Yale Alumni Fund  
Meeting of the Board of Directors  
February 11, 2019  
Yale Club of New York City

Directors Present

Chairman: Michael Tom ’83 M.D.  
Vice Chairman: Marla Grossman ’90 B.A.

Nina Adams ’69 M.S., ’77 M.S.N.  
Amy Atkeson ’95 B.S., ’00 M.D.  
Christina Bost Seaton ’01 B.A.  
Anne Wilson Brown ’85 B.A.  
Jacob Buchdahl ’94 B.A., ’97 J.D.  
Lise Chapman ’81 M.B.A.  
Alec Ellison ’84 B.A.  
Weatherly Emans ’97 B.A.  
Charles Farmer ’66 B.A.  
Jeffrey Feldman ’95 M.B.A.  
Howard Friedman ’98 B.S.  
Thomas Ginakakis ’09 B.A.  
John Rudolph Hallen, Jr. ’01 B.A.  
Brian Hammerstein ’85 B.A.  
Lee Hardgrove ’76 M.Div.  
Samantha Heffner ’02 B.A.  
Jerry Henry ’80 M.Div.  
John Homan ’02 M.E.M.  
Jeff Jones ’66 B.A.  
Andrew Karlin ’08 B.A.  
Katherine Kaufman ’10 B.A.  
Stewart Landefeld ’76 B.A.

Anthony Lively ’64 B.A.  
Carol Lee ’79 B.S.  
Lorena Lopes ’85 B.A.  
Jeffrey Miller ’65 B.A.  
Alexi Nazem ’04 B.S., ’12 M.D.  
Sean O’Brien ’91 B.A.  
Lillian Oshva ’96 M.D.  
Reynolds Ostrover ’14 B.A.  
Allan Rabinowitz ’54 B.E.  
Carl Reisner ’78 J.D.  
Richard Roberts ’86 B.A., ’89 J.D.  
Ellen Ryan ’77 B.A.  
Anthony Sabatelli ’84 Ph.D.  
Frank Sena ’92 B.S.  
Deborah Sherman ’89 B.A.  
Jamie Stern ’72 B.A.  
A. Merritt Tilney ’95 B.A.  
Andrew Wallach ’80 B.A.  
Gregory Wolf ’92 B.A.  
Ted I.K. Youn ’76 M.A., ’78 M.Phil., ’81 Ph.D.  
Brett Zbar ’94 B.A.  
Greg Zorthian ’75 B.A.

Directors Absent

Randy Aberg ’82 B.A.  
Lydia Andre ’82 B.A.  
Jessica Anschantz ’07 M.Div.  
Frank Aronson ’69 B.A.  
Otis Baker ’19 B.A.  
Sarah Better ’19 B.A.  
Martha Burson ’11 B.A., ’18 M.B.A.  
Sohail Choudhury ’19 B.A.  
Claudia Covo ’81 B.A.  
Marianna Cuomo Maier ’19 B.A.  
Benjamin Daus-Haberle ’12 B.A., ’21 J.D.  
Zachary DeWitt ’09 B.A.  
Romy Drucker ’07 B.A.  
Michael Duddy ’85 M.Arch.  
Kemerer Edwards ’49 B.A.  
Rebecca Ehrhardt ’90 B.A.  
Danielle Ellison ’15 B.A.  
Asefekh Faraz ’07 M.S.N., ’15 Ph.D.  
Brendan Hellweg ’18 B.A.  
David Herzer ’67 B.A.  
Melissa Hilton ’83 B.A., ’89 M.B.A.  
Michael Horn ’02 B.A.  
William Hyman ’80 B.A.  
Theodore Jones ’57 B.A.  
Ethan Karetzky ’14 B.A.  
Philip Lebowitz ’72 M.D.  
Robert Lyons ’64 M.D.  
Bobbi Mark ’76 B.A.
Catherine McGeoch ’18 B.S.
Kinsley McNulty ’18 B.A.
Samuel Newville ’18 B.A.
Alexandra Parfitt ’10 Ph.D.
Devon Philip ’06 B.A.
Chris Quazzo ’19 B.A.
Rachel Rader ’87 B.A.

Shana Ross ’00 B.A., ’06 M.B.A.
David Schamis ’95 B.A.
William Shikani ’10 B.A.
Caroline Smith ’14 B.A.
Alan Stamm ’52 B.A.
Jeffrey Yohalem ’06 B.A.

