pilot program for funding the replacement of priority culverts that will help improve habitat connectivity for aquatic species in a changing climate

Award Date 12/15/2011 ***Grant Cycle*** FY 2012 LGP-F ***Grant Type*** LGP

Whale Trust | Meagan Jones | 2002

$30,000 00 1

Year Two Executive Director, Whale Trust

To continue funding for a second year for Meagan Jones as Executive Director of Whale Trust

Award Date 5/11/2012 ***Grant Cycle*** FY 2012 LGP-S ***Grant Type*** LGP

SERC Institute | Eunice Blavascunas | 2005

$40,000 00 1

Social Ecology of Maine's North Woods

To hire Eunice Blavascunas as a staff social scientist researching land conservation and its effects on rural communities in Maine, and to begin development of a social science program for SERC Institute

Award Date 5/11/2012 ***Grant Cycle*** FY 2012 LGP-S ***Grant Type*** LGP

Farallones Marine Sanctuary Association | Leslie Abramson | 2008

$30,600 00 1

Year Two Project Manager-Whale/Vessel Interactions

To fund a second year of Leslie Abramson's position as Project Manager for the Whale/Vessel Interactions project in the Gulf of the Farallones Natural Marine Sanctuary.

Award Date 5/11/2012 ***Grant Cycle*** FY 2012 LGP-S ***Grant Type*** LGP

San Francisco Estuary Institute | Chuck Striplen | 2003

$40,000 00 1

SFEI Tribal Initiative

To create a new Tribal Initiative within the Historical Ecology Program of SFEI that will integrate the historical, ecological and cultural knowledge of California native tribes into conservation planning and management of non-reservation land and watershed resources in the region

Total LGP **$215,790.00**

Other Grants

Award Date 9/30/2011 ***Grant Cycle*** FY 2012 Other ***Grant Type*** Other

TransForm

$500 00

Honoraria given at California Fall retreat to support TransForm's work on sustainable transportaion issues in California

Award Date 12/8/2011 ***Grant Cycle*** FY 2012 Other ***Grant Type*** Other

Council on Foundations

$1,250 00

Council on Foundations membership

Support for Council on Foundations as part of our membership dues

Award Date 3/19/2012 ***Grant Cycle*** FY 2012 Other ***Grant Type*** Other

Center for Community Action and Environmental Justice

$1,000 00

Support for programs in lieu of honoraria during the California 2012 Spring retreat

Award Date 4/2/2012 ***Grant Cycle*** FY 2012 Other ***Grant Type*** Other

Climate Resolve

$2,500 00

General support for the Climate Resolve climate change education programs (in lieu of payment for Fellowship Review)

Award Date 4/23/2012 ***Grant Cycle*** FY 2012 Other ***Grant Type*** Other

Union of Concerned Scientists

$50 00

General support for organization

Award Date 5/2/2012 ***Grant Cycle*** FY 2012 Other ***Grant Type*** Other

Environmental Grantmakers Association

$1,297 00

General support for EGA programs

Total Other **$6,597.00**

Professional Development Grant Program

Award Date 11/16/2011 *Grant Cycle* FY 2012 PDF *Grant Type* PDF

Stephanie Stern 2010

$928 00

To attend a mediation and conflict management training sponsored by the Udall Foundation which will enhance Stephanie's skill set and credentials for pursuing this type of work

Award Date 12/19/2011 *Grant Cycle* FY 2012 PDF *Grant Type* PDF

Western Transportation Institute/Montana State University Robert Long 2003

$650 00

Registration expenses for an online graduate course in landscape genetics

Award Date 1/10/2012 *Grant Cycle* FY 2012 PDF *Grant Type* PDF

Martha Lyman 1993

$500 00

To assist Martha West Lyman with registration and travel expenses to the "Environment and Security" conference in Washington, D C sponsored by the National Council of Science and the Environment

