Yale Alumni Fund
Meeting of the Board of Directors
September 18, 2023
Yale Club of New York

Board Members Present

Chair: Brett Zbar ’94
Vice Chair: Richard Roberts ’86, ’89 JD
Eric L. Allen ’76
Stephen Barrett Amdur ’01
Cansu Arslan ’19 MBA
Ann Aversa ’87 MA
Bob Barker ’65, ’68 LLB
Billy Cheung ’99
Mustafa Ciliz ’95 MA
Emily Cohen ’14 PhD
Christopher A. Cole ’87
Bridget Cota ’09 MSN
Virginia Dominguez ’73, ’79 PhD
Fred Dougalis ’84
Michael Duddy ’85 March
Rebecca Ehrhardt ’90
Thomas K. Emmons ’69
Chris Faulkner-MacDonagh ’01 PhD
Jeff Feldman ’95 MBA
Jennifer Fernandez ’06
Julie Applebaum Flynn ’88
Gabriela Garcia ’23
Samantha Warshauer Heffner ’02
Neil Hohmann ’91
John Homan, IV ’02 MEM
Bryan Hunter ’08 MS
Nikki Karani ’89 MA, ’92 MBA

Firoozeh Kashani-Sabet ’97 PhD
Aly Kayne ’94, ’97 JD
Caitlin Lee ’23
Carol M. Lee ’79
Robert Lin ’82
Elizabeth Martin ’83 March
Elizabeth Moore ’24
Maggie Morse ’17
Rob Morse ’12
Maria Paola Nastri ’98 PhD
Neeta Ogden ’94
Amy Oshinsky ’77
Rahul R. Prasad ’87 PhD
Allison Rabkin Golden ’12, ’21 JD
Charlene Requerme Ramos ’13
Rachel M. Rajaseelan ’15
Ed Sevilla ’82
Will Shikani ’10
Paul Stroble ’82 MDiv
Krysten S. Thomas ’18 MPH
Gene Wang ’00 PhD
Tanya Rivero Warren ’95
Jill R. Wright ’95
Sarah Yoo ’18
Justin Zaremby ’07 PhD, 10 JD

Board Members Absent

Elaine Pincus Akst ’97
Dawn C Alexander ’87 MBA
Robert Allison ’67
Amy Atkeson ’95, ’00 MD
Martha Burson Bangiola ’11, ’18 MBA
Steve Barrows ’02
Marvin Berenblum ’56
Heaven Berhane ’18 MDiv
Christina Bost Seaton ’01
Mary G Bowers ’01

Jacob W. Buchdahl ’94, ’97 JD
Stephen Calkins ’72
Tara A. Campbell ’20
Anne Casscells ’80
Xinyi Mei Chen ’22
Eugenie F. Cheney ’02
Jackson F. Cole ’20
Stephanie Machele Davis ’12 MPH
JP Dreichsler ’16
William E. Ellison ’18
<table>
<thead>
<tr>
<th>Name</th>
<th>Year/Title</th>
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<tbody>
<tr>
<td>Charles N. Farmer</td>
<td>’66</td>
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<tr>
<td>Sarah Flynn YC</td>
<td>’24</td>
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<tr>
<td>Elizabeth S. Garrabrant</td>
<td>’09 MA</td>
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<td>Thomas M. Ginakakis</td>
<td>’09</td>
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<td>Brian D. Hammerstein</td>
<td>’85</td>
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<tr>
<td>Melissa J Hilton</td>
<td>’83, ’89 MBA</td>
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<td>Alison Poorvu Jaffe</td>
<td>’81</td>
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<td>Torianto S. Johnson</td>
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<td>James A. Jones III</td>
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<td>Andrew R. Karlin</td>
<td>’08</td>
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<td>Katherine Philip Kaufman</td>
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<td>Daniel Kilpatrick</td>
<td>’03</td>
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<td>Michael W Lei</td>
<td>’14</td>
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<td>Paul Leong</td>
<td>’99 MD</td>
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<td>Ephram Lustgarten</td>
<td>’00</td>
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<td>Hero Magnus</td>
<td>’23</td>
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<td>Megan K. McHale</td>
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<td>Minh Alexander Nguyen</td>
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<td>Mallet Njongkem</td>
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<td>Margo Wolf O’Donnell</td>
<td>’90</td>
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<td>Renee H.L. Ong</td>
<td>’21</td>
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<td>Jessica Nicole Paindiris</td>
<td>’05</td>
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<td>Lauren Polo Patnaude</td>
<td>’03</td>
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<td>Merz K. Peters</td>
<td>’55</td>
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<td>Shady M. Qubaty</td>
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<td>Daisha Roberts</td>
<td>’22</td>
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<td>Shana Ross</td>
<td>’00 BA, ’00 MBA</td>
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<td>Tamar Sadeh</td>
<td>’00, ’06 MBA</td>
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<td>Vidur Sehgal</td>
<td>’10</td>
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<td>Andrew D. Sipes</td>
<td>’85</td>
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<td>Jamie Stern</td>
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<td>Jovan M. Tafoya</td>
<td>’21</td>
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<td>Linda Thach</td>
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<td>Travis Torrence</td>
<td>’21</td>
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<td>Evangeline Wyche Tross</td>
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<td>Laura Vrana</td>
<td>’05 JD</td>
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<td>Anne B Weil</td>
<td>’94</td>
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<td>Hannah E. Weisman</td>
<td>’20</td>
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<td>Alyssa J. Yoon</td>
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**Staff Present**