Staff

Rebekah Alexander
Lynn Andrews ’82 B.A.
Amanda Baker ’00 Mus. M.
Caitlin Beardsley
Gail Briggs
Gloria Carpio
Alison Cole ’99 B.A.
Mark Donovan
Michael Felberbaum
Eugénie Gentry
Marta Goldman

Lauren Johnson
Jim Kenny
Sandra Livramento
Nneka Maiurro
Gina Perricone
Ann Rumberger
Jane Rushmore
Stefanie Seslar
Fran Spadacenta
Janelle Stevenson
Marla Vickers

Ex-Officio Present

Jocelyn R.H. Kane, Managing Director, Yale Alumni Fund
J. Weili Cheng ’77 B.A., Executive Director, YAA

Nancy Stratford ’77 B.A., Chair, AYA Board of Governors
Joseph C. McNay ’56 B.A., Former Chair, Nathan Hale Associates

Ex-Officio Absent

Joan E. O’Neill, Vice President for Alumni Affairs and Development
Stephen C. Murphy ’87 B.A., Vice President for Finance and Chief Financial Officer

James Better and Nancy Marx Better ’84 B.A., P’15, P’17, P’19, Chairs, Parents Annual Fund

Former Chairs Present

William M. (Biff) Folberth III ’66 B.S.
Jack Thomas ’80 B.A.

Thomas Leatherbury ’76 B.A., ’79 J.D.

Former Chairs Absent

Marvin J. Deckoff ’53 B.A.
Wilson Nolen ’48 B.A.
Gilbert H. Kinney ’53 B.A., ’54 M.A.
George M. Levin, Jr. ’66 B.A.
Theodore T. Jones ’57 B.A.
David B. Singer ’84 B.A.

Bobbi Mark ’76 B.A.
Howard H. Newman ’69 B.A., ’69 M.A.
William H. Wright II ’82 B.A.
Randolph M. Nelson ’85 B.A.
Robert (Bo) K. Hopkins ’86 M.B.A.
Chairman’s Remarks

Yale Alumni Fund Chairman Michael B. Tom ’83 M.D. opened the meeting and began his remarks by welcoming everyone and acknowledging the former Alumni Fund Chairs in attendance: Biff Folberth III ’66 B.S., Bo Hopkins ’86, Tom Leatherbury ’76 B.A., ’79 J.D., Nancy Stratford ’77 B.A., and Jack Thomas ’80 B.A. He also recognized J. Weili Cheng ’77 B.A., Executive Director, Yale Alumni Association, Marla Vickers, Assistant Vice President for Development and Eugénie Gentry, Associate Vice President for Development and Campaign Director.

Michael called for a motion to approve the minutes from the September 2018 meeting of the Board of Directors. The motion was made, seconded, and the minutes were approved. Michael then paused to remember the Alumni Fund volunteers who have passed away since the September 2018 meeting: H. Alfred Allenby, Class of 1949, Yale College Class Agent, Robert C. Lamar, Class of 1946, Yale Divinity School Class Agent, Francis M. Lobo, Class of 1991, Yale School of Medicine Class Agent, John S. Meyer, Class of 1952, Yale College Class Agent, Ronald R. Wilmore, Class of 1965, Yale College Class Agent.

Following the in memoriam, Michael remarked on the progress toward goals. On average, most schools have achieved between 65% and 80% of their dollar goals, and participation is also heading in the right direction. Overall, we have achieved 70% of our dollar goal and 69% of our donor goal. This is a great position to be in as we continue to push during the last two quarters of the fiscal year. He asked for everyone present to join him in thanking all the staff present for their invaluable support.

Michael went on to make a call for nominations to our Board of Directors. Each year, the Nominating Committee is recruited and convened to determine the slate of new board members. The Committee takes many factors into consideration when discussing the individuals recommended to the Board of Directors including: the composition of the current board and its representation of Yale College across decades, robust participation of Graduate and Professional School Alumni Fund chairs and agents, diversity on all levels, and the volunteers’ backgrounds of engagement with the Alumni Fund. Please remember that all nominees must be current Alumni Fund volunteers. This year’s committee is led by Rebecca Ehrhardt ’90 B.A. Michael thanked those present in advance for putting forth great nominations.

Michael then welcomed Anne Brown ’85 B.A. to the podium in her role as co-lead of the Leveraging Participation workgroup over the past 18 months has led to the creation and implementation of the first research project in recent history that will provide data to help shape our thinking in the coming months.
Anne started by thanking the members of their workgroup. She was thrilled to be asked to co-lead the group with David Schamis ’95 B.A.; this group grew out of the broader campaign planning workgroup discussions last year. Anne expressed her hope that their work will support and enhance Alumni Fund efforts to engage alumni in order to increase participation in the Fund. This will strengthen the overall donor base and support the upcoming campaign and beyond.

Anne then thanked staff members Janelle Stevenson and Stella Nazhen. They are responsible for the logistics and execution that went into getting the project up and running.

Anne went on to describe the research project saying it was developed to find out more about alumni attitudes toward the Yale Alumni Fund. To gather this information, they created an alumni survey in two parts. The first part is comprised of a short online survey that went out to almost 12,000 Yale College alumni and will be sent soon to 10,000 Graduate School alumni. The online survey will be followed by about 30 in-depth, one-on-one interviews conducted by the workgroup members throughout February and March. Recommendations based on the intelligence gathered to share with the Board at the next meeting.

For the online survey, Yale College alumni were divided into five groups according to their recent giving history. The hypothesis is that donors with differing giving patterns will display different attitudes toward the Alumni Fund.