Award Date 1/10/2012 *Grant Cycle* FY 2012 PDF *Grant Type* PDF

Jennifer O'Leary 2006

$1,000 00

To assist with Jennifer O'Leary's registration costs at the International Coral Reef Symposium in Australia where she will be presenting a mini symposium

Award Date 2/9/2012 *Grant Cycle* FY 2012 PDF *Grant Type* PDF

John Urgo 2010

$941 00

To support John Urgo's travel expenses and registration fees at two conferences, the Annual Meeting of the Transportation Research Board, and New Partners for Smart Growth

Award Date 2/27/2012 *Grant Cycle* FY 2012 PDF *Grant Type* PDF

Switzer Grant Awards

Caden Hare 2009

$450 00

To cover the enrollment fee for Caden Hare to attend the two day course "Negotiatıng Effectıve Envıronmental Agreements" put on by Concur, Inc and held at the Clark Kerr center at UC Berkeley

Award Date	3/12/2012	***Grant Cycle***	FY 2012 PDF	***Grant Type***	PDF

Kımberly Marıon Suıseeya 2006

$399 39

To assıst Kımberly wıth travel costs to the "Beyond Carbon Ensurıng Justıce and Equıty ın REDD+ Across Levels of Governance" conference at St Anne's College ın Oxford Unıversıty where she wıll be presentıng two papers

Award Date	4/2/2012	***Grant Cycle***	FY 2012 PDF	***Grant Type***	PDF

Dıptı Vaghela 2008

$800 00

To assıst wıth Dıptı's travel expenses in attendıng a 25 day field based learnıng exchange ın Indıa (where she lıves) on sustaınable rural development

Total PDF **$5,668.39**

Total All Grants **$320,975.39**

Fellowship Payment list FY 2012

Address	Fellowship Year	University/School #	Check Sent	amount	Date 2nd check sent	2nd check
17 Cutter Drive, East Falmouth, MA 02536	2011	University of Connecticut	6/13/2011	$7,500 00	2/1/2012	$7,500.00
126 Laurel Ave., Providence, RI 02906	2011	Yale University	6/13/2011	$7,500.00	2/1/2012	$7,500 00
425 63rd Street, Oakland, CA 94609	2011	UC Berkeley	6/13/2011	$7,500.00	2/8/2012	$7,500.00
PO Box 550, Felton, California 95018	2011	UC Santa Cruz	6/13/2011	$7,500 00	2/1/2012	$7,500 00
22 Magazine St, #5, Cambridge, MA 02139	2011	MIT	6/13/2011	$7,500.00	2/2/2012	$7,500.00
53 Winchester Ave., Apt. 1, New Haven, CT 06511	2011	Yale University	6/13/2011	$7,500 00	2/1/2012	$7,500 00
PO Box 72537 Davis, CA 95617	2011	UC Davis	6/13/2011	$7,500 00	2/1/2012	$7,500 00
5068 10th Ave Sacramento, CA 95820	2011	UC Davis	6/13/2011	$7,500 00	2/1/2012	$7,500 00
PO Box 603 South Royalton, VT 05068	2011	Vermont Law School	6/13/2011	$7,500 00	2/1/2012	$7,500 00
1409 De La Vina St., Apt. #7 Santa Barbara, CA 93101	2011	UC Santa Barbara	6/13/2011	$7,500 00	2/1/2012	$7,500.00
1816 Carleton St. Apt. A Berkeley, CA 94703	2011	UC Berkeley	6/13/2011	$7,500 00	2/1/2012	$7,500 00
405 Kipling St, Apt 4 Palo Alto, CA 94301	2011	Stanford University	6/13/2011	$7,500.00	2/1/2012	$7,500 00
90 Chandler Street, Apt. 2 Somerville, MA 02144	2011	Tufts University	6/13/2011	$7,500 00	2/1/2012	$7,500 00
648 Escalona Drive Santa Cruz, CA 95060	2011	UC Santa Cruz	6/13/2011	$7,500 00	2/1/2012	$7,500 00
658 W Gordon Terrace Chicago, IL 60613	2011	Lesley College	6/13/2011	$7,500 00	2/1/2012	$7,500 00
2400 H St Sacramento, CA 94609	2011	UC Berkeley	6/13/2011	$7,500 00	2/1/2012	$7,500.00
2732 Benvenue Ave. #4 Berkeley, CA 94705	2011	UC Berkeley	6/13/2011	$7,500 00	2/1/2012	$7,500 00
101 Cottage Street New Haven, CT 06511	2011	Yale University	6/13/2011	$7,500.00	2/1/2012	$7,500 00
121 Linden St. New Haven, CT 06511	2011	Yale University	6/13/2011	$7,500.00	2/1/2012	$7,500 00
23 Plumer Rd Unit 33 Epping, NH 03042	2011	University of New Hampshire	6/13/2011	$7,500 00	2/1/2012	$7,500.00
225 Bishop Street #2 New Haven, CT 06511	2012	Yale University	6/14/2012	$7,500 00		$7,500 00
2621 N. Rodeo Gulch Rd Soquel, CA 95073	2012	San Jose SU	6/14/2012	$7,500 00		$7,500.00
1131 65th St. Oakland, California 94608	2012	UC Davis	6/14/2012	$7,500 00		$7,500 00
432 Wayland Avenue Providence, Rhode Island 02906	2012	Brown University	6/14/2012	$7,500 00		$7,500 00