- Davonna Approvato
- Bridget Austin
- Amanda Baker ’00 MusM
- Amanda Bassett
- Caitlin Beardsley
- Blake Bergeron
- Brad Brown
- Alison Cole ’99
- Devan Evans
- Diana Evans
- Eugénie Gentry
- Mathwon Howard
- Jim Kenny
- Robert Kraft
- Lainie Lipsher
- Rod Lowe
- Nneka Maiurro
- Andrea Nezat
- Dan Pickett
- Mike Regan
- Joanna Roche
- Kathryn Van Sickle
- Emma Wellspeak
- Rodney West

**Ex-Officio Present**

- J. Weili Cheng ’77, Executive Director, YAA
- Jocelyn R.H. Kane, Managing Director, Yale Alumni Fund
- Joan E. O’Neill, Vice President for Alumni Affairs and Development
- John Foster, Chair, Parents Fund

**Ex-Officio Absent**

- Jennifer Madar ’88, Vice Chair, YAA Board of Governors
Joseph C. McNay ’56, Former Chair, Nathan Hale Associates
Stephen C. Murphy ’87, Vice President for Finance and Chief Financial Officer

Former Chairs Present
William M. Folberth ’66
Thomas S. Leatherbury ’76, ’79 JD
Bobbi Mark ’76
Randolph M. Nelson ’85
Nancy A. Stratford ’77
Michael B. Tom ’83 MD

Former Chairs Absent
Marvin J. Deckoff ’53
Marla Grossman ’90
Robert K. Hopkins ’86 MBA
Theodore T. Jones ’57
George M. Levin, Jr. ’66
Howard H. Newman ’69, ’69 MA
David B. Singer ’84
John M.R. Thomas ’80
William H. Wright II ’82
Welcome

Jocelyn Kane opened the meeting by welcoming everyone to the September 2023 board and recognizing Joan O’Neill, Mathwon Howard, and Eugénie Gentry before presenting the Fiscal Year 2023 Final Results. 2,149 volunteers made 46,000+ solicitations. 30,620 donors made 42,954 gifts. $45,043,108 in cash was received. 30% of those gifts were $50 or less. The Parents Fund exceeded $5M for the first time. The Nursing School set a fundraising record this year for most annual fund dollars raised and on September 21 they will launch their Centennial celebration. The School of Music launched a volunteer program and have alumni actively using Give Campus. As a result, they saw more donors this year than in the preceding eight years. In addition to YSN, the Schools of Art, Environment, and the Graduate School set fundraising goals for dollars raised. Jocelyn reviewed what solicitation trends worked and what was less successful. The Find Your Roots email was particularly successful having a 70% open rate. Jocelyn turned the meeting over to Brett Zbar.