Survey groups:

1. First time donors – donors we consider “new” to the Fund. These are not only donors making their first gift, but also include those giving their first gift after a long lapse in giving.
2. Loyal donors – our Yale True cohort.
3. Reactivated donors – these Alumni stopped giving for several years, but recently began giving again. We hope to learn what inspired them to restart their contributions.
4. Recently lapsed donors – these donors had been giving regularly but stopped in recent years. We hope to learn what prompted this change.
5. Non-donors – these alumni have not given in more than five years or perhaps ever.
Preliminary Results:

1. Alumni non-donors contribute elsewhere; in their local communities or in organizations other than higher education.
2. Alumni non-donors contribute to Yale in other ways including through volunteer work and consider this their contribution.
3. Loyal alumni donors often state that Yale made an impact on their life.
4. Loyal alumni donors have a desire to pay forward the gift of alumni support.
5. Loyal alumni donors often support the financial aid budget.

Many reactivated alumni donors noted the importance of being asked by a classmate. Volunteer efforts really make a difference!

Marla Grossman ’90 B.A., Vice Chairman of Alumni Fund, then welcomed Alexi Nazem ’04 B.S. ’12M.D. to the podium to give an update on the volunteer portal launch. She said that she was honored to introduce the GiveCampus representatives during Assembly and Convocation in November. She commented on the great energy in the room saying that the momentum has been building since then and they are now almost ready to launch. This has been a herculean effort and a true collaboration between volunteers, Alumni Fund staff and the Yale technology team. Marla then offered her thanks to all who have been involved for bringing them this exciting new tool which promises to support their work as volunteers in very exciting ways. She asked those present to join her in welcoming and thanking Alexi.

**Volunteer Portal Launch Workgroup**

Alexi, as co-lead of the Volunteer Portal Launch Workgroup, expressed his excitement about addressing those present about the tremendous work of this group. Alexi then presented a list of the workgroup members with whom he and his co-lead Jeffrey Yohalim ’06 B.A. worked alongside this past year. They have all been providing invaluable feedback to the Yale staff during the many stages of planning and implementing. Alexi thanked Sandra Livramento, who has been their fearless leader over the past three years. Her great work and attention to detail has kept them on track and on schedule.

During the fall, they initiated a planned expansion of the workgroup beyond the board to accommodate the large amount of work that will be needed to ensure a successful launch. There was a two-tiered recruitment process that first involved Chairs of Agents nominating Class Agents to join the group followed by a more general recruitment. These efforts were extremely successful. They added 34 new workgroup members spanning across every decade from the 1950s through the 2010s.
Alexi reported that they are on schedule to launch the volunteer platform in March. This will allow them time to familiarize themselves with the tool before Bulldog Blitz, Yale College’s spring challenge. The Professional schools will have a staggered roll-out throughout the spring and summer, and subsequently, the platform will be rolled out for the Reunion Giving programs in the School of Management, Yale College and Parent Giving.

Specific goals for the workgroup members during the launch are:

1. To act as ambassadors and amplify the importance of the platform to their fellow volunteers.
2. To help in the development of training materials.
3. To partner with the Yale Alumni Fund staff to encourage volunteers to register and use the platform in their fundraising efforts.

The workgroup’s first project, the Volunteer Resource website, will continue to be the primary landing page for volunteers. Documentation on the website is currently being reviewed. More sensitive items will be moved to the secure volunteer platform, and the website password will then be removed from this website for easier access.

Platform access will be located on the Volunteer Resource website, and once volunteers navigate to that section they will need to provide the proper credentials to access the confidential information located in the new tool. Alexi then shared a few screenshots of the new volunteer portal, powered by GiveCampus, to give those present a sense of what’s coming. With just a few clicks, class agents will be able to follow up with their groups using pre-loaded email templates they can use as is or customize. The platform is mobile-ready. From your mobile phone or tablet, you can call, text, or email classmates directly. This will make our follow up with classmates easier, faster, and possible from anywhere. We look forward to our next phase of work and the official launch of the new volunteer platform in March!

Following Alexi’s presentation, Brett Zbar ’94 B.A. introduced guest speaker Jeffrey Brock ’92 B.A.; Professor of Mathematics; Dean of Science for the Faculty of Arts and Sciences Dean Brock is professor of mathematics and the inaugural Dean of Science for the Faculty of Arts and Sciences. His research focuses on low dimensional geometry and topology, particularly hyperbolic geometry. He has worked to study renormalized volume and its gradient flow on deformation spaces. He is also interested in geometric and topological methods in analysis of large, complex data sets. He was an undergraduate at Yale and obtained his Ph.D. at U.C. Berkeley, after which he held positions at Stanford and the University of Chicago before moving to the Brown University Math Department, which he chaired from 2013 to 2017. In 2016, he served as founding Director of Brown’s Data Science Initiative. He was a Guggenheim
Fellow in 2008 and was recently elected Fellow of the American Mathematical Society. He joined the Yale faculty in 2018.

Upon the conclusion of a question and answer period following Dean Brock’s presentation, Michael returned to the podium. He thanked the Dean for joining the meeting. A motion to adjourn the meeting was made, seconded, and approved.