Fellowship Payment list FY 2012

1409 Oxford Street, Apt 3 Berkeley, CA 94709	2012	UC Berkeley	6/14/2012	$7,500 00		$7,500 00
168 Pine St Burlington, VT 05401	2012	University of Vermont	6/14/2012	$7,500 00		$7,500 00
793 Cole Street San Francisco, CA 94117	2012	UC Berkeley	6/14/2012	$7,500 00		$7,500 00
4 Eld St. New Haven, Connecticut 06511	2012	Yale University	6/14/2012	$7,500 00		$7,500.00
1156 High Street, Santa Cruz, CA 95064	2012	UC Santa Cruz	6/14/2012	$7,500.00		$7,500 00
35 Downing Street New Haven, CT 06513	2012	Yale University	6/14/2012	$7,500 00		$7,500 00
6130 Braeburn Drive Goleta, CA 93117	2012	UC Santa Barbara	6/14/2012	$7,500 00		$7,500 00
413 Temple Street New Haven, CT 06511	2012	Yale University	6/14/2012	$7,500 00		$7,500.00
21 Prouty Dr., Apt. 15 Veazie, ME 04401	2012	University of Maine at Orono	6/14/2012	$7,500.00		$7,500 00
P.O. Box 1203 Captain Cook, HI 96704	2012	Stanford University	6/14/2012	$7,500 00		$7,500.00
9 Gilman Ave. Apt. 1 Brunswick, ME 04011	2012	University of Southern Maine Law School	6/14/2012	$7,500 00		$7,500 00
188 Linden Street New Haven, CT 06511	2012	Yale Law School	6/14/2012	$7,500.00		$7,500 00
C/O Kate Bogart New York, NY 10026	2012	Yale Law School	6/14/2012	$7,500 00		$7,500.00
530 Glenrock Ave Los Angeles, CA 90024	2012	UCLA	6/14/2012	$7,500.00		$7,500 00
3326 Gingham Ct. Chino Hills, California 91709	2012	UC Irvine	6/14/2012	$7,500 00		$7,500 00
PO Box 1024 Los Angeles, CA 90028	2012	UCLA	6/14/2012	$7,500 00		$7,500.00
Total Fellowship paid for period 7/1/2011 through 6/30/2012		**$300,000.00**				
Fellowship payments accrued but unpaid during the period 7/1/2011 through 6/30/2012		**$150,000.00**				
Total Fellowship awards for period 7/1/2011 through 6/30/2012		**$450,000.00**				