Chair’s Remarks

Brett thanked everyone for attending before recognizing the tremendous results over the past year. Brett made 3 suggestions to make a bigger impact; work on solicitations in the slower times, ask prospects to make sustaining gifts and renew those who missed last year asap.

Brett asked for a moment of silence to remember Alumni Fund volunteers who have passed away since the last meeting:

Stanley W. Black, Class of 1965, Graduate School, Alumni Fund Class Agent
Samuel P. Cooley, Class of 1953, Saybrook College, Alumni Fund Class Agent
Christopher Getman, Class of 1964, Yale College, Alumni Fund Class Agent
Peter A. Gisolfi, Class of 1966, Yale College, Alumni Fund Class Agent
Edward L. Howes, Class of 1952, Pierson College, Alumni Fund Class Agent
Hank J. Keating, Class of 1953, Yale College, Alumni Fund Class Agent
Joseph G. Munisteri, Class of 1956, Trumbull College, Alumni Fund Class Agent
Peter P. Wolf, Class of 1982, Jonathan Edwards College, Alumni Fund Class Agent

Chair’s Goals

Brett reminded attendees of his primary goals which include strengthening the work of the Alumni Fund through the support of the For Humanity Campaign and via increased Diversity, Equity, Inclusion and Belonging within the Board. Brett reiterated that the campaign will have a lasting effect on the University and the world, and that each Board member’s role is important to the Campaign’s success.

Campaign Results

The Campaign has reached the $5B+ milestone with $1.1B flowing to Science for Breakthroughs, $1.6B Collaborating for Impact, $1B Arts and Humanities for Insight, and $1.3B Leaders for a Better World. The Alumni Fund has raised $230 million—about 4.5% of the overall total—and of the 80,000 campaign donors to date, 55,000 made their gift through an Annual Fund.

Brett announced a campaign workshop addressing the question “Why should I give when Yale has such a large endowment?”. Brett asked board members to engage in this workshop, and to consider who might make a larger gift to the Fund this year. Staff is also analyzing who is ready for an increase and will partner with board members to facilitate these conversations.
Current Results

The Alumni Fund continues to be above the straight-line projection and needs to reach $262.5M by June 30 to stay on track.

One area of concentration is Support for Students which has a $1.2B goal within the campaign. Of the $793M raised to date, $74M came from Alumni Fund gifts. Because of these efforts, the David Geffen School of Drama is now tuition free and the Divinity School is providing full-tuition scholarships for students with demonstrated need.

Within Yale College, 55% of students are receiving a need-based financial aid award, and $71,663 is the average scholarship award for financial aid recipients. 10 years ago, this was 50.2% and the average award was $48,000. Total gifts to the Alumni Fund (including all schools) has increased by nearly 20% since 2015.

2023-2024 Executive Committee

Brett introduced this year’s Executive Committee and recognized former Chairs before turning the meeting over to Vice-Chair, Rich Roberts.

Vice Chair’s Remarks

This year’s goals are to raise a minimum of $46 million raised from 31,000 donors in addition to continuing diversity efforts among the board. Jocelyn Kane and her team will be working to fill in data gaps among board members and other key volunteer groups. In addition to ethnicity, non-Yale degrees and business details are areas of focus. All board members will be asked to participate in volunteer recruitment during their time on the board. A new work group will be rolled-out this year focused on recruitment that builds on the past work of the nominating committee and the DEIB work group. This will be a standing work group for the foreseeable future and all board members will be welcome to join. The goal is to recruit enthusiastic alumni fund donors with a focus on schools and classes that need strengthening, young alumni, and diversity on all levels.

Nominating Committee

Rich identified this year’s nominating committee and welcomed new board members before introducing Sabrina and John Foster as the new Chairs of the Parent’s Fund. Rich then introduced guest speaker Kimberly Goff-Crews, Secretary and Vice President for University Life at Yale, who provided an update on Belonging at Yale.

Brett thanked Kim before announcing the 2023 Chair’s Award recipients:
Amy Yu Liao ’11
Paul Mandell ’98 JD
Paola Nastri ’98 PhD
Ira and Bonnie Siegel P’15 ’23
Greg Zorthian ’75

Brett recognized the upcoming transitions of President Salovey and Weili Cheng and then adjourned the meeting.