Leadership Grants

FELLOW LOGIN

SEARCH

ABOUT US GRANT PROGRAMS FELLOWS NEWS BLOG CALENDAR

SHARE

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
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
7. The organization's current operating budget and most recent financial statement Click here for budget guidelines
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

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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 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 at the end of their grant period (Click here 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 of Fellows The Directory is searchable by Fellow name, geographic location, or area of expertise

Organizations wishing to be listed on the Leadership Exchange should submit the following information to Erin Lloyd, Program Officer (erin@switzernetwork org) 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 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 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 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 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 (including a FINAL BUDGET) 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 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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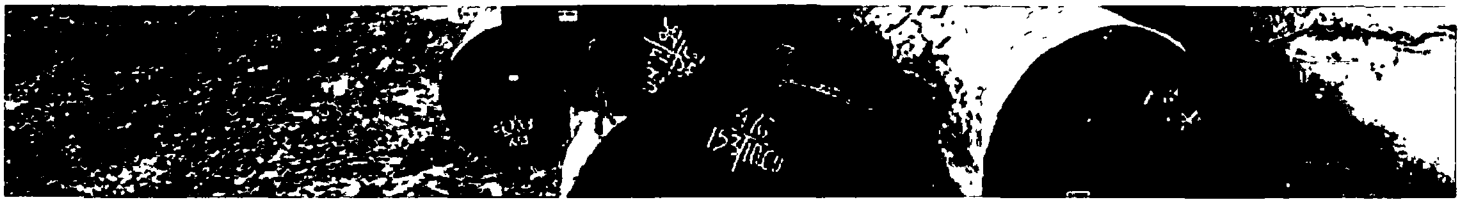

Fellowship Program - How to Apply

New guidelines for 2013 Fellowship applicants will be available on or before September 1, 2012.

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 '12-'13 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, 2012, or plan to have passed their qualifying exams by May 1, 2012 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 of the applicant as well as their research topic*

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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*

APPLICATIONS ARE DUE JANUARY 15, 2012.

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 <u>ALL</u> 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 your personal motivations as well as the context for how your academic experience will be applied to environmental improvement This essay is an opportunity for self-reflection on what you have accomplished, how you are contextualizing your research and coursework, and ultimately, your vision for your future leadership role The essay may be single or double spaced, but please use at least 11 point type for all text The word count should not exceed 2,000 The essay should address the following

1 A realistic vision of your future role in the environmental field, including the motivations and experiences that helped shape that vision What role or type of professional position do you hope to fill or contribution do you hope to make post-graduation? What impact do you hope to have?

2 A description of how your background, academic studies, or other experiences will be applied to a career dedicated to effecting positive environmental results Describe your academic focus in the context of your goals, not as the sole focus of the essay How do you plan to integrate your academic and work experience into your future vision and applying your interests? Why does this research matter? To whom does it matter and how might it be used? How will YOU use the academic experience?

3 One or more examples of how you have been a leader or contributed to solving an environmental issue or problem If you have limited leadership experience, you may describe the impact you hope to have 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) 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** This can include a course list or (brief) summary of your research

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 New England and California applications are reviewed separately Those students whose applications reflect the greatest 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

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 realistic 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 - demonstrates involvement in organizing groups or implementing programs, longevity in environmental field, experience in positions of responsibility

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

Please note January 15th is a Sunday, and Monday the 16th is a holiday and the office will be closed. If you have any questions about the application process we advise that you contact us well before COB on Friday January 13, 2012 The on-line application system will be able to accept your submissions throughout the weekend

Applications due	January 15, 2012
Interview dates	New England Fellowships May 5, 2012 – Boston California Fellowships May 12, 2012 – San Francisco
Notification	Mid-May, 2012
Fellowship Payment Dates	Late June, 2012 Late January, 2013

Contacts for further information

For eligibility and general questions
Erin Lloyd, Program Officer
(207) 338-5654 or erin@switzernetwork org

For technical assistance with online applications
Don Brackett, Administrative Officer
(207) 338-5654 or don@switzernetwork org

Click here to download the Call for Applications

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 and California to welcome new Fellows in each region and provide an opportunity for all Fellows to renew acquaintances It is a requirement of the Fellowship that new Fellows attend the fall retreat the year they are selected Past 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 additional retreats and networking events in winter and spring, open to all Fellows

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

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

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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

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

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 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

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

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,and a recommended word count not to exceed 2,000

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 It is helpful for at least one letter to be from an academic advisor or colleague

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 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 application

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)

THE GUIDELINES STATE THAT AN OFFICIAL 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

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

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 explain your financial need where requested in the application, citing specifics if necessary We rely on your honesty in providing us with this information

I WILL COMPLETE MY STUDIES BEFORE THE END OF THE ACADEMIC YEAR 2012/2013. MAY I STILL SUBMIT AN APPLICATION FOR PARTIAL FUNDING? No The Fellowship is intended to support full-time matriculation for the entire academic '12-'13 year You must plan to be enrolled on a full-time basis for '12-'13 in order to qualify for the Fellowship

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, 2012 or plan to have passed their qualifying exams by May 1, 2012 Students planning to conduct research during the Fellowship year must specify their planned enrollment status for this time period

CAN 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

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

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)

I AM A PhD STUDENT AND WILL HAVE COMPLETED MY SECOND YEAR OF STUDY BY MAY, 2012 BUT WILL NOT YET HAVE TAKEN MY QUALIFYING EXAMS.

- **CAN I STILL APPLY?** No PhD applicants <u>must</u> be on schedule to take their qualifying exams by May 1, 2012 <u>or</u> plan to have finished their third year of study by July 1, 2012 in order to be eligible No exceptions will be made

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 interested in awarding the Fellowship to qualified candidates Recipients may receive full Fellowship benefits even if they opt out 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 Learn about past Fellows through the Fellowship Network Directory or under Recent Awards

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Closed in Spring 2012

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Collaborative Initiatives Fund Overview

The Collaborative Initiatives Fund is a program designed to foster collaborations among Switzer Fellows working on similar issues in order to leverage their individual and organizational resources to advance progress on that issue In September, 2011, the Foundation introduced a new program, Switzer Network Innovation Grants, which also funds collaborations among Switzer Fellows and which will replace the Collaborative Initiatives Fund starting in 2012 Interested Fellows should refer to the Network Innovation Grants description for more information

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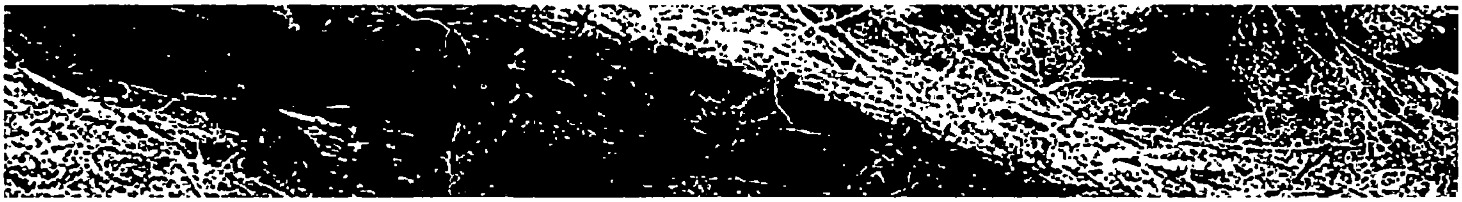

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Professional Development Grants - How to Apply

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 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

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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This grant program falls under "Board Discretionary Grants" in our Policy Manual.

Network Innovation Grants

The Switzer Fellowship Network is one of the Switzer Foundation's most important assets The Foundation seeks to tap this diverse Network's collective potential for innovation and action to solve today's complex environmental issues (Click here for a downloadable pdf of the RFP for this program)

The Switzer Network Innovation Grants Program intends to create a pathway toward environmental innovation that starts with sharing ideas that will lead to action and results Through these collaborative grants, the Foundation will help Fellows test and improve their thinking with input from the Network, provide funding to concepts that seem most promising, and have Fellows share results and invite further feedback Initial ideas are evaluated by staff and shared with the Network to generate further interest

Through this program, we invite Fellows to work together, and with their personal networks of colleagues and organizations, to engage in shared learning, convening, collaboration and ultimately "breakthrough" thinking and action

Sample ideas include

- Organize a spring retreat or study tour with tangible goals
- Follow up on a past retreat topic, such as Central Valley water issues, river restoration and downtown revitalization in New England, or others
- Convene or collaborate with Fellows to address a specific environmental policy or technical challenge you or your organization are tackling
- Organize a panel of Fellows to present at a conference or other high-profile meeting
- Organize a group of Fellows to start an affinity group to write a collaborative document (e g , white paper), develop/enhance a website, video or podcast, develop a survey or other research tool, analyze and disseminate results, or develop curriculum and materials and conduct training for Fellows

Program Criteria/Process:

1 Interested **Switzer Fellows** should send a one-page (500 word) description of your concept to staff (Lissa Widoff or Erin Lloyd), or any of the trustees listed below The submitted description should describe how you would like to use and tap the Switzer Fellowship Network to advance progress on an issue, project or policy initiative in which you are engaged Fellows may also send concepts to the Switzer listserv if you want to seek partners or solicit feedback from others first (contact Erin if you need assistance with the listserv)
2 Be willing to have your idea vetted by other Fellows for input and to gauge Network interest (Post your idea to the blog and send a link to the listserv See blog post instructions below, or contact Lissa or Erin for assistance)
3 Be willing to take some leadership role in advancing progress on your identified issue and indicate how you would be willing to help or lead this effort.
4 **If funding is needed**, indicate estimated funding needs and whether there is a partner organization or fiscal agent you would be able to work with
5 If non-financial support is needed, indicate what kinds of resources or help you need
6 If there is an optimal schedule for this concept, or any known dates of relevance, please indicate
7 Budget/funding we realize that a fully developed budget is not realistic at this stage, and we would like to encourage Fellows to bring forward the problem you would like to solve, or ideas that you think would truly benefit from the resources of the Switzer Network, regardless of budget detail A typical funding range might be 0 - $15,000

We hope to fund a few concepts with strong Network interest and potential for impact on an issue and will work with Fellows and our respective networks to creatively facilitate outcomes

To find other Fellows:

- Search the Fellow Directory using keywords or geographic fields,
- Use the search function on the website (top right of screen),
- Contact Lissa or Erin for suggested contacts, or Don Brackett for a customized group list

To share and post your idea on the blog:

1 Log in to the Switzer website (contact Don Brackett if you need assistance with this)
2 Go to the blog page, enter your project idea, tag "Switzer Network Innovation Proposals" and other topics relevant to your post
3 Copy the link of your blog post into a message to the listserv and invite Fellow feedback on your idea (contact Erin if you need assistance with the listserv)

Deadlines:

Proposals and ideas may be submitted **at any time**, with the exception of proposals for spring retreat topics All proposals will be considered on a rolling basis

To Apply:

Inquiries should be directed to any of the following Specific instructions for applying will be discussed during inquiry process

Inquiries may be directed to

Lissa Widoff, Executive Director
Erin Lloyd, Program Officer
Jessica Switzer, Trustee
Margaret Rubega, Trustee
Steve Parry, Trustee

Click here for a downloadable pdf of the RFP for this program

Click here for the Application Cover Sheet

Please note the Switzer Network Innovation Grants Program is replacing the Switzer Collaborative Initiatives Grant Program